

**BRIEF FOR SECRETARY: CERTIFICATION OF DEFENCE FORCE RECRUITING MEDIA PLAN JULY-DECEMBER 2012**

Group: **Defence People Group**

Reference: **DGDFR/OUT/2012/AB9060762**

Due Date: **Thu 14 Jun 12**

EXECUTIVE SUPPORT UNIT

8 8 JUN 2012

SEC/IN/2012/664

**Recommendations:**

That you:

- (a) Note that the Defence Force Recruiting (DFR) Media Plan for the period July-December 2012 complies with the *Guidelines on Information and Advertising Campaigns by Australian Government Departments and Agencies (March 2010)* (the Guidelines).
- (b) Sign the Chief Executive Certification for Government Advertising Campaigns provided at Attachment 1, certifying compliance with the Guidelines.

**Background**

1. To meet the recruiting targets for Navy, Army and Air Force, DFR conducts a program of advertising activity to generate enquiries and applications for jobs. Over the years a strong correlation has been established between advertising activity and enquiries. To maintain continuity of presence in the market and therefore a constant flow of candidates into the recruiting pipeline, advertising is deemed to be critical.
2. In recognition of the criticality of ongoing advertising to recruiting outcomes, on 13 September 2008 the Cabinet Secretary and Minister for Finance and Deregulation agreed to special handling arrangements for the review of DFR advertising campaigns including a review of planned media activity in six monthly increments. Other than as agreed in the special handling arrangements, in all respects DFR complies with the Guidelines.


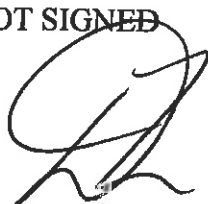
**Key Issues**

3. The process by which Information and Advertising Campaigns by Australian Government and Agencies are approved commences with clearance by the Independent Communications Committee (ICC). The ICC is comprised of three former senior public servants including the Chair, Dr Allan Hawke. The ICC is specifically responsible to review campaigns to ensure compliance with the Guidelines.
4. To support this process, DFR prepares a Supporting Statement of Compliance which is provided at Attachment 2. Pages 3 through 20 of the Statement provide an overview of DFR's process for campaign material development and an analysis of the effects of advertising on recruiting outcomes.
5. Following this review, the ICC issues a letter to the Chief Executive of the Department who is required to certify that the campaign complies with the Guidelines by signing the Chief Executive Certification for Government Advertising Campaigns.
6. Finally, the campaign is approved by the relevant Minister, in the case of DFR, the Minister for Defence Science and Personnel (MINDSP).
7. DFR met with the ICC on Tue 29 May 12 to consider the media plan covering the period July through December 2012 provided at Attachment 3. As a result of that meeting, the ICC issued the letter provided at Attachment 4 stating that no issues have arisen to suggest that the media plan does not comply with Principles 1-4 of the Guidelines.

8. Creative material (ie television commercials, radio ads, print ads, online banners, etc.) which are scheduled to appear during the period have been previously reviewed and approved through the process. Any new creative materials which will be produced and scheduled during the period will be submitted to the Communications Advice Branch within the Department of Finance and Deregulation to determine if they are subject to the Review and Certification provisions within the Guidelines and, if so, will undergo the full approvals process. Creative materials are also approved through the relevant Service headquarters.
9. The cost of media (television, magazines, radio, digital display, online television, cinema, out of home, allocations for priority activity and media amplification) for the period is \$16,027,490.00 (excluding GST and inclusive of all service fees) and will be fully funded from the anticipated DFR FY12-13 marketing budget. The cost of media reflects a maximum allowable spend during the period and is scalable to reflect budget allocation and Service priorities. Of note for this period is a dedicated allocation of potential media bookings devoted to ADF Diversity – the forthcoming period will see enhanced engagement by DFR with Services to advance progress in improving recruiting in this area.
10. Your approval is sought by Thursday 14 Jun 12 to allow Ministerial approval with sufficient lead-time for Universal McCann, the agency that plans and purchases media on behalf of the Commonwealth, to obtain appropriate media in time for commencement of advertising activity on 15 July 2012.
11. The letter from the ICC will be published on the website of the Department of Finance and Deregulation after commencement of the advertising activity.
12. The Certification signed by Secretary of Defence will be published on the Department of Defence website after commencement of the advertising activity.

**Consultation**

13. Extensive consultation occurred with Universal McCann to develop the media strategy and resulting plan.
14. DFR consults with the Communications Advice Branch within the Department of Finance and Deregulation on an ongoing basis.

 Henrik Ehlers AIRCDRE DGDFR 7 June 2012	(a) <input checked="" type="checkbox"/> NOTED/PLEASE DISCUSS (b) <input checked="" type="checkbox"/> SIGNED/NOT SIGNED   Duncan Lewis Secretary 13 June 2012		
Branch/Section Head	AIRCDRE Ehlers	W: (02) 6122 4052	Mob: 0457 843 129
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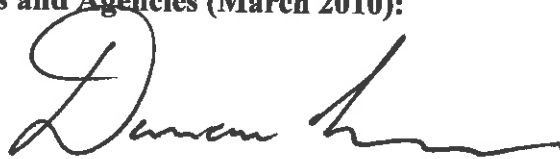
**Attachments**

1. Chief Executive Certification
2. Supporting Statement of Compliance
3. Media Plan July-December 2012
4. ICC Letter (copy only)

**CHIEF EXECUTIVE CERTIFICATION FOR GOVERNMENT INFORMATION  
AND ADVERTISING CAMPAIGNS**

**I, Duncan Lewis, am satisfied that the new *Defence Force Recruiting media plan for the period July through December 2012* complies with the Guidelines on Information and Advertising Campaigns by Australian Government Departments and Agencies (March 2010):**

Signed:



Secretary of Defence

Date: 13 June 12.

	√ or x	Attachment Reference
<b>PRINCIPLE 1: CAMPAIGNS SHOULD BE RELEVANT TO GOVERNMENT RESPONSIBILITIES</b>		
1 The subject matter of campaigns should be directly related to the Government's responsibilities. As such, only policies or programs underpinned by: <ul style="list-style-type: none"> <li>• legislative authority; or</li> <li>• appropriation of the Parliament; or</li> <li>• a Cabinet Decision which is intended to be implemented during the current Parliament should be the subject of a campaign.</li> </ul>	<input checked="" type="checkbox"/>	
Examples of suitable uses for government campaigns include to: <ul style="list-style-type: none"> <li>• inform the public of new, existing or proposed government policies, or policy revisions;</li> <li>• provide information on government programs or services or revisions to programs or services to which the public are entitled;</li> <li>• inform consideration of issues;</li> <li>• disseminate scientific, medical or health and safety information; or</li> <li>• provide information on the performance of government to facilitate accountability to the public.</li> </ul>	<input checked="" type="checkbox"/>	
<b>PRINCIPLE 2: CAMPAIGN MATERIALS SHOULD BE PRESENTED IN AN OBJECTIVE, FAIR AND ACCESSIBLE MANNER AND BE DESIGNED TO MEET THE OBJECTIVES OF THE CAMPAIGN</b>		
2.1 Campaign materials should enable the recipients of the information to distinguish between facts, comment, opinion and analysis.	<input checked="" type="checkbox"/>	

- 2.2 Where information is presented as a fact, it should be accurate and verifiable. When making a factual comparison, the material should not attempt to mislead the recipient about the situation with which the comparison is made and it should state explicitly the basis for the comparison.
- 2.3 Pre-existing policies, products or services and activities should not be presented as new.
- 2.4 Special attention should be paid to communicating with any disadvantaged individuals or groups identified as being within the target audience. Particular attention should be paid to the communication needs of young people, the rural community and those for whom English is not a convenient language in which to receive information.
- 2.5 Imagery used in campaign materials should reflect the diverse range of Australians. There should be recognition of the full participation of women, Indigenous and culturally and linguistically diverse communities by realistically portraying their interests, lifestyles and contributions to Australian society.
- 2.6 Campaign materials should be tested with target audiences to indicate they are engaging and perform well against the objectives of this campaign.

**PRINCIPLE 3: CAMPAIGN MATERIALS SHOULD BE OBJECTIVE AND NOT DIRECTED AT PROMOTING PARTY POLITICAL INTERESTS**

- 3.1 Campaign materials must be presented in objective language and be free of political argument.
- 3.2 Campaign materials must not try to foster a positive impression of a particular political party or promote party political interests.
- 3.3 Campaign materials must not:
  - (a) mention the party in Government by name;
  - (b) directly attack or scorn the views, policies or actions of others such as the policies and opinions of opposition parties or groups;
  - (c) include party-political slogans or images;

- (d) be designed to influence public support for a political party, a candidate for election, a Minister or a Member of Parliament; or
- (e) refer or link to the websites of politicians or political parties

**PRINCIPLE 4: CAMPAIGNS SHOULD BE JUSTIFIED AND UNDERTAKEN IN AN EFFICIENT, EFFECTIVE AND RELEVANT MANNER**

- 4.1 Campaigns should only be instigated where a need is demonstrated, target recipients are clearly identified and the campaign is informed by appropriate research or evidence.
- 4.2 Campaign information should clearly and directly affect the interests of recipients.
- 4.3 The medium and volume of the advertising activities should be cost effective and justifiable within the budget allocated to the campaign.
- 4.4 Distribution of unsolicited material should be carefully controlled.
- 4.5 Campaigns should be evaluated to determine effectiveness.

**PRINCIPLE 5: CAMPAIGNS MUST COMPLY WITH LEGAL REQUIREMENTS AND PROCUREMENT POLICIES AND PROCEDURES**

- 5.1 The manner of presentation and the delivery of campaigns must comply with all relevant laws including:
  - (a) laws with respect to broadcasting and media;
  - (b) privacy laws;
  - (c) Intellectual property laws;
  - (d) electoral laws;
  - (e) trade practices and consumer protection laws; and
  - (f) workplace relations laws
- 5.2 Procurement policies and procedures for the tendering and commissioning of services and the employment of consultants should be followed and there should be a clear audit trail regarding decision making.



