



Australian Government  
Department of Defence

# Incoming Minister Brief – Minister for Defence Personnel

Wednesday, 20 December 2017

Compiled by Ministerial and Parliamentary Branch  
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Defending Australia and its National Interests  
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This pack is intended to serve as introductory reading only.

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## Portfolio responsibilities of the Minister for Defence Personnel

The Minister for Defence is responsible for the Defence portfolio, including the Department of Defence and the Department of Veterans' Affairs.

While the Administrative Arrangements Order lists the primary legislation that is currently the responsibility of the Minister for Defence, the Prime Minister typically allocates responsibilities to multiple Ministers in the Defence portfolio. Where a matter is allocated to the Minister for Defence Personnel, for example, they will ordinarily be able to exercise relevant powers or functions on behalf of the Minister for Defence.

Subject to contrary allocation, the responsibilities of the Minister for Defence Personnel traditionally include:

- ADF personnel;
- Defence estate;
- Commonwealth corporate entities within the Defence portfolio (e.g. ADF Welfare trusts);
- Defence honours and awards; and
- ADF superannuation.

Decisions made under legislation dealing with these matters are typically sent to the Minister for Defence Personnel for consideration (the Minister for Defence also retains the authority to exercise these functions). The most significant of these include:

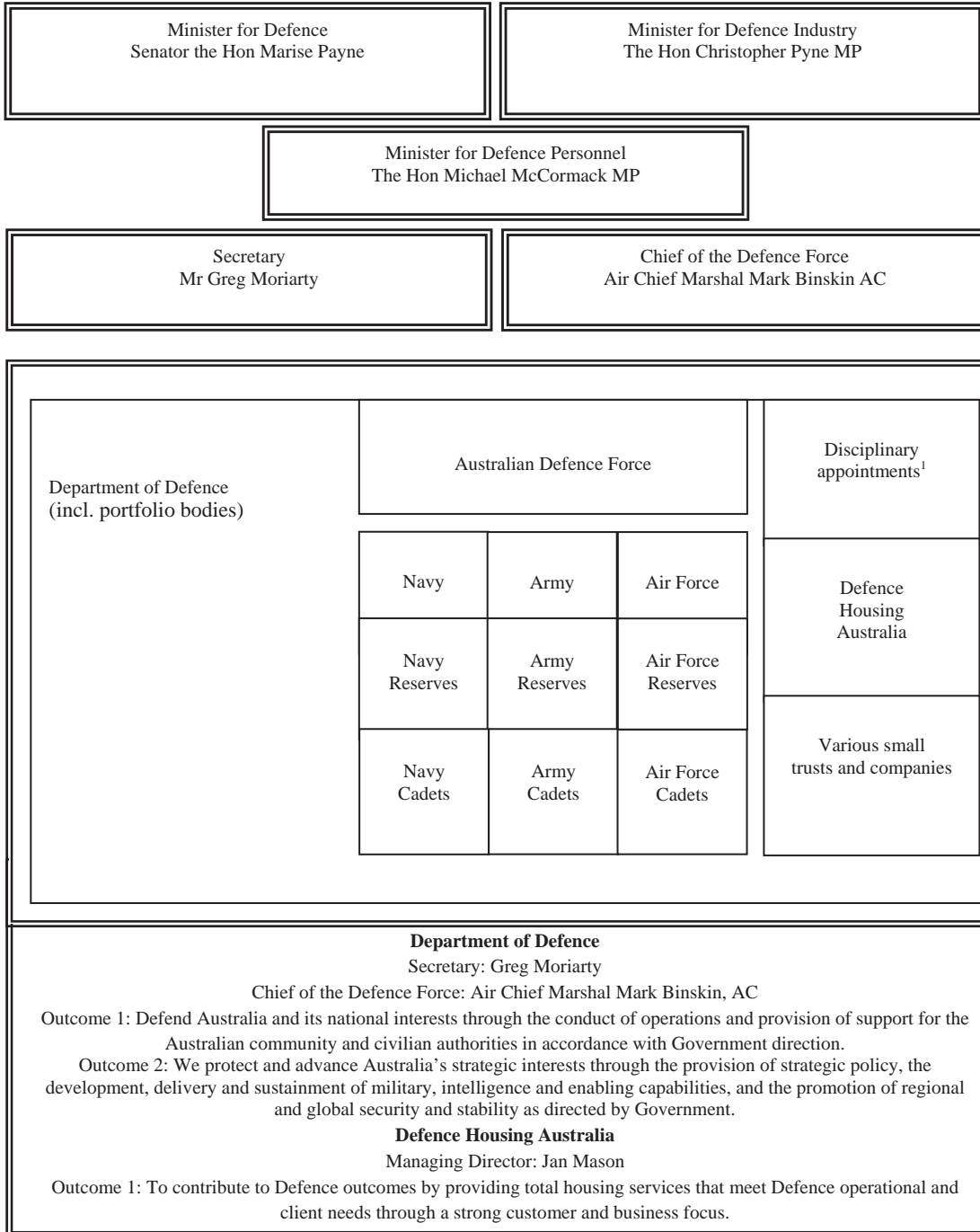
- conditions of service benefits under section 58B of the *Defence Act 1903*;
- building approvals and conditions under the Areas Control regime around Defence airfields;
- declarations of defence areas under Part 11 of the *Defence Regulation 2016*;
- appointment of and directions to members of the Defence Honours and Awards Appeals Tribunal under the *Defence Act 1903*; and
- responsibilities under the various ADF superannuation legislation, including the *Military Superannuation and Benefits Act 1991* and *Australian Defence Force Superannuation Act 2015*.

Legislative powers relating to national security are exclusively exercised by the Minister for Defence. These include issuing notices and permits under the Weapons of Mass Destruction and the Defence Trade Controls regimes, publishing the Defence Strategic Goods List, and Ministerial authorisations in relation to the Australian Signals Directorate. The most significant legislation within this category is Part IIIAAA of the *Defence Act 1903*, which deals with the use of the ADF in relation to domestic violence such as terrorist incidents.

Historically, the Minister for Defence Personnel has also been the Minister for Veterans' Affairs. In that role, the Minister is responsible for veterans' affairs, including making legislative decisions under the *Veterans' Entitlements Act 1986*.

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## Defence Portfolio Structure



**Notes:**

1. Appointments made under the *Defence Force Discipline Act 1982*.
2. The Defence Portfolio also includes the Department of Veterans' Affairs and associated entities, which are administered separately.

