THOUGHTS FROM THE TOP

Interviews with the Defence Minister and Secretary

Defence

MARCH 2015

NEVER FORGOTTEN

One member’s efforts to keep the Anzac legend alive
IN THIS ISSUE

COVER STORY
Defence Support Queensland Business Manager Henry Lourens has developed a student program to mark the Centenary of Anzac.

EDITORIAL
Darryl Johnston
Lauren Norton
David Edlington

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One-on-one interview with Kevin Andrews

SPRINT TO SUCCESS
Paul Kennedy is on track to compete in the 2016 Paralympic Games in Rio

Photo: Corporal Aaron Curran

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A software engineer is on track to compete in the 2016 Paralympic Games in Rio de Janeiro after winning a bronze medal at last year’s Commonwealth Games.

**SPRINTING TOWARDS RIO**

Paul Kennedy contested the tandem sprint and the kilometre time trial as part of the Australian track cycling team in Glasgow.

“I got a bronze in the sprint, which is my favourite event,” he says.

Paul, who started cycling when he was six, also finished third and fourth in the tandem kilometre time trial and sprint events at the Para-cycling Track World Championships in Mexico last year.

Paul only has 10 per cent vision, which means he can just read the top line of an eye chart.

He says teamwork is a massive part of tandem cycling because both riders have to move in sync to achieve maximum speed.

“I sit behind a ‘pilot’ on the bicycle and pretty much put my life in his hands when we’re out on the track sprinting,” he says.

“I can see a little bit, but you have to trust them to do their best.

“Equally, they have to trust me to do my job right. We’ll ‘up’ and ‘down’ to each other when we’re getting up or down off the seat.”

Paul hasn’t had any serious spills on the track, but has had a few out on the road.

“I’ve been hit by a car and was pretty sore for a few weeks, but I seem to bounce back pretty well,” he says.

He played goalball, similar to European handball, for Australia, debuting in 1999, but missed out on getting the goalball qualification for London.

“I was pretty disappointed, but I was doing a bit of cross-training with cycling at the time,” he says.

“I tried triathlons, but was no good at swimming and hated running, but I liked cycling so I went with that.

“For me the heavy tandem bike is the perfect strength tool.

“As long as I can get on a bike, I’ll always be a cyclist.”

Paul’s most memorable cycling moment was claiming bronze in the one-kilometre time trial at his first world championship in 2013.

“I couldn’t believe it at the time,” he says.

“When I went to the Para-cycling World Track Championships at Aguascalientes in Mexico last year, I got a third in the one-kilometre time trial and a fourth in the sprint.

“The altitude and climate took a bit of adjustment to get used to, but altitude is good for speed on the track.”

Paul hopes to qualify for and compete at the 2016 Paralympic Games.

“It’s a bit of a challenge, but I want to go as far as I can,” he says.

“My pilot has pulled the pin on me to concentrate on single cycling, which is far enough as he’s a young bloke with a big future. So now I’m on the lookout for a new pilot.”

Paul appreciates the support he receives from Defence.

“They’ve been really good with me working flexible hours, very accommodating in fact,” he says.

“They’ve put up with me turning up at work a bit dopy after a big training session sometimes.

“My director was quite excited when I got back from Glasgow with a bronze medal and arranged a presentation for me.”
NEW FACE
AT THE TOP

Defence Minister Kevin Andrews speaks about his priorities, expectations and motivations.

Darryl Johnston

What do you hope to bring to the role as Defence Minister?

Can I say at the outset, I’m delighted and enormously privileged to have this role. When the Prime Minister approached me about it, I said it was a great honour to be chosen for such an important job.

My first priority is the defence and security of Australia, that’s the primary aim of the Government and must be the primary aim of the Defence Minister.

It means we have to develop the capability of the ADF to meet the challenges over the coming decades and at the same time make sure we can pay for what we need in terms of capability. They are my primary objectives and we’ll address them through a wide range of mechanisms this year.