## Pro Forma Statement of Compliance Against the Information and Advertising Campaign Principles

Department:	Defence Force Recruiting
Campaign name:	Media Plan July-December 2012
ICC meeting date:	Thursday 24 May 2012

### Campaign stage: (X relevant stage)

	Communication and media strategy		Creative concept – pre production
	Final creative materials (ready-to-air/prior to despatch)	X	Other: <i>Media Plan Overview for period July-December 2012</i>

### Principle 1: Campaigns should be relevant to government responsibilities

18. The subject matter of campaigns should be directly related to the Government's responsibilities. As such, only policies or programs underpinned by:
- legislative authority; or
  - appropriation of the Parliament; or
  - a Cabinet Decision which is intended to be implemented during the current Parliament should be the subject of a campaign.
19. Examples of suitable uses for government campaigns include to:
- inform the public of new, existing or proposed government policies, or policy revisions;
  - provide information on government programs or services or revisions to programs or services to which the public are entitled;
  - inform consideration of issues;
  - disseminate scientific, medical or health and safety information; or
  - provide information on the performance of government to facilitate accountability to the public.

### 1 (18) and 1 (19) Relevance of campaign to government responsibilities

Defence Force Recruiting (DFR) has the responsibility for recruiting men and women for the Australian Defence Force (ADF) and uses advertising as a proven means by which to attract them.

Creative material which will appear in media during the period July-December 2012 has either been previously reviewed or, if new, will undergo the full review process at the appropriate time.

**Principle 2: Campaign materials should be presented in an objective, fair and accessible manner and be designed to meet the objectives of the campaign**

20. Campaign materials should enable the recipients of the information to distinguish between facts, comment, opinion and analysis.
21. Where information is presented as a fact, it should be accurate and verifiable. When making a factual comparison, the material should not attempt to mislead the recipient about the situation with which the comparison is made and it should state explicitly the basis for the comparison.
22. Pre-existing policies, products, services and activities should not be presented as new.
23. Special attention should be paid to communicating with any disadvantaged individuals or groups identified as being within the target audience. Particular attention should be paid to the communication needs of young people, the rural community and those for whom English is not a convenient language in which to receive information.
24. Imagery used in campaign materials should reflect the diverse range of Australians. There should be recognition of the full participation of women, Indigenous and culturally and linguistically diverse communities by realistically portraying their interests, lifestyles and contributions to Australian society.
25. Campaign materials should be tested with target audiences to indicate they are engaging and perform well against the objectives of the campaign.

**2 (20) – 2 (25) Presentation of campaign materials**

As per Principle 1 above.

**Principle 3: Campaign materials should be objective and not directed at promoting party political interests**

26. Campaign materials must be presented in objective language and be free of political argument.
27. Campaign materials must not try to foster a positive impression of a particular political party or promote party political interests.
28. Campaign materials must not:
  - a. mention the party in Government by name;
  - b. directly attack or scorn the views, policies or actions of others such as the policies and opinions of opposition parties or groups;
  - c. include party-political slogans or images;
  - d. be designed to influence public support for a political party, a candidate for election, a Minister or a Member of Parliament; or
  - e. refer or link to the websites of politicians or political parties.



### **3 (26) - 3 (28) Material presentation and political statements**

As per Principle 1 above.

<b>Principle 4: Campaigns should be justified and undertaken in an efficient, effective and relevant manner</b>
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|--|
| <ol style="list-style-type: none"><li>29. Campaigns should only be instigated where a need is demonstrated, target recipients are clearly identified and the campaign is informed by appropriate research or evidence.</li><li>30. Campaign information should clearly and directly affect the interests of recipients.</li><li>31. The medium and volume of the advertising activities should be cost effective and justifiable within the budget allocated to the campaign.</li><li>32. Distribution of unsolicited material should be carefully controlled.</li><li>33. Campaigns should be evaluated to determine effectiveness.</li></ol> |
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### **4 (29) Demonstrated need informed by research**

The need for advertising to drive recruiting outcomes is well established and has been demonstrated in previous Cost Benefit Analyses under the IDCC process and in the subsequent Supporting Statements of Compliance in support of DFR's half yearly media plan reviews. This Supporting Statement of Compliance provides updated information on results against the various measures employed by DFR including: enquiry generation; target achievement; propensity to consider joining the ADF; advertising awareness; and others, as outlined below, without restating information previously supplied.

Research underpins DFR's advertising activity on an ongoing basis, building on the 'brand foundation' research conducted in late 2006 to provide accurate insights into how the Navy, Army and Air Force brands are perceived and to guide the development of advertising material to correct identified misperceptions.

DFR utilises exploratory research to generate insights that lead to strategy and communications development, specifically to understand and address:

- Aspects of Service life and jobs that will motivate the target audience to enquire and subsequently apply to join;
- Barriers to entry so that those barriers can be addressed via communications, removed and/or mitigated;
- The likely impact of potential new jobs and aspects of the overall job offer for attractiveness to the target audience and to guide concept development; and
- What motivated serving members to join in order to communicate those to the target audience.

As Defence explores deliberately differentiated employment offers, DFR's research will determine how best to communicate them to potential recruits.

Advertising concepts undergo testing and re-testing as required and specific research is provided with the relevant Supporting Statements of Compliance as new material is developed.

DFR also relies on continuous tracking research to provide a constant monitor of performance in the market and on brand health research from time to time to track performance of the Service brands against the desired attributes and positions.

The role of brand advertising is to challenge common misperceptions and remove barriers to consideration, build propensity to consider, positively influence the influencers, and ultimately to generate enquiries and applications for jobs. Job specific advertising plays a different role in that it:

- Educates the target audience about the wide and diverse range of roles available in the ADF;
- Shows that there are 'civilian equivalent' roles available about which the target audience may be unaware;
- Showcases serving members in a variety of situations and lends credibility to DFR advertising; and
- Drives prospective candidates to the Defence Jobs website to learn more and ultimately apply for a job.

DFR conducts advertising campaigns for specific jobs (or methods of entry such as the Australian Defence Force Academy, Defence University Sponsorship and Professional Graduate Positions) and tracks enquiries, applications and enlistments/appointments against those jobs. DFR requires a sustained advertising presence to ensure the ADF remains 'top of mind' amongst the constant stream of people entering the workforce or seeking to change jobs. Therefore, DFR advertises to reinforce Service brand positioning and call attention to the opportunities available, using research to develop campaigns, validate the approach employed and monitor progress.

In conducting marketing planning for FY11-12, DFR hypothesised that a new tri-Service campaign focusing on the ADF as an Employer of Choice might be required to fill a gap in current communications strategy. While the brand health research conducted in June 2011 by Horizon Research indicated this could have merit, subsequent quantitative research conducted by Hall & Partners Open Mind determined that the incremental audience that would be generated by this campaign was too small to justify the investment. The research did, however, reveal that commitment could be strengthened by such a campaign, and this remains a possibility for FY12-13. Funds allocated to this campaign in FY11-12 were withdrawn from the DFR media allocation as part of the whole of Government media containment program.

#### **4 (30) Clarity of campaign information**

All campaign materials undergo concept testing. Research recommendations are applied and final (or near to final) material is tested again to ensure that the target audience understands the campaign messages. Ongoing tracking provides a longer term measure of campaign success.

DFR increasingly uses exploratory research not only to test messaging but to explore aspects of various ADF 'products' (such as Defence University Sponsorship, Graduate Medical Program, Royal Military College Duntroon, and a potential 150-day First Appointment Course for Army Reserve Officers, among others). While this research ultimately guides campaign development, it can also result in changes in the offer or even a decision not to proceed with an offer.

#### **4 (31) Cost effective and justifiable advertising**

Previous Cost Benefit Analyses and Supporting Statements of Compliance have outlined a number of changes in DFR's advertising and media approach over the past four and a half years to ensure that advertising is as cost effective as possible. While these are not repeated in this document, it is worth repeating the overview of the econometric modelling project undertaken with Universal McCann in late FY10-11 and throughout FY11-12, as it will provide the foundation for media plan optimisation throughout FY12-13 and beyond.

A trial of econometric modelling was initially conducted in FY09-10 to inform ongoing media strategy and provide tools by which to predict campaign results. While the predictive capability at that time was rudimentary, the availability of more robust and sophisticated tools led DFR to commit to a larger scale project with Universal McCann to optimise DFR's media mix through analytics.

Throughout FY11-12 the project has delivered the ability to:

- Identify and quantify the impact of key media drivers for enquiries and applications;
- Calculate 'advertising decay' per key media driver in order to apply cost efficiencies to the media plan;
- Identify the optimum channel mix in driving enquiries and applications effectively and cost-effectively;
- Conduct pre- and post-campaign evaluations to determine the success of individual campaigns;
- Build and maintain a customised dashboard to track the performance of campaigns and media activity for enquiries, applications, traffic to the Defencejobs website, search keyword impressions, and other key indicators of campaign effectiveness; and
- Measure media effectiveness nationally at a more granular level than was previously possible – for example, by television program, radio session, digital formats, etc.

The complete findings and final dashboards will be presented to DFR on 23 May 2012, but findings 'along the way' have been utilised to improve media efficiency and to underpin the preparation of the FY12-13 media strategy (document attached), which includes examples of the Media Mix Modelling analysis for each Service.<sup>1</sup>

Universal McCann has developed an excellent understanding of DFR's objectives and challenges and builds individual media plans for each Service around the most effective and efficient media channels. Television, despite being the most expensive medium, continues to be the most effective medium to shape perceptions of the Service brands and generate enquiries, as evidenced from a range of internal measures and ongoing tracking. While other media channels are identified in the Media Mix Modelling analysis as being more cost effective in generating enquiries, no other medium can provide the volume of enquiries generated by television advertising.

Year on year comparison of *total* marketing expenditure is illustrated in Figure 1 below.