## Defence Organisational Structure

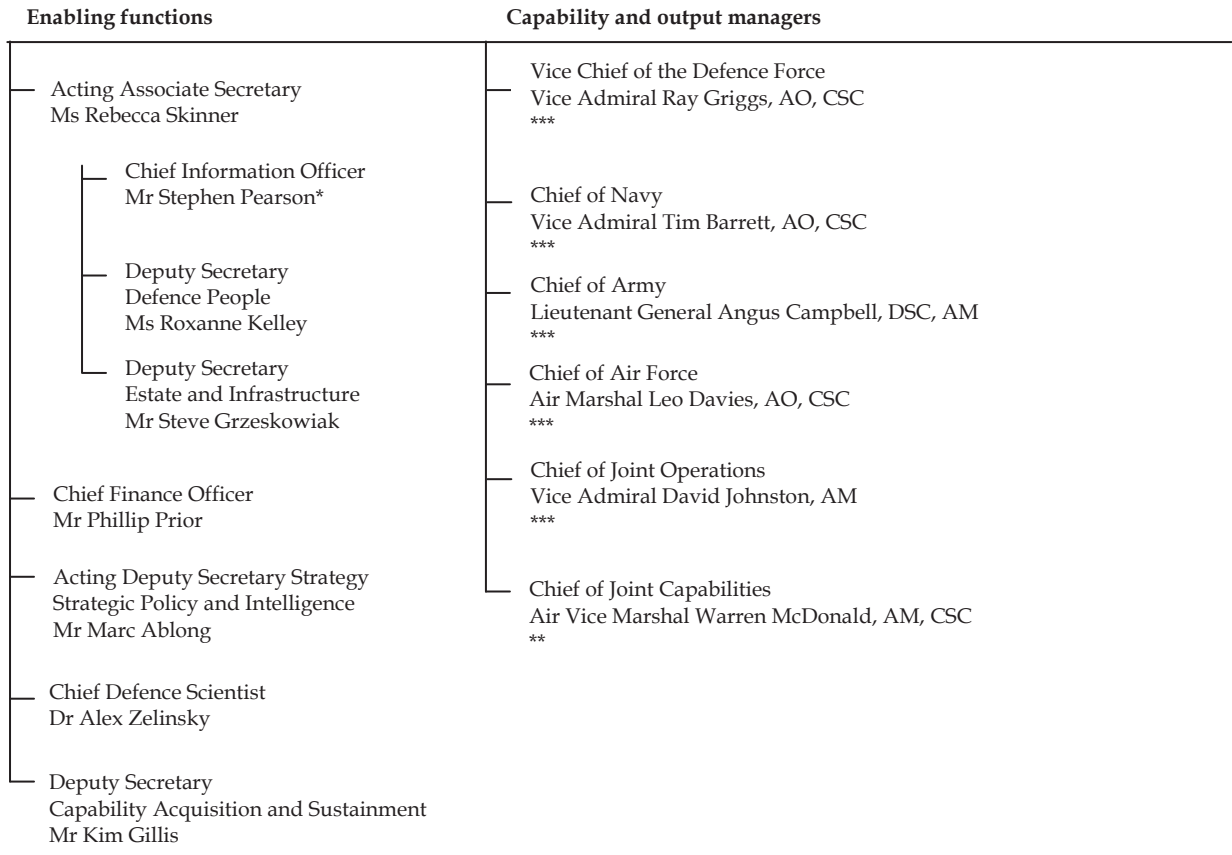
Minister for Defence  
Senator the Hon Marise Payne

Minister for Defence Industry  
The Hon Christopher Pyne MP

Minister for Defence Personnel  
The Hon Michael McCormack MP

Secretary  
Mr Greg Moriarty

Chief of the Defence Force  
Air Chief Marshal Mark Binskin AC  
\*\*\*\*



Stars (\*) refer to ADF Star Rank

\* Mr Stephen Pearson will commence as the Chief Information Officer in early 2018. Mr Aiyaswami Mohan will be Acting Chief Information Officer until this time.

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# KEY ISSUES

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## First Principles Review

The Government announced the findings of the First Principles Review on 1 April 2015, agreeing to 75 of the 76 recommendations. The First Principles Review is a road map for Defence reform for the next five years, to ensure Defence is fit for purpose, able to respond to future challenges and able to deliver against the Government's strategy with the minimum resources necessary. It outlined a two-year implementation plan with key milestones to provide high-level direction to Defence. Implementation was directed by the Defence Implementation Committee, chaired by the Secretary and the Chief of Defence Force with external oversight by the First Principles Review Oversight Board, who were the Review Team – comprising Mr David Peever, Mr Lindsay Tanner, Mr Robert Hill, Mr Jim McDowell and Professor Peter Leahy.

The past two years have helped create an organisation that is more strategic, efficient and effective and has started operating as one integrated system. Military capability is being acquired in a more transparent, accountable and efficient manner, which further enables the delivery of the 2016 Defence White Paper, the Integrated Investment Program, and the Defence Industry Policy Statement.

As at 24 November 2017, 69 recommendations have been completed, with six remaining. Our current focus is to finalise implementation of the remaining six recommendations, embedding ongoing tasks as 'business as usual' and ensuring sustainability of the reforms.

### Key Issues

The First Principles Review Oversight Board has conducted an independent health check on progress and found that implementation had been broadly successful, but that significant work remains to fully embed the reforms.

Key reform success has been achieved in:

- strengthening the accountability of the Senior Leadership Group;
- creating a stronger and more strategic centre that sets the direction for Defence, monitors the organisation's performance and focusses on providing Government with the best policy advice; and
- increasing transparency of capital investment decision through the redesigned capability development processes that support Government decision-making on Defence capability.

Key risks relate to maintaining momentum, managing risk, changing attitudes below the senior leadership level and engaging with industry.

The Oversight Board has recommended that Defence continue to focus on embedding changes, particularly in the areas of the Capability Life Cycle, service delivery, information technology, behaviours, and the Systems Program Offices.

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Defence has developed activity plans for key priorities over the next 12 months, supported by an evaluation framework to measure and manage the reforms implemented to date. Regular reports continue to be provided to the Minister for Defence.

### **Oversight Arrangements**

The Oversight Board and Implementation Committee have been extended until July 2018 to oversee the continuing work.

Ms Erica Smyth has been appointed as the new Chair of the Oversight Board following the resignation of Mr David Peever. Mr Lindsay Tanner and Professor Peter Leahy remain members of the board, with Ms Melinda O'Leary and Ms Linda Addison being newly appointed.

In June 2017, the Australian National Audit Office commenced a performance audit of Defence's implementation of the First Principles Review. The final report is expected to be tabled in Parliament in February 2018.

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## Cultural Reform and Pathway to Change

In 2012, Defence embarked on a major program called *Pathway to Change: Evolving Defence Culture* to make positive changes to improve the organisation.

Pathway to Change is built on two basic principles – responsibility for own actions and respect for others.

The initial iteration of *Pathway to Change* included 175 key actions and recommendations. All key actions and review recommendations were finalised in December 2016.

While Defence has made good progress over the past five years there is a continued commitment to ongoing cultural reform.

The next iteration of cultural reform was informed by extensive consultation across the Department. *Pathway to Change: Evolving Defence Culture 2017-22*, was officially launched by the Secretary and the Chief of Defence Force on 20 November 2017.

The updated strategy builds on our experiences from the last five years, and identifies six priority areas for continued improvement.

- Leadership accountability;
- Capability through inclusion;
- Ethics and workplace behaviours;
- Health, wellness and safety;
- Workforce agility and flexibility; and
- Leading and developing integrated teams.

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## Defence Budget

The Defence 2017-18 Departmental Appropriation is \$34.5 billion (2017-18 Mid-Year Economic and Fiscal Outlook (MYEFO) price basis), which represents 1.9 per cent of Gross Domestic Product (GDP).

The 2017-18 Defence Appropriation includes:

- \$12.4 billion for employees, being:
  - \$9.5 billion for military employees;
  - \$2.4 billion for civilian employees; and
  - \$0.5 billion for other employee costs (eg: Comcare premium and recruitment).
- \$9.7 billion for capital investment, being:
  - \$6.6 billion for military equipment;
  - \$2.0 billion for facilities and infrastructure;
  - \$0.6 billion for ICT; and
  - \$0.6 billion for other capital equipment (such as minor military equipment and other plant and equipment).
- \$10.4 billion for sustainment, being:
  - \$6.9 billion for military capability sustainment;
  - \$2.5 billion for facilities sustainment; and
  - \$1.0 billion for ICT sustainment.
- \$1.0 billion for operating activities (eg: business travel, contractors/consultants/service providers, accountable and consumable items).
- \$0.9 billion for military Operations.

The Defence Budget currently achieves the Government's goal of reaching 2 per cent of GDP in 2020-21.

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The Defence Departmental Appropriation in 2017-18, across the Forward Estimates and across the Decade, is shown in Table 1.