What excites you about the job?

Being able to observe our professional Defence Force serving in a very important theatre.

One of the privileges I had, when I was first appointed, was to go to the Middle East with the Prime Minister and the Chief of the Defence Force. Travelling with them was a deep-dive briefing session in itself.

More importantly, I saw the expertise and professionalism of our Special Forces and Air Force. Travelling with them was a deep-dive briefing session in itself.

As part of ongoing visits, I recently took the HMAS Canberra to Jervis Bay. It’s a very impressive ship, and just as impressive again was seeing the talent, expertise and professionalism of everyone involved in that exercise.

What were your key observations from your trip to the Middle East?

I was particularly impressed by the Air Force – the fighters we have there, the refuelling missions, the Wedgetail aircraft and the crucial part our personnel play in just servicing our aircraft, but those of our allies.

This is a very sophisticated mission, one in which Australia is making a positive contribution. We’re not dependent on the Americans or anybody else; we are making a huge contribution to that operation and it’s very impressive.

What also stood out was going into Baghdad and seeing that there is a lot of work to be done there.

That’s why we’re looking carefully at how we can help train the Iraqi regular forces because, ultimately, they will be critical in overcoming the Daesh Force. We see an important role to play along with our allies in achieving that.

Before your appointment, you held the portfolio of Social Services. How has the transition been?

I think this is about the fifth portfolio I’ve had over a long period of time.

The skills of a minister involve some generic skills of knowing what to ask, trying to tease your way through what the issues are and then getting on top of the detail. So the skills I’ve learnt from being in other portfolios, whether it be Social Services or back in the Howard Government in Employment or Immigration or even Aged Care, they’re all skills I bring to this portfolio.

It’s a matter of getting on top of the detail as much as humanly possible, but also having a broader strategic view of what we are trying to do with Defence.

Even though the portfolios are very different, the skills a minister needs to bring to them are the same regardless of the portfolio.

What were your key observations from your trip to the Middle East?

I’m enormously impressed by the professionalism, expertise, application, loyalty and the hard work of everybody involved in Defence.

There’s a compact between the Defence Force and the Australian people through the government of the day.

We need to ensure we can deliver on the aspirations of the Australian people as expressed through the Government with the financial backing and capability to ensure that happens. Those things need to be aligned if we are to move forward.

What are your priorities?

My immediate priority is to continue the work of my predecessor, and I want to pay tribute to him for his work.

Clearly, the whole White Paper process is important because this is about setting out for the nation the challenges and how we are going to meet them over the next 20 years.

Given the world is a volatile place and we are in a region that is the fastest growing in terms of population and economic activity, it’s important we are clear on our role, the challenges and how we are going to meet them in the future.

Having said that, there are always things that come along that we didn’t predict, so we have to have the flexibility to be able to respond to them as well.

On the subject of the White Paper, what are your expectations of it and the Force Structure Review?

We have to bring that all together because this is a pivotal point in terms of a government in saying we’re looking out to 2035.

That involves the strategic assessment of our region, it involves the questions of what capabilities we’ll need in order to respond and it involves how we’ll fund it.

For example, the commitment of returning the Defence budget to 2 per cent of GDP is an important component of that and it all comes back to my view that you have to align national aspiration or ambition to capability and funding.

What do you believe Defence’s future role will be in the Asia Pacific Region?

Australia has a primary role in this area. That is quite clear for our own national interest and from the view of other nations which we cooperate with around the world. Our role is not
WITH THE MINISTER

justisolatedtowhatyoumightcallterritorial

Australia.

Bythesame token, we are not aglobal

player like the United States. However, it’s

quite clear we have a veryconsiderable

strategy,
economic and trade interest in our region. That’s

where our focus will be in the coming years.

What is the next step in the Future

Submarine Program?

Submarines are an essential component of

Australia’s naval capability and the Government

will ensure the future submarine provides the

best possible capability and value for money

for Australian taxpayers while maximising the

involvement of Australian industry.