**Figure 1: DFR Marketing Expenditure 2006-2012**

FY06-07	Pre current brand strategy	\$38.3 million
FY07-08	Foundation phase	\$49.0 million
FY08-09	Building phase	\$51.5 million
FY09-10	Maintenance phase	\$40 million
FY10-11	Maintenance phase	\$33.6 million
FY11-12	Maintenance phase	\$36 million

DFR's marketing expenditure remains below FY06-07 levels, unadjusted for inflation. This has been achieved despite substantial increases in media costs over the period, which – when compounded – have seen the buying power of DFR's media dollar greatly reduced. Figure 2 shows comparative year on year campaign media expenditure.

**Figure 2: DFR Media Only Expenditure 2007-2011**

<u>Year</u>	<u>Original Spend</u>
FY07-08	\$28.9 million
FY08-09	\$34.0 million
FY00-10	\$25.1 million
FY10-11	\$21.7 million
FY11-12	\$21.4 million

As will be seen in Section 4 (33) below, the relationship between advertising activity and enquiry generation and other outcomes is clear.

<sup>1</sup> Universal McCann Media Strategy FY12-13, Appendix, pages 61-64

#### **4 (32) Distribution of unsolicited material**

DFR does not distribute unsolicited material as a matter of practice. Prospects may 'opt in' to receive additional information, and 'opt out' options are made very clear when communicating with candidates in the recruiting pipeline.

#### **4 (33) Evaluation**

DFR evaluates the effectiveness of its advertising activity through a variety of means which are outlined below.

The foundation of DFR's marketing and advertising activity and planning is the number of targets available for each full and part time job for Navy, Army and Air Force. The number of enquiries required (ie calls to 13 19 01 or registrations via the Defence Jobs website) is calculated based on historical conversion data (the ratio of enquiries to applications to enlistments/appointments) and subsequently tracked to determine when additional advertising activity is required.

The number of enquiries required for FY11-12 was 59,078; total enquiries required for FY12-13 of 77,172 represents a significant uplift without a commensurate increase in the marketing and advertising budget. As in FY11-12, there remain fewer targets for popular jobs that require little marketing (eg Rifleman) and a greater proportion of targets that are difficult to fill. In a highly competitive marketplace, an overall skills shortage and a fairly low unemployment rate – coupled with the planned drawdown from Afghanistan – the recruiting environment is expected to remain challenging and requiring ongoing expenditure to sustain target achievement and momentum in the market.

To maintain the force levels to meet capability requirements, the ADF must consistently achieve its recruiting goals regardless of the recruiting climate. Targets missed in one intake or financial year cannot easily be made up in a subsequent period due to the training requirements for all entrants into the ADF. Coupled with that, DFR has no control over many factors that impact on recruiting and must leverage those factors over which it has control. When advertising expenditure is reduced when recruiting is strong (as it has been in FY11-12), the potential long term gain in awareness and propensity may be lost to the detriment of the ADF when targets once again rise (as they are starting to in FY12-13).

Figure 3: Targets and Required Enquiry Levels FY12-13

As at 15 Mar 2012		12/13 Target	Enq's req'd 2012-13
<b>NAVY</b>			
<b>Full Time</b>	<b>Australian Defence Force Academy</b>	70	1107
	<b>Direct Entry Officer</b>	74	1507
	<b>Under Graduates</b>	71	1910
	<b>Officer TOTAL</b>	215	4524
	<b>General Entry Non Technical</b>	467	2709
	<b>General Entry Technical</b>	341	1432
	<b>General Entry TOTAL</b>	808	4141
	<b>TOTAL</b>	1023	8665
<b>Part Time</b>	<b>Officer TOTAL</b>	34	813
	<b>General Entry TOTAL</b>	14	798
<b>Part Time</b>	<b>TOTAL</b>	48	1611
<b>Gap Year</b>	<b>TOTAL</b>	100	1000
	<b>GRAND TOTAL</b>	1171	11276
<b>ARMY</b>			
<b>Full Time</b>	<b>Australian Defence Force Academy</b>	160	2799
	<b>Royal Military College</b>	200	2958
	<b>Special Service Officer (Pilot)</b>	10	184
	<b>Direct Entry Officer</b>	59	4219
	<b>Under Graduate/Officer Tertiary Recruitment Scheme</b>	43	1815
	<b>Officer TOTAL</b>	472	11975
	<b>General Entry Non Technical</b>	2187	16840
	<b>General Entry Technical</b>	436	4404
	<b>General Entry TOTAL</b>	2623	21244
	<b>TOTAL</b>	3095	33219
<b>Part Time</b>	<b>First Appointment Course</b>	260	1196
	<b>Direct Entry Officer</b>	161	3140
	<b>Officer TOTAL</b>	421	4336
	<b>General Entry TOTAL</b>	1750	14875
<b>Part Time</b>	<b>TOTAL</b>	2171	19211
<b>Gap Year</b>	<b>TOTAL</b>	220	2200
	<b>GRAND TOTAL</b>	5486	54630
<b>RAAF</b>			
<b>Full Time</b>	<b>Australian Defence Force Academy</b>	120	2997
	<b>Direct Entry Officer</b>	99	3180
	<b>Under Graduate</b>	31	1153
	<b>Officer TOTAL</b>	250	7330
	<b>General Entry Non Technical</b>	362	4091
	<b>General Entry Technical</b>	131	1349
	<b>General Entry TOTAL</b>	493	5440
	<b>TOTAL</b>	743	12770
<b>Part Time</b>	<b>Officer TOTAL</b>	53	1181
	<b>General Entry</b>	8	153
	<b>Ground Defence Reserve Group</b>	20	382
	<b>General Entry TOTAL</b>	28	535
<b>Part Time</b>	<b>TOTAL</b>	81	1696
<b>Gap Year</b>	<b>TOTAL</b>	0	
	<b>GRAND TOTAL</b>	824	14466
<b>Tri Service</b>	<b>Full Time</b>	4861	54654
<b>Tri Service</b>	<b>Part Time</b>	2300	22518
<b>Tri Service</b>	<b>Grand Total</b>	7161	77172
<b>Full Time Officer</b>		937	23829
<b>Reserve Officer</b>		508	6310
<b>Total Officer</b>		1445	30139
<b>Full Time GE</b>		3924	30825
<b>Reserve GE</b>		1792	16208
<b>Total GE</b>		5716	47033
<b>GRAND TOTAL</b>		7161	77172

To illustrate the degree of competition for skilled people to fill ADF jobs, it is worth looking at Manpower's Talent Shortage Survey which identifies the top 10 jobs employers most struggle to fill.

**Figure 4: Top 10 Job Groups Compared to ADF Roles**

Top 10 jobs that employers are having difficulty filling across the 36 countries and territories surveyed are (ranked in order) <sup>2</sup> :	Selected Australian Defence Force "Like" Positions
1. Skilled Trades	Qualified Trades include Carpenter, Communication Electronic Technician, Electrician, Fitter and Turner, Marine Technician, Motor Mechanic, Plumber, Vehicle Mechanic
2. Sales Representatives	Public Affairs Officer, Public Relations Officer
3. Technicians (primary production, operations, engineering or maintenance)	Communications and Information Systems, Electronic Warfare Specialists, Geospatial Technician, Information Systems Technician, Signals Operator Technician, Telecommunications Systems Technician
4. Engineers	Aerospace Engineer, Airfield Engineer, Civil Engineer,
5. Accounting & Finance Staff	Finance Officer, Finance Clerk
6. Production Operators	Logistics Officer, Supply Officer
7. Secretaries, PA's, Administrative assistance and Office Support	Administrative Clerks, Writer, Administrative Officer, Scientific Officer, Training Systems Officer
8. Management/Executives	Ranger of Officer positions across 3 Services (including ADFA, RMC, MWO, Air Combat Officer)
9. Drivers	Driver, Engineer Driver, Motor Transport Driver
10. Labourers	Artilleryman, Cargo Specialist, Combat Engineer, Cooks, Fire-fighter, Handler Petroleum, Mechanic Recovery, Patrolmen

Despite the challenges in recruiting, FY11-12 has been a satisfactory year in terms of recruiting achievement, particularly for full time General Entry (GE) across the three Services, and particularly for GE Technical Trades.

**Figure 5: Target Achievement FY11-12 at 30 March 2012**

		FY 11/12 YTD Target	FY 11/12 YTD Achieved	FY 11/12 %YTD Achieved
Navy	FT OE	178	139	78.1%
	FT GE	584	552	94.5%
	Navy FT Total	762	691	90.7%
	RES OE	18	14	77.8%
	RES GE	10	1	10.0%
	Navy PT Total	28	15	53.6%
	Navy OE Total	196	153	78.1%
	Navy GE Total	594	553	93.1%
	Navy Total	790	706	89.4%
Army	FT OE	446	344	77.1%
	FT GE	1547	1453	93.9%
	Army FT Total	1993	1797	90.2%

<sup>2</sup> Manpower Talent Shortage Survey Results 2010

	RES OE	300	156	52.0%
	RES GE	1313	869	66.2%
	Army PT Total	1613	1025	63.5%
	Army OE Total	746	500	67.0%
	Army GE Total	2860	2322	81.2%
	<b>Army Total</b>	<b>3606</b>	<b>2822</b>	<b>78.3%</b>
RAAF	FT OE	177	160	90.4%
	FT GE	187	181	96.8%
	RAAF FT Total	364	341	93.7%
	RES OE	34	13	38.2%
	RES GE Exl ADGs	11	9	81.8%
	RES GE Incl ADGs	29	18	62.1%
	RAAF PT Total	63	31	49.2%
	RAAF PT Total Incl ADGs	63	31	49.2%
	RAAF OE Total	211	173	82.0%
	RAAF GE Total	216	199	92.1%
	<b>RAAF Total</b>	<b>427</b>	<b>372</b>	<b>87.1%</b>
Tri-Service	FT OE	801	643	80.3%
	FT GE	2318	2186	94.3%
	Tri-Service FT Total	3119	2829	90.7%
	RES OE	352	183	52.0%
	RES GE	1352	888	65.7%
	Tri-Service PT Total	1704	1071	62.9%
	Tri-Service OE Total	1153	826	71.6%
	Tri-Service GE Total	3670	3074	83.8%
	<b>Tri-Service Total</b>	<b>4823</b>	<b>3900</b>	<b>80.9%</b>
<b>Total ADFA</b>		<b>331</b>	<b>305</b>	<b>92.1%</b>

Despite some low areas of target achievement in part time roles, recruiting achievement is deemed to have been very successful in FY11-12 with the only areas of concern being Officer (particularly RMC) and Army Reserve.