**Table 1: Defence Departmental Appropriation Across the Forward Estimates (2017-18 MYEFO Price Basis)**

	2017-18 \$m	2018-19 \$m	2019-20 \$m	2020-21 \$m	Total Forward Estimates 2017-18 to 2020-21 \$m	Total Decade 2017-18 to 2026-27 \$m
Departmental Appropriation (excl Operations)	33,572	35,500	38,070	41,358	148,501	s47C
Defence Operations Appropriation	944	105	55	-	1,104	
<b>Departmental Appropriation (incl Operations)</b>	<b>34,517</b>	<b>35,605</b>	<b>38,125</b>	<b>41,358</b>	<b>149,605</b>	

The Defence Budget by Program in 2017-18, across the Forward Estimates and across the Decade, is shown in Table 2.

**Table 2: Defence Budget by Program Across the Forward Estimates (2017-18 MYEFO Price Basis)**

EXPENDITURE	2017-18 \$m	2018-19 \$m	2019-20 \$m	2020-21 \$m	Total Forward Estimates 2017-18 to 2020-21 \$m	Total Decade 2017-18 to 2026-27 \$m
Capital Investment Budget	9,749	10,845	12,197	14,375	47,166	s47C
Sustainment Budget	10,441	11,097	11,901	12,665	46,104	
Employees Budget	12,361	12,487	12,860	13,251	50,959	
Operating Expenditure Budget	1,022	1,071	1,112	1,067	4,272	
Operations (No-Win No-Loss Funded)	944	105	55	-	1,104	
<b>TOTAL EXPENDITURE (Net of Cost Recoveries)</b>	<b>34,517</b>	<b>35,605</b>	<b>38,125</b>	<b>41,358</b>	<b>149,605</b>	

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## Defence Workforce

The size of the workforce as at 1 November 2017 is:

	Navy	Army	Air Force	ADF	APS	Total
Full-Time Equivalent <sup>1</sup>	13,834	30,437	14,273	58,544	17,168	75,712
Reserves <sup>2</sup>	2,675	13,583	5,136	21,394		

Notes:

1. These are the full-time equivalent / ADF paid strength as at 1 November 2017 and includes permanent force, Reservists on Continuous Full Time Service and ADF Gap Year.

2. Reserve figures are a headcount of current Active Reserves who are not working in a full-time capacity.

Further information on the number of people (headcount) and the diversity of the workforce is provided at **Attachment 1**.

Defence also has an external workforce comprised of:

- Service providers working under outcomes-based contracts who employ their own workforce to support Defence capabilities. They undertake activities such as garrison support, information and communication technology functions, financial functions and maintenance activities. The size of the workforce cannot be quantified and we have no obligation to report on these workforce numbers; and
- Contractors who are employed as individual labour for hire.

The 2017-18 Budget included a 10 per cent reduction in funding for contractors and consultants. We are currently refining the governance and reporting processes for the engagement of contractors. Defence will no longer be reporting the number of contractors; it will instead be reporting the number of contracts and associated expenditure.

Over the Forward Estimates the savings equate to:

- \$69.6 million for contractors; and
- \$67.9 million for consultants.

In 2017-18, the savings will be:

- \$18.4 million for contractors; and
- \$16.2 million for consultants.

### 2016 Defence White Paper and workforce

The ADF is required to grow to around 62,400 over the next decade and the introduction of new capabilities will require rebalancing of the ADF workforce with around 2,000 positions from within existing structures being transitioned or redirected to new, higher priority capabilities. The workforce transition will be achieved by balancing recruiting, re-skilling and separations.

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The APS is expected to grow to a Full-Time Equivalent of 18,170 from 2018-19 onwards. The APS Full-Time Equivalent was 17,168 at 1 November 2017, which is a reduction of 5,116 since 30 June 2012. The decrease has been in accordance with Government commitments and enables rebalancing of the APS to introduce new capabilities that were identified in the White Paper.

The White Paper identified 19 People Initiatives to support future workforce changes (see **Attachment 2**). The initiatives range from strengthening workforce planning and management, attraction and recruitment, training and education, personnel support to the transition of ADF members. Over the next decade, \$339.9 million has been allocated to support the development and implementation of these initiatives.

The Defence Strategic Workforce Plan 2016-2026, which was released in late 2016, identified ten action areas to address enterprise-level workforce risks. The plan provides an integrated approach to recruiting, career and talent management, workforce mobility, education and training, learning and development, transition and re-engagement, and partnering with external organisations. The Defence Strategic Workforce Plan is supported by Service, Group and APS Job Family Workforce Plans, which address the issues within those segments of the workforce in more detail.

## Workforce Reports

Information from Defence's Human Resource system is combined with survey responses to produce reports that inform policy and decision making. A monthly Workforce Report provides information on workforce numbers and cost, recruiting performance, separation rate and achievement against diversity targets. Biannual reports provide information on workforce health and demographics.

Some of the key annual reports are:

- Unacceptable Behaviour Survey Report identifies experiences and attitudes of Defence personnel towards unacceptable behaviour. The 2017 results showed that 35 per cent of Defence respondents experienced at least one incident of unacceptable behaviour in the past 12 months. There has been little change in results from 2016 and 2017. A broader review into unacceptable behaviour is commencing to identify all initiatives currently in place to address unacceptable behaviour, assess the effectiveness of these initiatives and determine whether changes are required to ensure Defence is utilising best practice in the prevention and management of unacceptable behaviour.
- YourSay Survey Reports provide information to help understand the experiences and attitudes of the Defence workforce, both military and public service. A wide range of topics are covered including job engagement, job satisfaction, work-life balance, health and well-being, culture and leadership, awareness of cultural reform programs, influences to join, experiences of recruitment, and reasons for leaving.
- Climate Scan reports outlining key administrative data (for example unplanned leave and WHS incidents) and survey results are provided to all members of the Senior Leadership Group. The information goes down to Branch/Command level.

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- The Women in ADF Report is a companion document to the Defence Annual Report. The Women in ADF Report is a requirement from the 2011 report on the Review into the Treatment of Women in the Australian Defence Force and measures Defence's progress towards improving gender diversity and inclusion.

Defence recently received the 2017 APS Agency Benchmark Report from the Australian Public Service Commission. This report uses information from the APS employee census to compare departments against the broader APS. Some key findings for Defence were:

- Defence employees reported positive perceptions of their immediate supervisors and relatively high satisfaction with training. The majority of respondents reported their work group strives hard, they were proud to work for Defence and their colleagues act in accordance with APS values.
- Compared to the APS overall, Defence staff had poorer perceptions of senior leaders and senior leader communication. This is consistent with previous Census results and the findings of internal surveys, suggesting that these perceptions are an enduring challenge for Defence.
- Less than half of Defence staff were satisfied with the recognition they received or felt valued for doing a good job. Defence scored lower on these measures than the APS overall. In line with the First Principles Review, a number of initiatives are underway to recognise and reward high performance.
- The majority of Defence staff expressed low satisfaction with their remuneration packages and career progression, including access to mobility opportunities. These perceptions may improve now that the Defence Enterprise Agreement is implemented.

Further information and analysis on these workforce reports will be provided through a separate briefing.