As we have said, there is going to be

a competitive evaluation process that has been

used by Defence for major acquisitions for at least

decade. It’s obviously tailored to the needs of

each acquisition.

For Australian industry to have the best

opportunity to maximise their involvement in

the Future Submarine Program, it needs to work

with an international partner.

Based on work completed by Defence, France, Germany and Japan have emerged

as potential international partners. All three
countries have proven submarine design and
build capabilities and are currently producing

submarines.

France, Germany and Japan will be invited to

takepart in this competitive evaluation process

that will assess their ability to work with

Australia to develop a Future Submarine

Program that meets our capability requirements.

This will result in the creation of at least 500 new

high-skill jobs in Australia, the majority of

which will be based in South Australia.

The competitive evaluation process will

help the Government balance important

considerations including capability, cost,

schedule, and risk. Interoperability with our

alliance partner, the United States, will also be a

fundamental consideration.

The competitive evaluation process will take

around 10 months, after which an international

partner will be selected for Australia’s Future

Submarine Program. Further details about

Australian industry involvement are also

expected to be known at that point.

I expect by the end of the year the

Government will have all that information and

we’ll be able to make a decision about the future

submarines. This is a very significant decision,

one which has been delayed, but we are going
to go through this in a very careful and cautious

way with the prime consideration being the

capability the Navy needs for submarines. They

are acritical piece of our Defence infrastructure

for the future.

You have been in Federal Parliament since

1991. What attracted you to politics?

I was interested in what I call government

rather than politics, small “G” government from

probably late secondary school.

I grew up in humble circumstances; my

parents had a livestock transport business. Both

my mother and father would get up at 3-4am

to pick up a book and reading when you have

a few minutes. I read extensively as a child

and was an avid reader, reading a couple of

books a week. By the same token, I like to

write, so I have done a number of things in

writing.

I have written a book on marriage. Is

there a career there as an author and a poet

in life after politics?

You have written a book on marriage. Is

there a career there as an author and a poet

in life after politics?

Iamnotcontemplatinglifeafter politicapsthe

moment. My focus for the immediate future,

which is this term of parliament, is to bed down

all of these major reviews and get that done.

I might write in the future, but I will not have
time to do any writing in the next year or so.

What do you like to do to relax?

Cycling is my major interest in that regard. I do

that for a number of reasons.

I try to keep fit because going to functions

and eating is an occupational hazard in this job.

It’s a matter of trying to keep a modicum of

fitness. I also find it’s just a way of clearing my

head.

When I’m in Canberra, most mornings I go

for a bike ride for an hour or so. I get up early

come in about 6am and go through my

emails, have a quick look at the news headlines

and then get on the bike and ride for about an

hour.

I find that gives me a clear perspective for the
day. I enjoy doing that.

When I’m not in Canberra I go for longer

rides with a group of friends at the weekend and

try to do a few charity rides during the year.

In January, I rode 150 kilometres in the Bupa

Challenge in Adelaide with my son and then I

did 110 kilometres in the Cadet Evans ride in

Geelong with the Prime Minister a week later.

Apart from that I like to read, but in this job

I find there is so much reading I don’t feel like

picking up a book and reading when you have

been pretty much reading all day.

“For Australian industry to have the best opportunity to be involved in the future submarine program, it needs to work with an international partner.”
RECOGNISING WINNING WORK

Three members of the Defence Science and Technology Organisation have been recognised internationally and domestically for their groundbreaking work. They are Dr Bob Mathews, Dr Stephen Burke and Rhys Lehman.

David Kilmartin and Sergeant Dave Morley

Inaugural winner

Chemical weapons disarmament expert Dr Bob Mathews’ lifelong dedication to achieving a world free of chemical weapons was recognised and rewarded when he co-received the inaugural Hague Award from the Organisation for the Prohibition of Chemical Weapons (OPCW).