With respect to RMC, DFR has conducted extensive research – qualitative and quantitative – to understand the issues with Direct Entry Officer recruitment and better define the target audience. A number of actions have been implemented, and a new campaign is in development.

For Army Reserve, there are a number of issues that have made Army Reserve recruitment a much bigger challenge than in previous years – issues that are not able to be addressed with advertising. These include:

- The nature of the role has changed from 'part time' to 'casual'. Where in the past, DFR has been able to offer 'One night per week, one weekend per month, two weeks per year', Army is no longer able to guarantee a number of paid Reserve days.
- Remuneration – even with tax free status – is no longer as competitive with civilian job equivalents as it was previously.



- Targets have been reallocated from large population centres to regional locations (eg from South Queensland which is a traditional source of Army Reservists to North Queensland with competition from the mines).
- In the past, targets have been able to be filled nationally for allocation to Army Reserve units and depots. They are now depot and job specific and do not necessarily reflect the availability of people in certain areas for certain jobs. For example, there are Army Reserve targets in Darwin for cooks and musicians, and few targets anywhere for Riflemen.

Difficulties aside, the new Army Reserve campaign launched on 29 January 2012 has been very successful in pulling candidates into the pipeline, although it remains to be seen if there are sufficient candidates in the locations required to improve target achievement. Although the campaign burst concluded on 19 March, the pipeline continues to build with 4900 Army Reserve candidates now in the pipeline, up from 3300 at commencement of the campaign.

Prior to launching the new campaign, Army Reserve had been without television support for over two years, and a decision was made to use the old television campaign while the new one was being completed. The chart below shows the average weekly enquiries pre-television, with the old campaign on television, and since the launch of the new campaign.

**Figure 6: Army Reserve Average Weekly Enquiry Comparison**

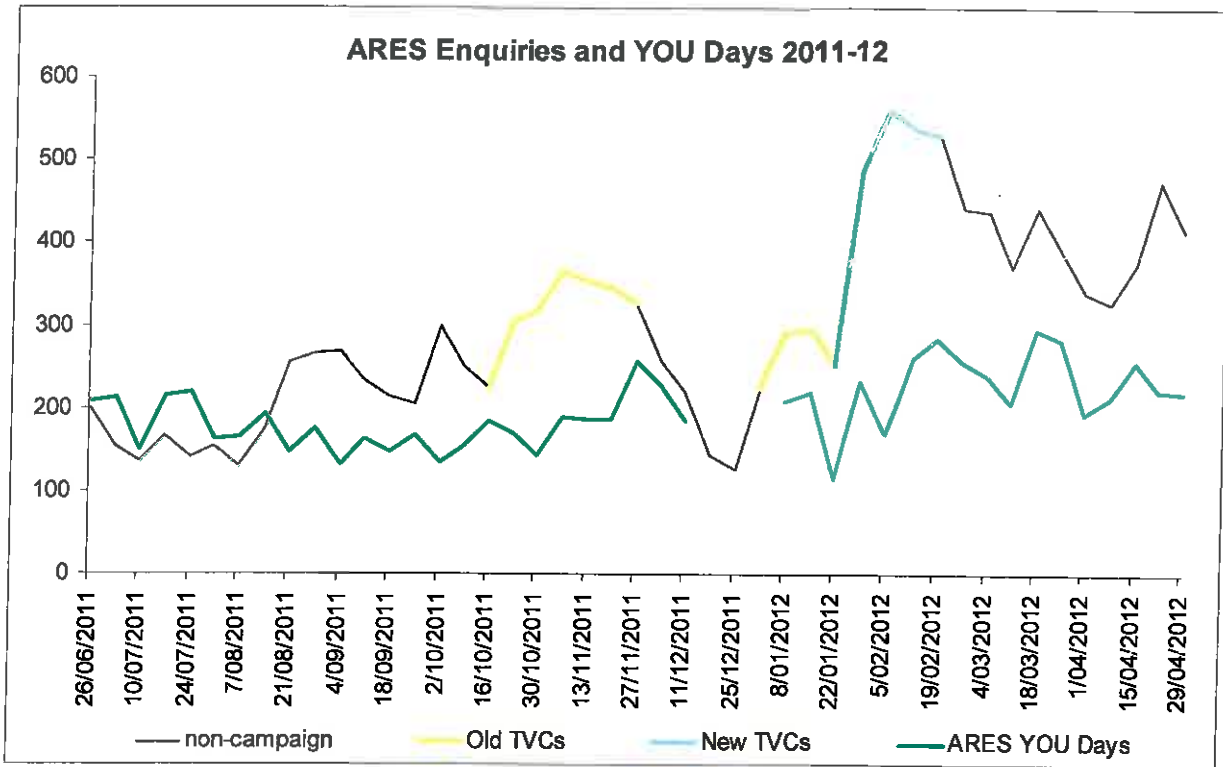
Comparison	CR	ER	NCR	NT*	SCR	SR	TR	WR	na	Total
weekly ave prior to Campaign	25.8	56.4	11.8	3.1	37.1	40.1	8.6	19.4	1.4	202.6
weekly ave Old-TVCs Campaign	37.7	83.8	17.1	11.0	49.1	63.1	14.4	29.6	4.6	310.3
% change	48%	51%	45%	259%	33%	57%	69%	52%	217%	53%
weekly ave New-TVOCs Campaign	51.8	149.5	33.8	19.0	97.0	110.5	22.0	40.0	6.8	530.3
% change on period prior to campaigns	100%	170%	186%	520%	152%	175%	157%	103%	310%	158%
% change on Old-TVOCs campaign	37%	78%	97%	73%	96%	75%	52%	37%	48%	71%
weekly ave post New-TVOCs Campaign	41.0	127.4	27.5	4.5	67.2	81.8	11.3	36.2	4.4	401.5
% change on period prior to campaigns	58%	137%	132%	47%	81%	104%	32%	83%	233%	58%

\* Please note that for Northern Territory Region the vast majority of the increase is due to enquiries for RFSU/RFSL, and if these are excluded the increase is 62%

The chart that follows further illustrates the effectiveness of the Army Reserve campaign, showing enquiries and YOU<sup>3</sup> session attendances pre-television, with the previous campaign, and since the launch of the new campaign.

<sup>3</sup> The YOU Session – Your Opportunities Unlimited – is the first step in the recruiting process. Candidates attend a session during which they complete an assessment and attend an interview with a Defence Career Counsellor to discuss the career options identified in the assessment.

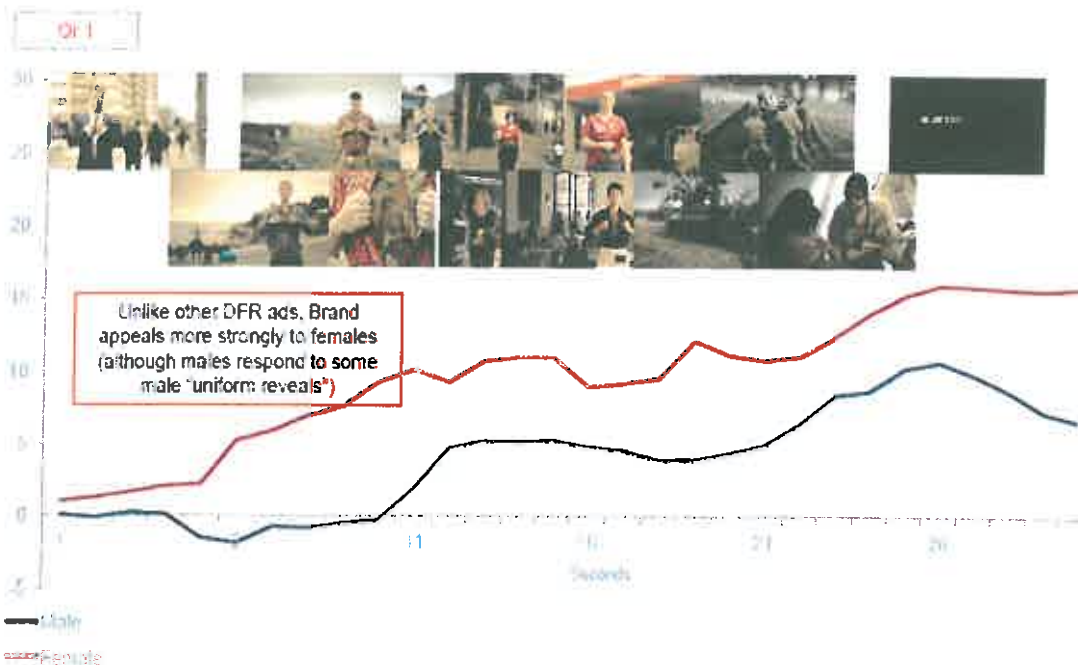
**Figure 7: Army Reserve Enquiries and YOU Session Attendances**



Finally, the Army Reserve campaign has performed extremely well in the Open Mind continuous tracking study, particularly appealing to females. The chart below shows second-by-second response (the 'worm') to the commercial broken down by gender. As can be seen, interest throughout the TVC builds well for both males and females but with a significant gap in favour of females.

**Figure 8: Female Response to Army Reserve 'Brand' TVC**

Army Reserve 'Brand' 30 seconds – by gender



The main driver of enquiry generation is advertising – particularly television advertising – and the correlation between advertising expenditure and enquiries is clear. It is for this reason that continuity of advertising is critical. Figure 9 illustrates enquiry generation from FY03-04 to April 2012 and Figure 10 shows the correlation between expenditure and enquiry generation. Figure 11 shows enquiry performance at 14 May 2012.