**Attachments:**

1. Defence headcount and diversity information
2. Defence White Paper People Initiatives

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## Attachment 1

## Defence Headcount and Diversity Information

Defence Diversity as at 1 November 2017								
Service		Headcount	Culturally & Linguistically Diverse		Indigenous Status		Disability	
			Total	Total	%	Total	%	Total
ADF	Permanent	58,350	14,213	24.4%	1,405	2.4%	258	0.4%
	Active Reserve	22,149	6,286	28.4%	442	2.0%	117	0.5%
	Gap Year	450	99	22.0%	19	4.2%	0	0.0%
NAVY	Permanent	13,600	3,272	24.1%	412	3.0%	66	0.5%
	Active Reserve	2,962	727	24.5%	27	0.9%	23	0.8%
	Gap Year	92	20	21.7%	9	9.8%	0	0.0%
ARMY	Permanent	30,438	7,341	24.1%	810	2.7%	141	0.5%
	Active Reserve	13,968	4,124	29.5%	356	2.5%	67	0.5%
	Gap Year	245	59	24.1%	6	2.4%	0	0.0%
AIR FORCE	Permanent	14,312	3,600	25.2%	183	1.3%	51	0.4%
	Active Reserve	5,219	1,435	27.5%	59	1.1%	27	0.5%
	Gap Year	113	20	17.7%	4	3.5%	0	0.0%
APS	Ongoing	18,112	5,864	32.4%	371	2.0%	666	3.7%
	Non-Ongoing	158	35	22.2%	2	1.3%	7	4.4%

Comments:

- Active Reserve figures include Reservists undertaking Continuous Full-Time Service.
- Defence personnel are identified as culturally and Linguistically Divers, based on one or more of the following variables: birth country, ancestry or language
- Data for this table is reliant on self-identification on the Defence HR system. Therefore, the data is likely to under-report actual rates.

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ADF permanent members and APS ongoing employees as at 1 November 2017						
Service	Headcount Total	Female	%	Male	%	X (Intermediate, Intersex or Unspecified)
<b>ADF Total</b>	<b>58,350</b>	<b>9,919</b>	<b>17.0%</b>	<b>48,430</b>	<b>83.0%</b>	<b>1</b>
Junior Other Ranks	33,018	5,714	17.3%	27,304	82.7%	
Senior Other Ranks	10,513	1,302	12.4%	9,211	87.6%	
Junior Officers	14,170	2,821	19.9%	11,348	80.1%	1
Senior Officers	649	82	12.6%	567	87.4%	
<b>Navy Total</b>	<b>13,600</b>	<b>2,826</b>	<b>20.8%</b>	<b>10,774</b>	<b>79.2%</b>	
Junior Other Ranks	7,685	1,819	23.7%	5,866	76.3%	
Senior Other Ranks	2,592	321	12.4%	2,271	87.6%	
Junior Officers	3,147	664	21.4%	2,483	78.9%	
Senior Officers	176	22	12.5%	154	87.5%	
<b>Army Total</b>	<b>30,438</b>	<b>4,095</b>	<b>13.5%</b>	<b>26,342</b>	<b>86.5%</b>	<b>1</b>
Junior Other Ranks	19,045	2,476	13.0%	16,569	87.0%	
Senior Other Ranks	4,960	540	10.9%	4,420	89.1%	
Junior Officers	6,162	1,043	16.9%	5,118	83.1%	1
Senior Officers	271	36	13.3%	235	86.7%	
<b>Air Force Total</b>	<b>14,312</b>	<b>2,998</b>	<b>20.9%</b>	<b>11,314</b>	<b>79.1%</b>	
Junior Other Ranks	6,288	1,419	22.6%	4,869	77.4%	
Senior Other Ranks	2,961	441	14.9%	2,520	85.1%	
Junior Officers	4,861	1,114	22.9%	3,747	77.1%	
Senior Officers	202	24	11.9%	178	88.1%	
<b>APS Total</b>	<b>18,112</b>	<b>7,622</b>	<b>42.1%</b>	<b>10,488</b>	<b>57.9%</b>	<b>2</b>
APS1-6	12,677	5,922	46.7%	6,754	53.3%	1
Executive Level 1	3,626	1,245	34.3%	2,380	65.6%	1
Executive Level 2	1,661	407	24.5%	1,254	75.5%	
Senior Executive Service	148	48	32.4%	100	67.6%	
Notes:						
1. ADF data is for permanent force only and APS data is for ongoing employees only.						
2. Junior Other Ranks - Corporal (Equivalent) E05 and below.						
3. Senior Other Ranks - Sergeant (Equivalent) E05 and above.						
3. Junior Officers - Lieutenant Colonel (Equivalent ) O05 and below.						
5. Senior Officers - Colonel (Equivalent) O06 and above.						

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## Attachment 2

## Defence White Paper People Initiatives

Initiative	People System Functional Area
Modification of recruitment requirements and training pipelines	Workforce Planning
Enhanced career management	
Development of Deliberately Differentiated Packages	
Implementation of flexible, competitive offers for critical Science, Technology, Engineering & Mathematics and intelligence occupations	
Increase ADF recruiting for diversity groups	Attraction and Recruiting
Establishment of STEM cadetships	
Reintroduction of Defence Technical Scholarships	
Expansion of Defence work experience opportunities for priority diversity groups	
Implementation of the future Defence Learning Environment	Training and Education
Review and improvement of the Career Transition Assistance Scheme	Transition
Implement Transition for Employment (T4E) program	
Implement the Defence Community Organisation transition and request management system	
Implement electronic information exchange arrangements between Defence & Department of Veteran Affairs	
Implement ForceNet	
Deliver the Common Access Portal	Personnel Support
Increased Service Medical Officer support to the Garrison Health Organisation	
Engagement of additional permanent specialist mental health ADF personnel	
Digitisation of ADF health records	
Continued implementation of cultural reform	Workforce Management

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## Royal Commission into Institutional Responses to Child Sex Abuse

The Royal Commission conducted public hearings into Case Study 40: Australian Defence Force during 21-30 June 2016, with an additional hearing on 26 August 2016.

Defence appeared before the Royal Commission on 6 March 2017 in Case Study 51: Commonwealth and State/Territory Responses to provide an update on policy and process improvements since the hearings conducted in Case Study 40.

The Royal Commission's report into Case Study 40 was tabled in Parliament by the Attorney-General on 22 August 2017. The report did not make any recommendations.

The Royal Commission's Final Report was tabled in Parliament on 15 December 2017.

Defence has implemented numerous reforms and established mechanisms to provide a safe environment for children participating in Australian Defence Force (ADF) programs and the ADF Cadets.

Defence has acknowledged past abuse and worked to develop and implement ongoing cultural reform programs, improve policies, especially those related to safeguarding children, and to address any allegations. Defence remains focussed on supporting victims of historical abuse and ensuring a zero tolerance approach going forward.

At the time of the public hearing, Defence already recognised the need for, and had commenced work on, developing the Defence Youth Safety Framework – comprising comprehensive policy, training, governance and assurance elements.

Defence responded to the Royal Commission's work by expediting development of the Defence Youth Safety Framework, and initiating the 'One Cadet' reform program, which enhances the governance of the ADF Cadets program.

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## Defence Abuse Response Taskforce

The Defence Abuse Response Taskforce final report detailed eight recommendations for Defence to consider. Of the eight recommendations Defence agreed with six, identified the seventh could be implemented with some modification, and recommended one be referred to the Commonwealth Ombudsman for action and implementation in his role as the Defence Force Ombudsman.

Defence will finalise implementation of all but one of the recommendations by the end of 2017. The one remaining recommendation is partially implemented and is anticipated to be fully completed by 2020-21 with the roll-out of an Enterprise Recording, Reporting and Case Management System.

The Commonwealth Ombudsman advised the Minister for Defence on 13 April 2017 that he is developing an audit process in line with the recommendation referred to him (Recommendation 7).

The Defence Abuse Taskforce was established following the DLA Piper Review of allegations of sexual and other abuse in Defence. The Taskforce was managed independently of Defence.

Defence cooperated fully with the Taskforce to assist them with whatever support was needed, including gathering Defence information and records that are relevant to the handling of particular allegations and facilitating access to personnel.

Defence has received 157 referrals from the Taskforce, including separate Australian Defence Force Academy (ADFA) referrals. Of these, 133 matters have been finalised by Defence and 24 remain under consideration.