**Figure 9: DFR Enquiries 2004 – April 2012**

MONTH	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
JUL	11,056	8,755	6,783	6,331	5,639	5,374	9,910	7,025	5,542
AUG	10,200	8,503	8,132	7,444	8,105	5,883	10,158	7,507	5,936
SEP	8,770	7,990	6,547	6,103	7,021	9,235	11,302	5,985	6,397
OCT	9,162	8,339	7,181	6,247	6,917	8,647	9,182	6,413	5,785
NOV	6,740	6,047	7,045	5,627	6,243	8,101	7,731	8,579	6,416
DEC	5,285	5,193	5,883	4,535	3,680	7,207	5,543	5,284	4,341
JAN	7,958	8,540	9,217	6,878	6,434	10,213	9,214	7,634	8,537
FEB	8,675	8,547	8,382	6,150	6,107	10,088	9,471	7,212	8,073
MAR	10,517	8,408	9,097	7,304	6,090	12,361	9,967	8,626	7,221
APR	9,093	8,072	9,238	6,863	7,242	10,950	10,143	6,620	8,613
MAY	10,285	8,861	9,557	6,798	7,598	10,621	10,182	8,183	
JUN	9,681	8,135	7,945	5,861	6,103	9,936	9,411	7,464	
<b>TOTAL</b>	<b>82,422</b>	<b>83,262</b>	<b>95,007</b>	<b>75,941</b>	<b>77,170</b>	<b>108,596</b>	<b>112,214</b>	<b>84,542</b>	<b>63,791</b>
					77241				
<b>FY AVE</b>	<b>8,953</b>	<b>7,774</b>	<b>7,917</b>	<b>6,328</b>	<b>6,432</b>	<b>9,050</b>	<b>9,351</b>	<b>7,045</b>	<b>6,379</b>

When looking at historical enquiry comparisons, it is essential to keep in mind that enquiries required are sized around targets and that the number of enquiries required vary markedly from one job to another.

**Figure 10: Expenditure drives enquiries – FY98-99 through FY10-11**

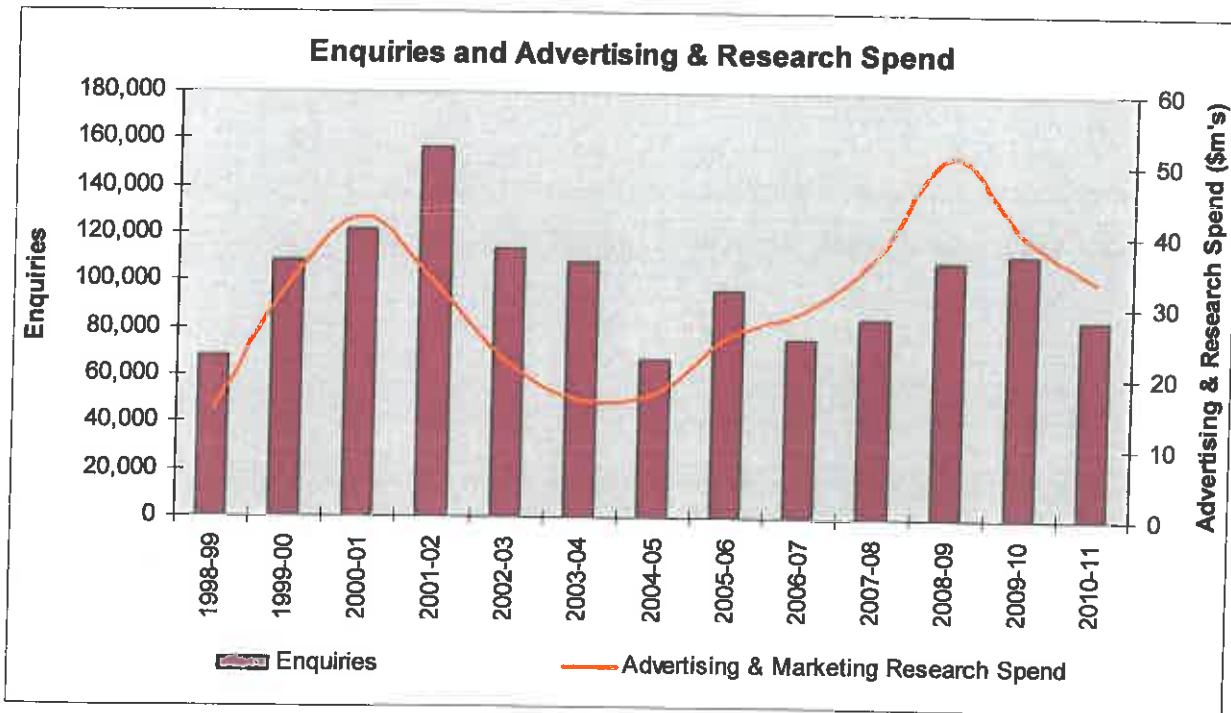
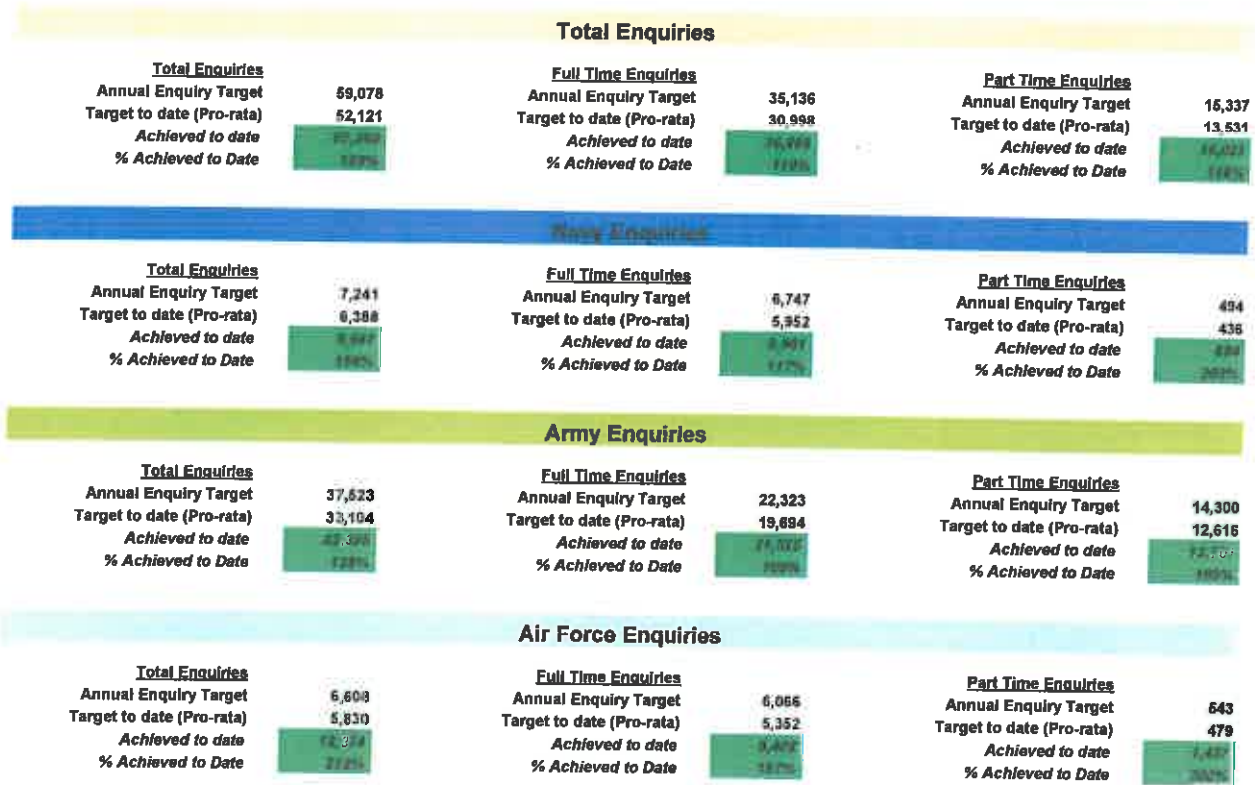


Figure 11: Enquiry performance YTD 14 May 2012



Analysis of traffic to and behaviour on the Defence Jobs website is important. It indicates the effectiveness of advertising in driving potential candidates to the website which is where well over half of all candidates enter the application process. In addition to overall traffic, time spent on the website indicates visitor quality and is tracked. Advertising drives traffic and volumes fluctuate with expenditure. Defence Jobs continues to attract more than 300,000 unique (that is, unduplicated) visitors each month and more in months of heavy activity.

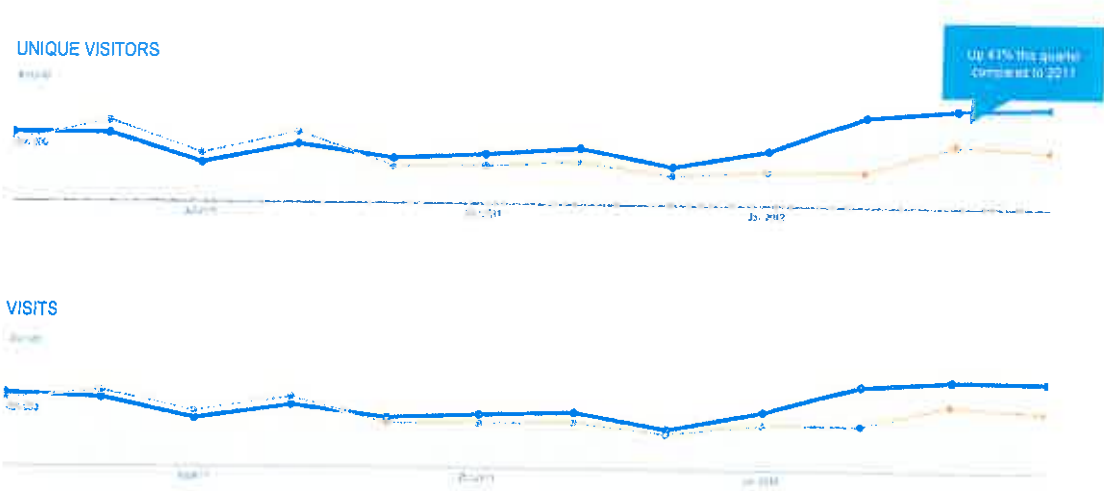
Figure 12 shows website statistics for the month of March 2012. As stated, both unique visitors and visits are the highest they have been in 24 months, undoubtedly explained by recent campaign activity particularly the Air Force Impossible Airfield web based campaign.

Figure 12: Website Analytics March 2012

DefenceJobs Analytics Comparison



For comparison we can analyse the 24 previous months of DefenceJobs analytics.



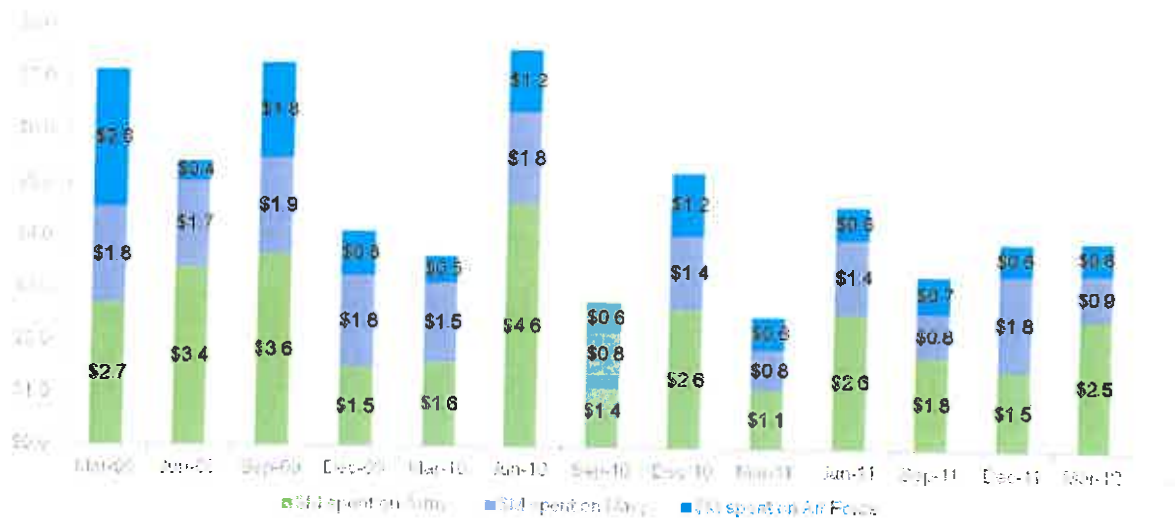
Both Unique Visitors and Visits are currently the highest they have been in the previous twenty four months. This could be explained by recent campaign activity such as Impossible Airfield and Gap Year.

5

● May 2011 – March 2012  
● May 2010 – March 2011

Advertising expenditure is greatly reduced from the high of FY08-09 as illustrated in Figure 13.

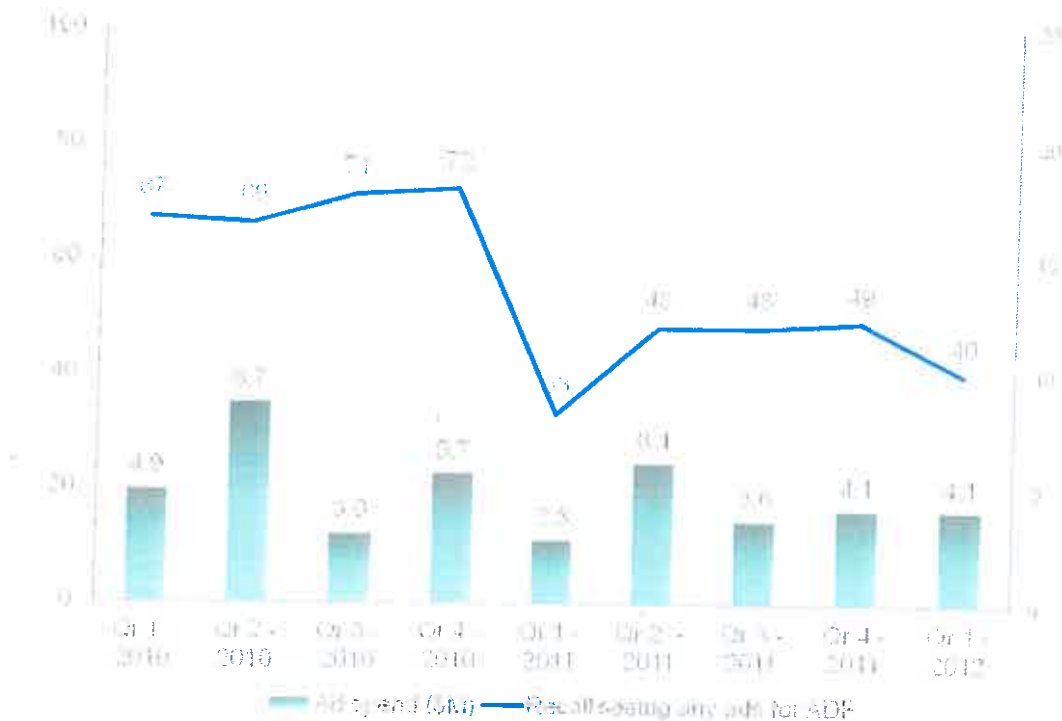
Figure 13: Comparative media expenditure



Nonetheless, results are sufficient to meet current demand and, coupled with the ability to further optimise media plans as a result of the Media Mix Modelling project, should support DFR's macro enquiry requirements for FY12-13.

Advertising awareness continues to be an important indicator of the effectiveness of DFR advertising and also of the impact of advertising expenditure. Spontaneous recall (as opposed to prompted) fell sharply from Quarter 4 2012 and has rebuilt gradually as illustrated in Figure 14.

**Figure 14: Advertising awareness (spontaneous), March quarter 2012**



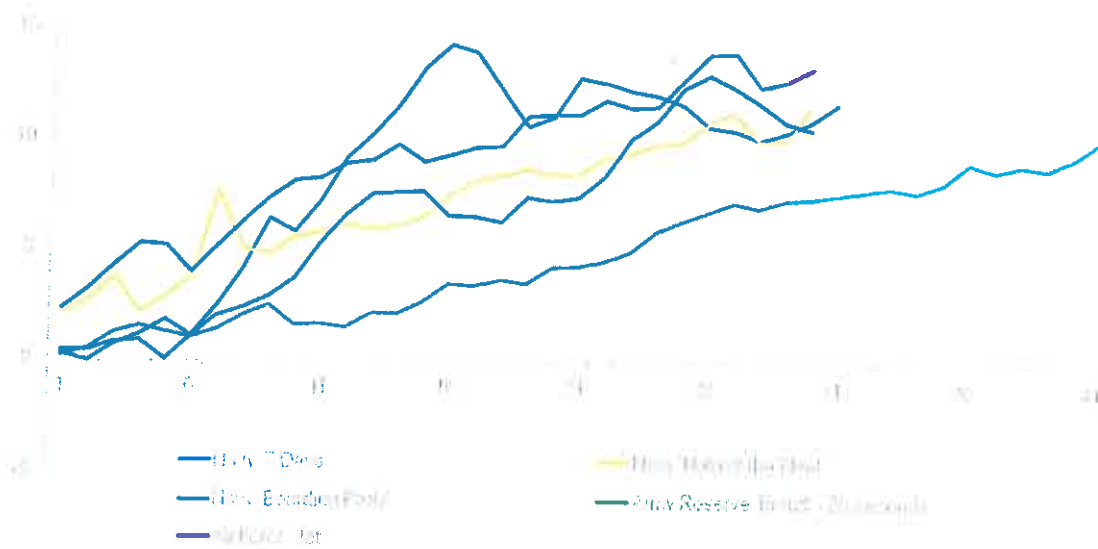
DFR has benefited greatly from the tracking technique introduced by Hall & Partners Open Mind when they assumed responsibility for the continuous tracking study in the June quarter 2011. Open Mind introduced the second-by-second response (also known as the 'worm') to measure the extent to which DFR's television commercials are able to build and sustain interest throughout the duration of the commercial. This interest can be segmented from total survey participants by gender, age group, Service preference and degree of propensity. This provides DFR with an unprecedented level of advertising diagnostics which, coupled with the 'advertising decay rate' revealed through the Media Mix Modelling, will help to improve cost effectiveness and guide creative development and modification. It will also help to identify when an ad's appeal is diminishing which could result in withdrawal of that execution from the market for a period of time and, ultimately, refreshment or replacement.

For example, DFR was able to diagnose that the Navy Aviation commercial 'Halo of the Fleet' was unable to sustain interest over 30 seconds; once reduced to 15 seconds, the ad performed strongly. However, oversimplification is a danger – Open Mind continued to track the 30 second commercial and found that it performed better over 30 seconds with more time in market.

Similarly, the Army 'No Obstacles' commercial proved to be polarising – performing extremely well with young males and those with very high propensity, but poorly among females. This has allowed for a much more selective media strategy for Army Officer.

Figure 15 shows advertising response comparing current television commercials (at an aggregated response level).