Central to the Defence response is respect for complainants' wishes and interests, a responsibility to do no further harm, and the requirement to provide procedural fairness to all parties.

Where sufficient evidence exists on the 'balance of probabilities', Defence may take appropriate administrative or disciplinary action. Balance of probabilities is a higher evidentiary standard than the test of 'plausibility' used by the Taskforce.

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## Per and Poly Fluoroalkyl Substances Contamination at Defence Bases

PFAS substances have been widely used in the manufacturing industry since the 1950s and were found in many household products. Fire fighting foams containing PFAS substances were historically used by the Department of Defence, fire authorities, civilian airports and private industries. From 2004, following emerging environmental concerns about PFAS substances, Defence transitioned to alternate substances for use on its estate.

There are currently 23 Defence properties subject to a Detailed Environmental Investigation, including RAAF Base Williamtown, New South Wales; RAAF Base Tindal, Northern Territory, and the Army Aviation Centre Oakey, Queensland. Defence continues to assess potential risks associated with the PFAS contamination across the Defence estate, including through routine water quality monitoring. As a result the number of defence sites under investigation is not static, and may change as new information becomes available.

The Department of the Environment and Energy is leading coordination of a whole-of-government response to instances of PFAS contamination, and Defence is responding in close collaboration with this agency.

Considerable community and media interest in PFAS contamination is continuing, with Defence maintaining an ongoing schedule of local 'town hall' community meetings and media engagements in line with a commitment to being open and transparent.

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## Estate Overview, Estate Consolidation and the Major Capital Facilities Program

### Estate Overview

The Defence estate is the largest land holding of the Commonwealth Government with around 400 owned properties, 369 expenditure leases, 893 revenue licences, 252 overseas leases and 30 000 structures – with a net book value upwards of \$26 billion.

The Defence estate is fundamental to Defence capability. It is large, deteriorating and increasingly expensive to maintain. Between 2001 and 2015 the Remaining Useful Life of the Defence Estate has declined from 22 to 15.2 years. The decreasing trend in the Remaining Useful Life is linked to the long term under-funding and volatility of funding for the Defence Estate. Recognising this issue, White Paper 2016 provisioned additional funding for Capital Investment and Maintenance of the estate.

A smaller and less dispersed estate would provide significant long term savings to Defence and better support to future capability needs.

### Estate Rationalisation

In 2012, the future disposition of the top 75 significant bases in Australia was determined through the Future Defence Estate Project report. The Future Defence Estate Project report identified a number of bases for closure. The first 17 of these bases were identified for consolidation in the First Principles Review of Defence.

The Minister for Defence has requested that submissions for these proposals are brought forward on a case by case basis. To date, the Minister for Defence has publically announced the following site disposals: Bulimba Barracks (Queensland), Inverbrackie (South Australia), Leeuwin Barracks (Western Australia), Pontville Small Arms Range Complex and Paterson Barracks (Tasmania). Bulimba Barracks is a partial disposal, with a small portion of the site being retained for Navy functions and cadets. s47E(d)

Disposal of Paterson Barracks s47E(d)  
as part of Government's *Smart Cities Plan* initiative.

As part of implementing the First Principles Review, a Future Estate Profile has been developed with a number of sites being re-validated as surplus to requirement. The opportunity exists to progress the sale of surplus sites with Government Budget Process allowing the Department of Defence to retain the proceeds of such sites for reinvestment back into defence capability.

The Defence Future Estate Profile is highlighting that in some locations the Defence estate may need to expand, such as in the newer growth corridors of our bigger cities. Other major initiatives influencing development of the defence estate include:

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- a. Australia-Singapore Military Training Initiative. Under the 2015 Joint Agreement on a Comprehensive Strategic Partnership with Singapore, the Shoalwater Bay Training Area is being further developed and expanded, and a new military training area is being acquired inland from Townsville (near Greenvale).
- b. United States Force Posture Initiatives, where both governments have agreed to invest in a range of infrastructure and facilities works concentrated at Robertson Barracks, RAAF Base Darwin, and RAAF Base Tindal in the Northern Territory.

### **The Major Capital Facilities Program**

Implementation of the First Principles Review also focused on incorporating the Facilities and Infrastructure Programme within Defence's Capability Life Cycle, and overall Integrated Investment Programme. The Integrated Investment Programme is designed as a cohesive and aligned program of work that will support Defence's current and future capability and output. As a result development and management of the Facilities Investment Programme is focused on achieving a strategically aligned, affordable, safe and sustainable estate that supports defence capability.

While the Facilities Investment Programme is focused on delivering new estate works sustainment of existing infrastructure is realized through separate estate works and estate upkeep programs.

The major Defence estate infrastructure funding programs for 2017-2018 are resourced as follows:

- a. Facilities Investment Programme component of Defence's overall Integrated Investment Programme - \$2.026 billion;
- b. Estate Works - \$570.0 million; and
- c. Estate Upkeep - \$553.0 million.

In response to concerns relating to engagement of local construction contractors, Defence is reviewing how principles relating to Australian industry involvement could be applied more consistently. Under this initiative, Defence is trialling the use of a Local Industry Capability Plan on six Facilities Investment Programme projects.

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## ADF Transition Support

Approximately 6,000 ADF members leave Defence annually. Of the members who separate, approximately 20 per cent do so for medical reasons.

Defence has a comprehensive transition support service for all separating ADF members and their families, including a new business model of transition coaching and mentoring.

Services include ADF Transition Seminars, personalised assistance to prepare for transition, including transition coaching sessions and job search preparation workshops, referrals to appropriate support, and assistance with administration. Eligible members can also access financial assistance towards education and training that contributes to their civilian career readiness.

Defence and the Department of Veterans' Affairs collaborate to improve support arrangements for wounded, injured or ill members through the joint Defence/Department of Veterans' Affairs Support for Wounded, Injured or Ill Program.

Since early 2017 Defence ensures that every member separates with appropriate documentation. Defence has also introduced an electronic survey to stay connected with former members.

The Industry Advisory Committee on Veterans' Employment will develop and provide advice on practical measures to embed veterans' employment strategies into the recruitment practices of Australian businesses. The Government has provided \$2.7 million in the 2017-18 Budget to implement the Veterans' Employment Program's initiatives.

### **Transition of members who have a mental health illness**

Members who present with mental illness are not automatically separated. Many mental disorders, including Post Traumatic Stress Disorder, are treatable and Defence treats members on a case-by-case basis, with proper consideration of their circumstances and severity of their symptoms.

Defence is working to educate and inform ADF members and their families that seeking help as early as possible is the right thing to do and that doing so will not necessarily affect their future career options after transition from Defence.

Defence is also working closely with the Department of Veterans' Affairs in the development and promotion of self-help web-based information and smart phone applications that assist current and former ADF members and their families, to be more aware of the signs of mental distress in themselves and others and when and where to seek help.

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## ADF Mental Health and Wellbeing

In recent years, the ADF has significantly enhanced its focus, resources and capabilities in delivering mental health services to ADF members, including those involving post traumatic mental health. Since 2009, Defence has invested over \$252 million in the provision of mental health care and support (as at 30 June 2017). On 10 October 2017 the Defence Mental Health and Wellbeing Strategy 2018-2023 was launched.

Defence is working closely with the Department of Veterans' Affairs (DVA) to develop mental health awareness initiatives, research, and transition processes to improve early recognition of mental health problems and strengthen continuity of health care arrangements where these are required.

Despite many ADF members being exposed to potentially traumatic events during their service, most members do not go on to develop PTSD. In 2010, an estimated one in five ADF members had a diagnosable mental health condition in the previous 12 months, not necessarily caused by operational service.

Between 1 January 2000 and 14 November 2017, 130 full-time Defence members are suspected or confirmed to have died by suicide. Of these, 67 had never been operationally deployed. Of the 63 who had deployed, 28 had one or more deployments to the Middle East Area of Operations.