**Figure 15: Response to individual television commercials (aggregated response)**

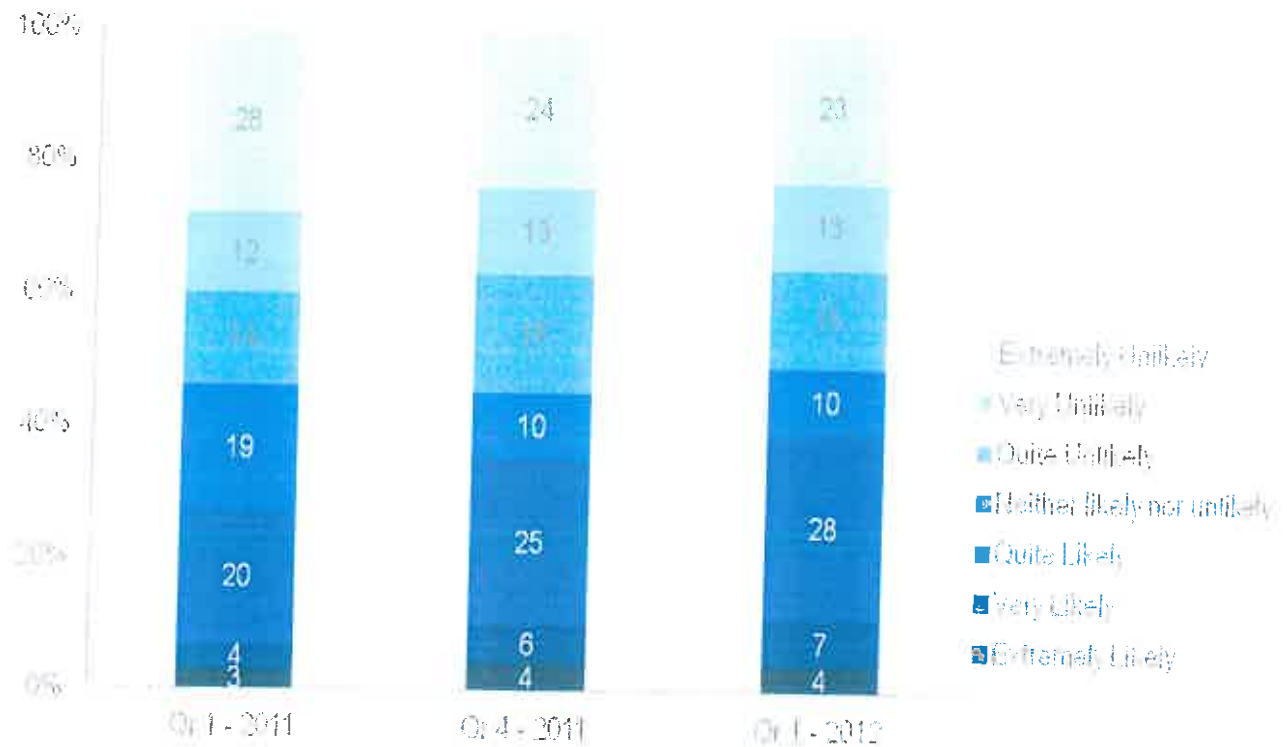


A key objective of DFR advertising is to maintain propensity amongst the target audience to consider joining the Navy, Army or Air Force. While shorter term measures such as enquiries and awareness are critical to DFR's recruiting achievement, long term indicators are equally important. Propensity is a good indication of the success of overall brand positioning in removing barriers and overall health of the Service brands.

The tracking study is conducted on-line, consistent with the behaviour of the target audience and allowing for very sophisticated diagnostics to be employed. This also allows the respondents to actually view advertising. Propensity data can be analysed by different audience segments such as geographic location, gender, age group, Service preference and others.

Figure 16 shows propensity for the March quarter of 2012. Propensity has continued to track upwards, albeit slightly.

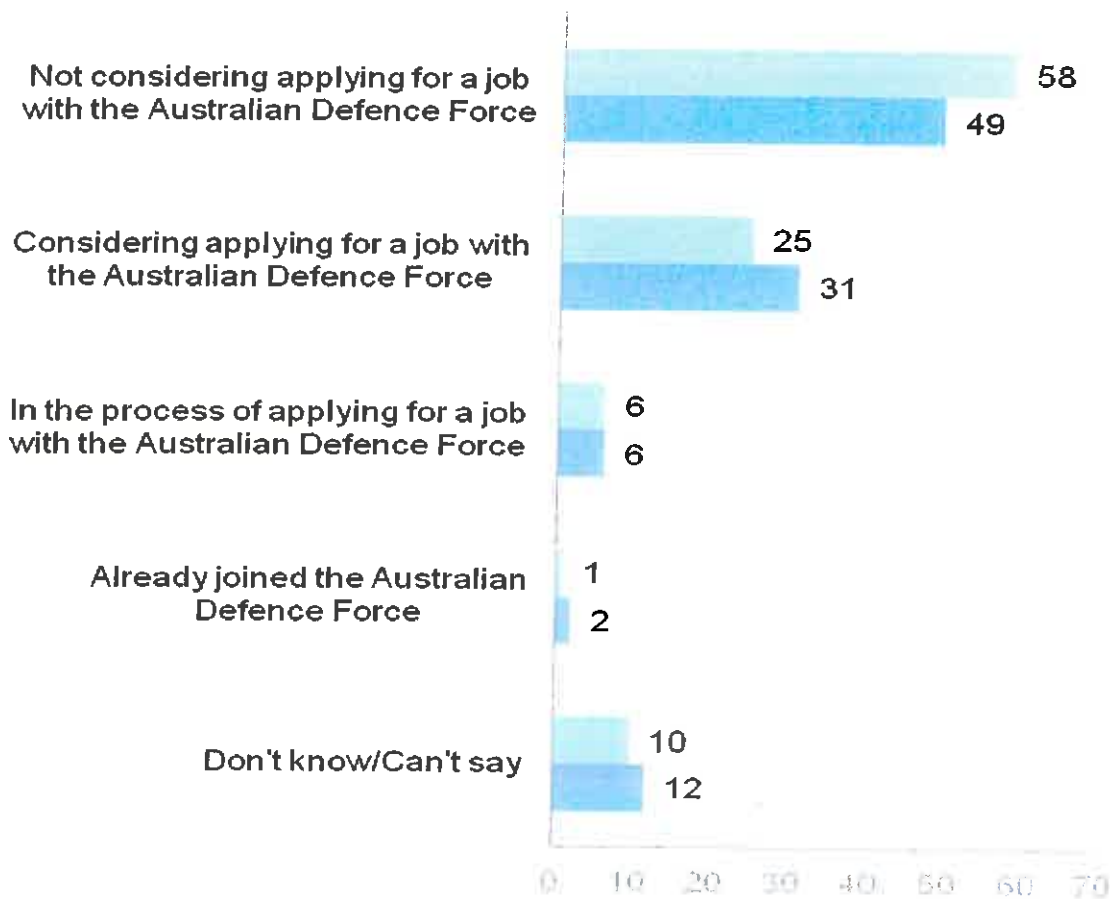
**Figure 16: Propensity, March quarter 2012**



Propensity is tracked both before and after advertisements are viewed and respondents who say they are positively influenced are also asked if they have taken any action. More people in the March quarter say they have sought further information and where they sit in the application process as illustrated in Figure 17.



**Figure 17: Where those who have taken action sit in the process, March quarter 2012**



Light blue bars indicate March quarter responses (compared to December quarter 2011 – gray bars). As can be seen, those 'not considering' have reduced significantly and those considering have increased by 6%.

The performance indicators outlined in this Supporting Statement of Compliance demonstrate the ongoing effectiveness of DFR's advertising program as well as DFR's commitment to continuous improvement in cost and advertising effectiveness. The amount of data available to DFR is too extensive to cover comprehensively, and the measures highlighted illustrate the approach taken to marketing planning, advertising development, effectiveness measurement and costs effectiveness.

DFR appreciates the flexibility to sustain a continuous program of advertising activity while ensuring compliance with the overall review and approval process. Figure 18 shows the efficiencies of the long term booking approvals made possible by review and approval of DFR's media plan in six monthly increments.

**Figure 18: Efficiencies of long term booking approvals**

<b>Media</b>	<b>Spend</b>	<b>Added Value</b>	<b>%</b>
Television	\$4,650,845	\$317,962	7%
Magazines	\$77,535	\$10,982	14%
Press	\$9,214	\$0	N/A
Radio	\$860,761	\$1,614,451	188%
Digital	\$1,184,861	\$233,887	20%
Online TV	\$240,229	\$9,863	4%
Cinema	\$249,888	\$83,074	33%
Search	\$696,857	\$0	N/A
<b>TOTAL</b>	<b>\$7,970,190</b>	<b>\$2,270,220</b>	<b>28%</b>

Source: Universal McCann Media Strategy, FY12-13, page 59

**Principle 5: Campaigns must comply with legal requirements and procurement policies and procedures**

34. The manner of presentation and the delivery of campaigns must comply with all relevant laws including:
- a. laws with respect to broadcasting and media;
  - b. privacy laws;
  - c. intellectual property laws;
  - d. electoral laws;
  - e. trade practices and consumer protection laws; and
  - f. workplace relations laws.
35. Procurement policies and procedures for the tendering and commissioning of services and the employment of consultants should be followed and there should be a clear audit trail regarding decision making.

**5 (34) Compliance with all relevant laws**

Individual campaign material is reviewed by Defence Legal to ensure compliance with all relevant laws, including those with respect to broadcasting and media; privacy laws; intellectual property laws; electoral laws; trade practices and consumer protection laws; and workplace relations laws. To date, Defence Legal has advised that DFR campaign advertising material complies with relevant laws. Any new material developed will be submitted to Defence Legal for review and will be specifically referenced in the Supporting Statement of Compliance for those materials.

## **5 (35) Procurement policies and procedures**

In 2010 DFR engaged creative advertising agency George Patterson Young and Rubicam (GPY&R) for the provision of advertising services. DFR conducted a Select Tender procurement process for the establishment of a Creative Advertising Agency effective 1 July 2010 for a three year period (with two x one year extension options).

The select tender was conducted in accordance with the procurement procedures mandated by the Department of Finance and Deregulation (DoFD) whereby eight agencies were approached from the Communications Multi User List (CMUL). All eight agencies responded to the Tender, with the successful tenderer selected by the Evaluation Team. The tender was conducted in accordance with Commonwealth Procurement Guidelines (CPGs), and members of the Communications Advice Branch within DoFD participated on the Evaluation Team.