Key activities of the Defence Suicide Prevention Program are provision of risk assessment training to Defence mental health professionals, annual suicide prevention and mental health awareness training for all Defence members, Keep Your Mates Safe workshops for junior leaders, command presentations, and a two-day Applied Suicide Intervention Skills Training program.

The Senate inquiry report into suicide by veterans and ex-service personnel was tabled on 15 August 2017, with the Government's response tabled on 24 October 2017. In direct response to the Senate Inquiry, the Government has committed \$31 million to five new initiatives that will further support the mental health of current and former ADF members, and their families. This package includes:

- \$16.1 million over four years for a new Veteran Payment for veterans with mental health conditions;
- \$7.1 million over four years to extend support for families of veterans;
- \$2.1 million over four years for an annual health assessment for ex-serving ADF members for the first five years post-discharge;
- \$4 million over two years to pilot a case management service for transitioning or recently discharged ADF members; and
- \$1.7 million over one year to undertake a scoping study to professionalise veterans' advocacy.

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## Directorate of Honours and Awards

Proper recognition of service is an important priority for the Australian Government and the Department of Defence.

The Directorate of Honours and Awards role is to ensure medallic recognition to Australian Defence Force personnel, both current and former (or their next-of-kin) and eligible Defence Civilians, are issued their entitlements in a timely manner.

Additionally, the Directorate of Honours and Awards is responsible for the development of Defence honours and awards policy, internal award management including the establishment of new awards, and provision of advice to Government on honours and awards related issues. This includes:

- Assessment of applications for medal entitlements and issue of medals to ADF members, former members and their families to recognise gallantry in operations, distinguished or long service, and service in specific military operations or campaigns.
- Management of the nomination process for Australia Day and Queen's Birthday Honours in the Military Division of the Order of Australia, along with the Public Service Medal.
- Management and administration of the Secretary's Long Service Recognition Scheme.
- The Defence Commendation Scheme.
- Contract Management for the production, engraving and dispatching of medals.
- Management of Customer Enquiries through the Customer Response Team.
- Coordinate Defence submissions to the Defence Honours and Awards Appeals Tribunal.

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## Defence Honours and Awards Appeals Tribunal

The Defence Honours and Awards Appeals Tribunal is an independent statutory body established under the *Defence Act 1903* with two discrete functions – reviewing reviewable decisions (refusals to grant Defence honours or awards) and conducting inquiries, at the direction of government, into matters concerning Defence honours and awards.

The Tribunal consists of a Chair and a minimum of six and a maximum of ten Members (ten is the current complement). Members and the Chair are appointed on a part-time basis by the Minister. The period of appointment is three years with a possibility of re-appointment. The initial terms of four of the Tribunal's Members will expire in July 2018. The Tribunal will approach you in early 2018 regarding these appointments.

The Tribunal's powers in undertaking reviews differ according to whether the review relates to a *defence honour* (such as an award for gallantry or distinguished service) or a *defence award* (such as an award for long service or for service in a warlike area). Where the Tribunal determines, following a review, that a person is eligible for a defence award, Defence is required to implement the decision. If the decision relates to a defence honour, the Tribunal makes a recommendation to the Minister. s47E(d) & 47C



The other role of the Tribunal is to undertake *inquiries* into issues referred to it by Government. In relation to inquiries, the Tribunal usually makes a public, nationwide call for submissions, considers the issues raised in the submissions, holds public hearings and carries out its own research. It then prepares a report and recommendations for Government consideration.

The Tribunal is currently undertaking two inquiries, the *Inquiry into unit recognition for service with the Royal Australian Navy Helicopter Flight Vietnam*, and the *Inquiry into unit recognition for service at the Battles of Fire Support Bases Coral and Balmoral*. While no reporting date has been set for these inquiries, it is expected that the Tribunal will be able to report to you on both matters in early 2018.

In September 2017, the Tribunal reported to Government on its *Inquiry into recognition for Far East Prisoners of War killed while escaping or following recapture*. The Tribunal is awaiting a response from the Minister in respect of the recommendations set out in the report of this Inquiry.

The Chair of the Tribunal, Mr Mark Sullivan AO, would be pleased to meet with you at an early opportunity to discuss these and other matters relevant to the operation of the Tribunal.

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## PARLIAMENTARY INQUIRIES

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### Senate Standing Committee on Foreign Affairs, Defence and Trade

- Senate Standing Committee on Foreign Affairs, Defence and Trade Legislation Committee Supplementary Budget Estimates Spill over hearing was held on 15 December 2017. Responses to Questions on Notice taken from the hearing are due to be lodged with the Committee by 9 February 2018.
- Senate Standing Committee on Foreign Affairs, Defence and Trade References Committee Inquiry into the impact of Defence training activities and facilities on rural and regional communities. Defence witnesses appeared at public hearings on 8 June, 12 July, 14 July, 22-23 August and 20-21 November 2017. A further public hearing is scheduled for 19 February 2018. There have been three interim reports released; the first was released on 14 August 2017, the second on 11 September 2017 and the third on 19 October 2017. The final committee report is due to be released on 22 March 2018. Defence will respond to all committee reports in one government response after the release of the final report.
- Senate Standing Committee on Foreign Affairs, Defence and Trade References Committee Inquiry into the implications of climate change for Australia's national security. Defence provided a written submission to the Committee on 15 September 2017. A public hearing is scheduled for 19 February 2018. The committee report is due to be released on 22 March 2018.

### Senate Economics References Committee

- Senate Economics References Committee Inquiry into the future of Australia's naval shipbuilding industry. Defence witnesses appeared at public hearings on 3-4 April, 20 June, 8 September and 13 October 2017. The committee report is due to be released on 27 June 2018.

### Senate Standing Committee on Rural and Regional Affairs and Transport References Committee

- Senate Standing Committee on Rural and Regional Affairs and Transport References Committee Inquiry into the regulatory requirements that impact on the safe use of Remotely Piloted Aircraft Systems, Unmanned Aerial Systems and associated systems. Defence provided a written submission on 15 December 2016. Defence witnesses attended public hearing on 16 March and 17 October 2017. The committee report is due to be released on 28 March 2018.

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### **House of Representatives Select Committee on Regional Development and Decentralisation**

- House of Representatives Select Committee on Regional Development and Decentralisation Inquiry into regional development and decentralisation. Defence provided a written submission on 6 October 2017. Defence witnesses attended a public hearing on 7 August 2017. The committee report is due to be released on 31 May 2018.

### **Joint Standing Committee on Foreign Affairs, Defence and Trade**

- Joint Standing Committee on Foreign Affairs, Defence and Trade Review of the Defence Annual Report 2015-16. The committee review was published on 7 December 2017. Defence is drafting a government response, which is due to the Committee by 7 March 2018.
- Joint Standing Committee on Foreign Affairs, Defence and Trade Inquiry into the management of per- and polyfluroalkyl substances (PFAS) contamination in and around Defence bases. This matter was referred to the Committee on 8 December 2017. The matter has been scheduled for inquiry and report by 20 June 2018.

### **Joint Standing Committee on Treaties**

- Joint Standing Committee on Treaties Inquiry into deployment of personnel – Solomon Islands. Defence declined to provide a written submission to this inquiry as we assisted DFAT in drafting the treaty and the National Interest Analysis. A Defence witness appeared at a public hearing on 29 November 2017. The committee report release date is to be confirmed.
- Joint Standing Committee on Treaties Inquiry into Air Force training – Singapore. Defence declined to provide a submission to this inquiry as we assisted DFAT in drafting the treaty and the National Interest Analysis. Defence witnesses appeared at a public hearing on 29 November 2017. The committee report release date is to be confirmed.