DFR commenced a select tender procurement process in Aug/Sept 2010 for the establishment of a new Standing Offer Panel (SON351256) for market research services to be effective 1 December 2010 for a three year period (with two x one year extension options).

The select tender was conducted in accordance with the procurement procedures mandated by DoFD whereby seven agencies were approached from the CMUL. Five agencies responded to the Tender. The Standing Offer Panel comprises three agencies - Hall & Partners | Open Mind Pty Ltd, GfK bluemoon Research and Planning Pty Ltd and Horizon Research Pty Ltd. Panel members are provided with the opportunity to respond to research briefs as issued by DFR on an as needed basis.

Marketing expenditure is approved by the appropriate authorised procurement delegates within DFR in accordance with agreed budget allocation. Appropriate records of all procurement decisions are maintained by DFR.

**I have reviewed and approve this Statement of Compliance and refer it for consideration at the committee meeting on Thursday May 24, 2012.**

**H. EHLERS**

Air Commodore

Director General Defence Force Recruiting

Tel: (02) 6122 4052

May 2012



# 2012/13 Overview

# Media Plan

Department: Defence Force Recruiting  
 Campaign: NAVY, ARMY, AIR FORCE, TRI-SERVICE  
 Target Audience (Planning): People 16-24  
 Target Audience (Buying): People 16-24

Purchase Order Number : \*  
 Plan No./Date : 1 as at 24th April, 2012  
 C&S Plan No./Date : \*  
 Status : CONFIRMED APPROVED BOOKED

DETAIL	SIZE / DURATION	Total Cost	MONTHS																																																				
			JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE																																									
			1	8	15	22	29	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30
			2012 Olympic Games 27/07 to 12/08/12 NT state election 25/8 Blackout in NT from 22/8 to 6pm 25/8 ACT state election 20/10 Blackout in ACT from 17/10 to 6pm 20/10 WA state election 9/3 Blackout in WA from 5/3 to 6pm 9/3																																																				
<b>TELEVISION</b>	<b>TOTAL</b>	<b>5,012,000.00</b>																																																					
Navy	30 seconds	1,356,000.00																																																					
Army	30 seconds	1,626,000.00																																																					
Air Force	30 seconds	30,000.00																																																					
<b>ONLINE TELEVISION</b>	<b>TOTAL</b>	<b>995,358.60</b>																																																					
Navy	15 seconds	129,600.00																																																					
Army	15 seconds	180,000.00																																																					
Air Force	15 seconds	3,000.00																																																					
Tri-Service	15 & 30 seconds	82,758.60																																																					
<b>NEWSPAPER</b>	<b>TOTAL</b>	<b>156,000.00</b>																																																					
Army		156,000.00																																																					
<b>MAGAZINES</b>	<b>TOTAL</b>	<b>167,108.40</b>																																																					
Army	Double Page Spread	60,000.00																																																					
Tri-Service	Full Page Colour	107,108.40																																																					
<b>RADIO</b>	<b>TOTAL</b>	<b>833,167.20</b>																																																					
Navy	30 seconds	86,400.00																																																					
Army	30 seconds	171,000.00																																																					
Air Force	30 seconds	392,400.00																																																					
Tri-Service	30 seconds	183,367.20																																																					
<b>DIGITAL</b>	<b>TOTAL</b>	<b>3,361,922.40</b>																																																					
Navy - Digital Display & Mobile	Banners	828,000.00																																																					
Army - Digital Display & Mobile	Banners	774,000.00																																																					
Air Force - Digital Display & Mobile	Banners	936,000.00																																																					
Tri-Service - Digital Display & Mobile	Banners	288,000.00																																																					
Navy - Search	Text	150,000.00																																																					
Army - Search	Text	237,122.40																																																					
Air Force - Search	Text	105,000.00																																																					
Tri-Service - Search	Text	43,800.00																																																					
<b>CINEMA</b>	<b>TOTAL</b>	<b>240,000.00</b>																																																					
Navy	30 seconds	120,000.00																																																					
Army	30 seconds	120,000.00																																																					
<b>OUT OF HOME</b>	<b>TOTAL</b>	<b>510,000.00</b>																																																					
Army		420,000.00																																																					
Tri-Service		90,000.00																																																					
<b>ALLOWANCES (Channels to be confirmed)</b>	<b>TOTAL</b>	<b>7,340,000.00</b>																																																					
Navy - Graduate DEO / Submariner		480,000.00																																																					
Army - RMC		1,170,000.00																																																					
Air Force - Graduate DEO / Fighter Pilot		600,000.00																																																					
Education - Engineering		90,000.00																																																					
ADF Diversity		5,000,000.00																																																					
<b>AMPLIFICATION</b>	<b>TOTAL</b>	<b>492,122.40</b>																																																					
Navy		150,000.00																																																					
Army		237,122.40																																																					
Air Force		105,000.00																																																					
<b>TOTAL PLANNED GROSS MEDIA</b>		<b>16,507,679.00</b>																																																					
Less: Commission Rebate 10% of Total Media Placement Spend		<b>(1,650,767.90)</b>																																																					
Plus: Finance Commission 4% of Total Media Placement Spend		660,307.16																																																					
Plus: Central Admin Fee 1.5% of Total Media Placement Spend		247,615.19																																																					
Plus: Campaign Monitoring Estimate		46,607.22																																																					
Plus: Material Despatch and/or Production		50,000.00																																																					
Plus: Search Engine Marketing Fee 17.5% of the Media Placement Spend for Internet Search		93,786.42																																																					
Plus: Adservicing, tracking and reporting		72,263.90																																																					
<b>TOTAL COST (excl. GST)</b>		<b>16,027,490.99</b>																																																					
10% GST		1,602,749.10																																																					
<b>TOTAL COST (incl. GST)</b>		<b>17,630,240.09</b>																																																					
<b>BUDGET/ APPROVED M&amp;A (excl. GST)</b>																																																							
Difference (Budget vs Actual) Incl. Fee & excl. GST		16,027,490.99																																																					

	Navy	Army	Air Force	Tri-Service	ADF Diversity	Total
FY Budget Net	6,000,000	7,904,095	3,500,000	1,475,467	5,000,000	23,879,562
July - Dec Budget	3,300,000	5,151,245	2,171,400	885,034	5,000,000	16,507,679

Information contained in this plan is confidential

# Independent Communications Committee

## Report on Advertising Campaign

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Mr Duncan Lewis AO DSC CSC  
Secretary  
Department of Defence  
PO Box 9700  
Canberra BC ACT 2600

  
Dear Mr Lewis

### DEFENCE FORCE RECRUITING CAMPAIGN

I am writing to advise you that the Independent Communications Committee (Committee) has considered the Defence Force Recruiting campaign. The Committee undertook the review process outlined below and, based on the information provided, the Committee has concluded that the proposed media plan complies with Principles 1 to 4 of the *Guidelines on Information and Advertising Campaigns by Australian Government Departments and Agencies* (Guidelines).

Agencies subject to the *Financial Management and Accountability Act 1997* are required to comply with the Guidelines. To this end, the Committee considers proposed advertising campaigns of \$250,000 or more and provides a report on each campaign to the relevant Chief Executive in relation to its compliance with Principles 1 to 4 of the Guidelines. Those principles are:

- Principle 1:** Campaigns should be relevant to government responsibilities;
- Principle 2:** Campaign materials should be presented in an objective, fair and accessible manner and be designed to meet the objectives of the campaign;
- Principle 3:** Campaign materials should be objective and not directed at promoting party political interests; and
- Principle 4:** Campaigns should be justified and undertaken in an efficient, effective and relevant manner.

Agencies are responsible for providing their Chief Executive with a report on campaign compliance with Principle 5 of the Guidelines.

#### Review Process

The campaign review process is designed to enable the Committee to obtain sufficient information, clarification and justification from departments and agencies, to provide advice to you on the compliance of proposed campaign advertising activities. This letter is to assist your deliberations in certifying the campaign's compliance with the Guidelines.

The Committee met with your officers on 29 May 2012 to consider the proposed media plan and strategy (15 July 2012 to 19 January 2013) for the Defence Force Recruiting campaign, and a Statement of Compliance with the Principles.

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The Committee has reviewed the proposed material and taken into consideration advice and documentation provided by Defence Force Recruiting, the Communications Advice Branch of the Department of Finance and Deregulation (Finance) and Universal McCann, the Commonwealth's media placement agency.

The Committee noted that the Interdepartmental Committee on Communications, the Australian National Audit Office and this Committee have previously reviewed creative material scheduled to appear between 15 July 2012 and 19 January 2013. Any new creative materials scheduled to appear during this period should be submitted to Finance to determine if they are subject to the review and certification requirements of the Guidelines.

Based on the review process outlined above and from the information received, the Committee has concluded that the media plan for the proposed Defence Force Recruiting campaign referenced at Attachment A complies with Principles 1 to 4 of the Guidelines.

### Next Steps

Following consideration of this report and advice from within your agency, you should consider whether the revised media plan assists the achievement of campaign outcomes in an efficient, effective and relevant manner. You will also need to satisfy yourself that the claims made in your Department's Statement of Compliance are valid and adhered to. Subject to all that, your certification should then be submitted to your Minister who may launch the campaign or approve its launch.

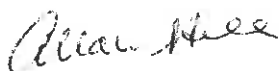
Your certification should be published on your agency's website when the campaign is launched.

I take this opportunity to remind you of the need for a subsequent evaluation of the campaign to assess its overall impact and effectiveness, and whether or not the various activities meet the stated communication objectives. Any additional phases of the campaign will, of course, require separate consideration by the Committee.

The Guidelines, including the full details of the principles, can be found at:  
[www.finance.gov.au/advertising](http://www.finance.gov.au/advertising)

This letter will be published on the Department of Finance and Deregulation website as soon as possible after the commencement of campaign advertising activity.

Yours sincerely



Allan Hawke  
Chair  
Independent Communications Committee

29 May 2012

**Attachment A**

**Defence Force Recruiting Campaign (Reviewed 29 May 2012)**

Document title (and reference)
Media plan and strategy (15 July 2012 to 19 January 2013)