### **Joint Standing Committee on the National Capital and External Territories**

- Joint Standing Committee on the National Capital and External Territories Inquiry into Australia's Antarctic Territory. Defence provided a written submission on 16 August 2017. Defence witnesses attended a public hearing on 19 October 2017. The committee report release date is to be confirmed.
- Joint Standing Committee on the National Capital and External Territories Inquiry into the strategic importance of Australia's Indian Ocean Territories. Defence witnesses attended public hearings on 17 February and 4-5 April 2017. The committee report was released on 11 September 2017. Defence has written input, this is being progressed to the Department of Infrastructure and Regional Development, who are leading the government response.

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### **Joint Committee on Public Accounts and Audit**

- Joint Committee on Public Accounts and Audit Report 463: Commonwealth Financial Statements. The committee report was tabled on 5 September 2017. Defence is writing a government response to the ANAO report which is due to the Committee on 6 March 2018.
- Joint Committee on Public Accounts and Audit Report 468: Defence Major Projects Report 2015-16. The committee report was tabled on 26 October 2017. The interim response has been written and is undergoing clearance within Defence; this is due to the Committee on 25 January 2018. The full government response is due to the Committee on 25 April 2018.
- Joint Committee on Public Accounts and Audit Inquiry into Auditor – General’s Report No. 42 (2016-17) – Cybersecurity Compliance. The government response is due to the Committee on 25 April 2018.

### **Joint Committee on Intelligence and Security**

- Joint Committee on Intelligence and Security published a Review of Administration and Expenditure No. 16 (2016-17). Defence provided a written submission to this annual review on 13 December 2017.
- Joint Committee on Intelligence and Security Review of the Home Affairs and Integrity Agencies Legislation Amendment Bill 2017. Defence is working on a written submission to this inquiry, which is due to the Committee on 22 January 2018.
- Joint Committee on Intelligence and Security Review of the Foreign Influence Transparency Scheme Bill 2017. Defence is working on a written submission to this inquiry, which is due to the Committee on 22 January 2018.
- Joint Committee on Intelligence and Security Review of the National Security Legislation Amendment (Espionage and Foreign Interference) Bill 2017. Defence is working on a written submission to this inquiry, which is due to the Committee on 22 January 2018.
- Joint Committee on Intelligence and Security Review of the Security of Critical Infrastructure Bill 2017. Defence is working on a written submission to this inquiry, which is due to the Committee on 2 February 2018.

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### **Joint Standing Committee on Public Works**

- Joint Standing Committee on Public Works Inquiry into Engine Test Cell 1 Upgrade, RAAF Base Amberley, Queensland. The inquiry was referred on 7 December 2017, written submissions are being accepted until 25 January 2018. The Committee anticipates public hearings will be scheduled in January or February 2018.
- Joint Standing Committee on Public Works Inquiry into the Joint Health Command Garrison Health Facilities upgrade project. The inquiry was referred on 7 December 2017, written submissions are being accepted until 25 January 2018. The Committee anticipates public hearings will be scheduled in January or February 2018.
- Joint Standing Committee on Public Works Inquiry into JP157 – Replacement aviation refuelling vehicles infrastructure project. The inquiry was referred on 7 December 2017, written submissions are being accepted until 25 January 2018. The Committee anticipates public hearings will be scheduled in January or February 2018.
- Joint Standing Committee on Public Works Inquiry into Maritime Operational Support Capability facilities project. The inquiry was referred on 7 December 2017, written submissions are being accepted until 25 January 2018. The Committee anticipates public hearings will be scheduled in January or February 2018.

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## DEFENCE FAST FACTS

### WORKFORCE

The size of the workforce as at 1 November 2017 is:

	Navy	Army	Air Force	ADF	APS	Total
Full-Time Equivalent <sup>1</sup>	13,834	30,437	14,273	58,544	17,168	75,712
Reserves <sup>2</sup>	2,675	13,583	5,136	21,394		

Notes:

1. These are the full-time equivalent / ADF paid strength as at 1 November 2017 and includes permanent force, Reservists on Continuous Full Time Service and ADF Gap Year.

2. Reserve figures are a headcount of current Active Reserves who are not working in a full-time capacity.

### RESOURCES (2017-18)

<b>Defence</b>	<b>\$34.5 billion</b>
Defence Administered	\$5.6 billion
Total	\$40.1 billion

*Total appropriation based on 2017-18 MYEFO*

### ADF OPERATIONS

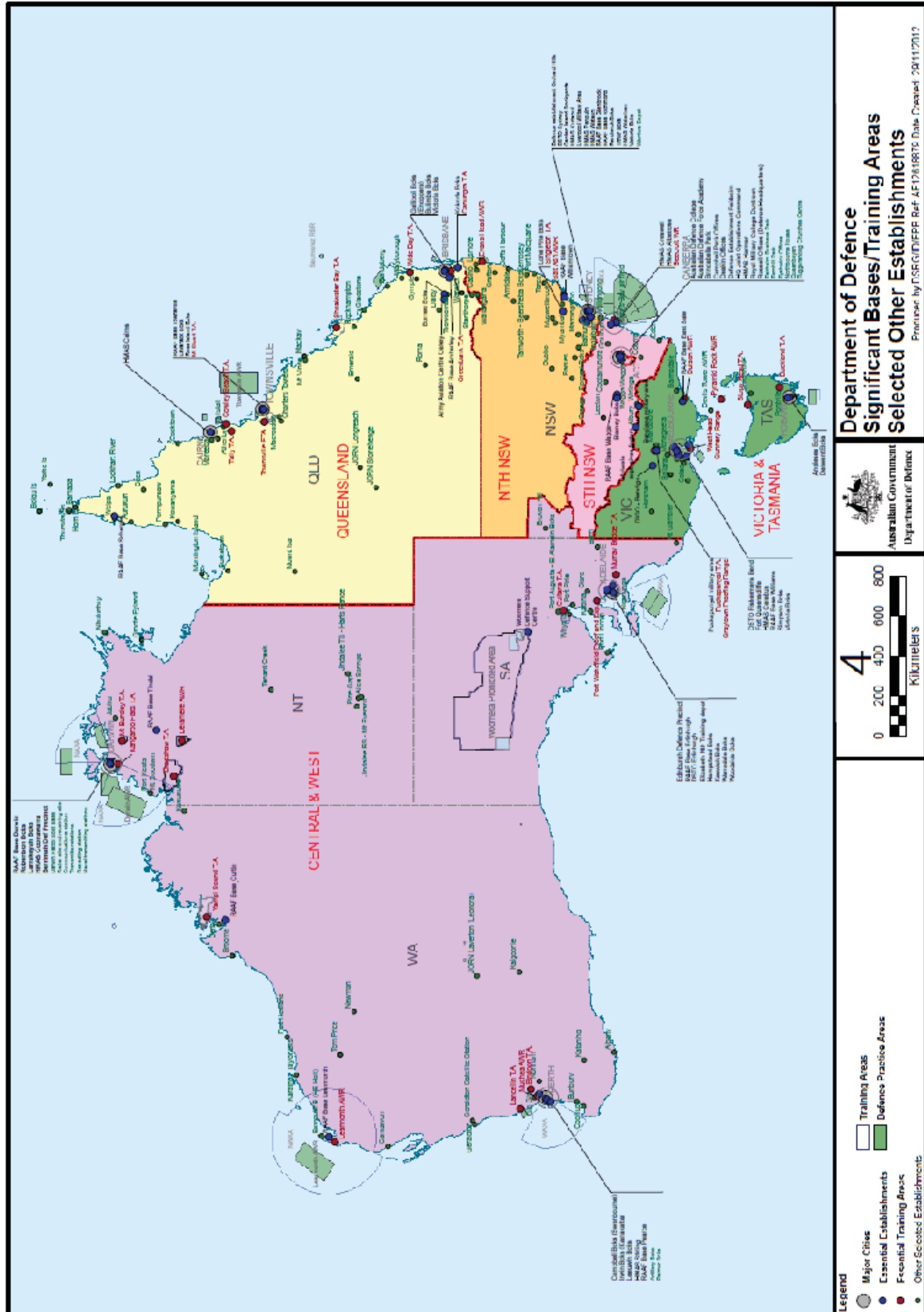
Operation	Location	Personnel
Accordion	Middle East Region	500
Highroad	Afghanistan/Middle East	Around 280
Okra	Iraq/Middle East Region	Around 740
Gateway	South East Asia	ADF assets are dedicated to Op Gateway tasking periodically. The number of personnel varies.
Manitou	Middle East Region - maritime	Around 240
Mazurka	Egypt (Multinational Force and Observers)	Up to 27
Aslan	Sudan (UNMISS)	Up to 25
Paladin	Israel/Lebanon	Up to 12
Resolute	Australian Maritime Interests	Up to 600
Solania	South West Pacific	ADF air and maritime assets are dedicated to Op Solania tasking periodically. The number of personnel varies.
Southern Indian Ocean	Southern Indian Ocean	1

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# DEFENCE BASES AND ESTABLISHMENTS





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## KEY CONTACTS

POSITION	NOMINAL	ACTING	OFFICE	MOBILE
<b>Secretary, Department of Defence</b>	<b>Mr Greg Moriarty</b>			
Chief of Staff	Ms Sophia Blix		6265 7800	s22
Executive Assistant	Ms Daniella Misic		6265 2850	
<b>Chief of the Defence Force</b>	<b>ACM Mark Binskin</b>			
Chief of Staff	GPCAPT Stephen Chappell		6265 2859	
Executive Assistant	Miss Melissa Wood		6265 2976	
<b>Associate Secretary</b>	<b>Vacant</b>	<b>Ms Rebecca Skinner</b>	<b>6265 7911</b>	
Acting Chief of Staff	Mr David Martin		6266 0256	
Executive Assistant	Ms Sabrina Coventry		6265 1657	
<b>Vice Chief of the Defence Force</b>	<b>VADM Ray Griggs</b>		<b>6265 2856</b>	
Chief of Staff	COL Damian Hill		6266 7545	
Executive Assistant	Mrs Alison Howship		6265 2097	
<b>Chief of Navy</b>	<b>VADM Tim Barrett</b>		<b>6265 1020</b>	
Chief of Staff	CAPT Leticia Van Stralen		6265 5163	
Personal Assistant	LS Zara Comi		6265 5158	
<b>Chief of Army</b>	<b>LTGEN Angus Campbell</b>		<b>6265 4311</b>	
Chief of Staff	BRIG Jane Spalding		6265 1647	
Executive Assistant	Miss Sam Marotzek		6265 4198	
<b>Chief of Air Force</b>	<b>AIRMSHL Leo Davies</b>		<b>6265 5474</b>	
Chief of Staff	AIRCDRE Kathryn Dunn		6266 7808	
Executive Assistant	WOFF Sarah Jeffrey		6265 5475	
<b>Deputy Secretary Capability, Acquisition and Sustainment Group</b>	<b>Mr Kim Gillis</b>		<b>6265 7363</b>	
Chief of Staff	Mr Chris Mayne		6265 4794	
Executive Assistant	Mrs Mary Rohde		6265 7363	
<b>Deputy Secretary Estate &amp; Infrastructure</b>	<b>Mr Steven Grzeskowiak</b>		<b>6265 6060</b>	
Chief of Staff	Mr Geoffrey Camp	Ms Lisa Gray	6265 6094	
Executive Assistant	Ms Lisa Gray		6265 7928	

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POSITION	NOMINAL	ACTING	OFFICE	MOBILE
<b>Deputy Secretary Strategic Policy and Intelligence</b>	Ms Rebecca Skinner	Mr Marc Ablong	6265 2636	s22
Chief of Staff	Ms Sarah Russell-Farnham		6265 2848	
Executive Assistant	Mrs Ann Morrison		6266 7211	
<b>First Assistant Secretary Ministerial and Executive Coordination and Communication</b>	Mr John Geering		6265 7912	
Executive Assistant	Miss Karen McLachlan		6265 7920	
<b>First Assistant Secretary International Policy</b>	Mr Scott Dewar		6265 2526	
Executive Assistant	Miss Karrissa-Lee Quaid		6265 1109	
<b>Deputy Secretary Defence People</b>	Ms Roxanne Kelley		6265 7339	
Chief of Staff	Ms Siann Taylor		6265 5379	
Executive Assistant	Miss Brittaney Allan		6265 2807	
<b>Chief Defence Scientist</b>	Dr Alex Zelinsky		6128 6301	
Chief of Staff	Mr Simon Prasad		6128 6302	
Executive Assistant	Miss Jessica Backhouse		6128 6303	

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<b>Chief Finance Officer</b>	Mr Phillip Prior	Ms Angela Diamond	6265 6790
Executive Assistant	Miss Kelsey Betts		6265 6702
<b>Chief of Joint Capabilities Group</b>	AVM Warren McDonald		6265 6130
Chief of Staff	COL Matt Gallagher		6265 1231
Executive Assistant	Ms Cathey Kelly		6265 3909
<b>Chief Information Officer</b>	Mr Stephen Pearson (commencing early 2018)	Mr Aiyaswami Mohan	6266 7303
Chief of Staff	Mrs Coll McCarty-Harper		6266 7312
Executive Assistant	Mrs Eva Lysenko	Ms Kira Austin	6266 7303
<b>Head Military Strategic Commitments</b>	MAJGEN PW Gus Gilmore		6265 5454
Chief of Staff	WGCDR Ivan Benitez-Aguirre		6265 4573
Executive Assistant	Miss Casey Taumoepeau		6265 4045

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POSITION	NOMINAL	ACTING	OFFICE	MOBILE
<b>Director General Military Strategic Commitments</b>	CDRE Richard Boulton		6265 3136	s22
Staff Officer	LCDR Jason McBain		6265 4758	
<b>Director General Military Information</b>	AIRCDRE Ken Quinn	COL Jason Logue	6265 1956	
Staff Officer	SQNLDR Mike Dunn		6266 7796	
<b>Chief of Joint Operations</b>	VADM David Johnston		6128 4000	
Military Assistant	CMDR Antony Pisani		6128 4002	
Executive Assistant	Ms Donna McTavish		6128 4020	
<b>Deputy Chief of Joint Operations</b>	MAJGEN Gregory Bilton		6128 4010	
Military Assistant	MAJ Daniel Wake		6128 4012	
Executive Assistant	Mrs Fiona Hawksworth		6128 4032	
<b>First Assistant Secretary Security &amp; Vetting Service</b>	Ms Celia Perkins		6266 2634	
Executive Assistant	Ms Maria Giannasca		6266 2606	
Duty Officer				
<b>Media Inquiries Duty Number – FIRST POINT OF CONTACT</b>				
<b>Assistant Secretary Ministerial and Parliamentary Business</b>	Dr Angela Barrett		6265 7897	
<b>Directorate of Protocol and Visits</b>	CMDR David Jones		6265 5720	
<b>Defence Community Organisation</b>	Mr Paul Way		6127 1654	
Executive Assistant	Mrs Suzy Bull		6127 1640	
<b>DUTY OFFICERS: NOTE – For all Administrative support or for assistance on any matter, the Duty Officer should be contacted.</b>				
Army Incident Manager – LTCOL Neil Peake				s22
Defence Duty Officer			6265 3000	
HQJOC Operations Clerk (24 Hrs)			6128 4342	
HQJOC Operations Supervisor (24 Hrs)			6128 4333	

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