Bob is one of three DSTO scientists who recently received awards.

Dr Stephen Burke won the Defence Minister’s Achievement Award for his work in the life extension of Defence platforms.

Young researcher, Rhys Lehmann, received an aviation safety award.

Bob was presented with his internationally acclaimed award last December by the Director-General of OPCW, Ahmet Uzumcu, at a function in The Hague, Netherlands.

A 45-year veteran of DSTO, Bob has dedicated his career to the elimination of chemical and biological weapons as well as developing protective measures against the threats they pose.

He became deeply committed to the cause after seeing the “barbarous effects” of the use of chemical weapons in the Iran-Iraq war of the 1980s.

Bob says he is very grateful to the OPCW for its recognition of his contribution over the past 30 years.

“It is the highlight of my career. I have been most fortunate for the opportunity to be a member of the various Australian teams which have been involved in the different stages of the Chemical Weapons Convention,” he says.

“Looking back over those years, Bob says he had the privilege of working with some wonderful friends and colleagues from every corner of the world, particularly in the Asia-Pacific region.

“I think of this award as also very much belonging to all those dedicated individuals,” he says.

OPCW – The Hague Award

The award, created by the Organisation for the Prohibition of Chemical Weapons, was an outcome of the Organisation winning the 2013 Nobel Peace Prize.

It is intended to honour and recognise individuals and non-profit, non-governmental organisations that have made an outstanding contribution to achieving a world free of chemical weapons.

In doing so, the potential awardees will have:

- contributed significantly to advancing one or more of the objectives of the Chemical Weapons Convention; and/or
- provided sustained leadership to practical and collaborative initiatives related to the objectives of the Chemical Weapons Convention through research, publication, education, training or outreach to relevant stakeholders.

The co-recipient of the award, the Finnish Institute for the Verification of the Chemical Weapons Convention, has been in existence for 40 years.

During that time it has made a sustained contribution to chemical disarmament by focusing on the development and dissemination of analytical chemistry techniques and tools for the verification of the Chemical Weapons Convention.
HONOURS AND AWARDS

“My work has been at the intersection of physics and material science and structural mechanics.”

DR STEPHEN BURKE, DEFENCE SCIENCE AND TECHNOLOGY ORGANISATION

High achiever

DR STEPHEN Burke has been recognised with the 2014 Minister’s Award for Achievement in Defence Science.

Stephen received his award for developing new techniques in Non-Destructive Evaluation (NDE) that have contributed to the life extension, safe and cost-effective operation of Defence platforms.

Accepting the award, Stephen paid tribute to his colleagues and Chiefs, saying it was teamwork that enabled him to deliver the solutions for Defence.

NDE of structures is the detection of structural defects, such as cracks and corrosion without damaging the structure.

“A good analogy is non-invasive medical procedures such as ultrasound and X-rays,” Stephen says.

“The challenge with NDE is that the patients – air and maritime platforms – can’t tell you where it hurts. But it’s more than just detection. Evaluation also requires sizing and characterising the defect.

“My work has been at the intersection of physics and material science and structural mechanics.” Stephen has been successful in not only developing new inspection techniques in the laboratory, but also in transitioning these new technologies to fully operational fielded systems used on in-service ADF platforms, many times in difficult operating environments.

He developed an underwater inspection technique for submarine propellers that allows them to be checked while the boats were alongside the wharf.

This technique, which is equally applicable in dry dock, was successfully transitioned to industry and is now part of routine inspections for the boats.

Earlier, when the Collins-class submarines had developed problems with their propellers, Stephen’s innovative work with a multidisciplinary team allowed the boats to remain operational, saving upwards of $10 million as the Navy did not have to replace them to remain operational, saving upwards of $10 million as the Navy did not have to replace the propellers prematurely.

“This outcome was the result of the work of a multidisciplinary DSTO team, together with the support of Navy, the Directorate of Submarine Engineering and Industry,” Stephen says.

The recipient of the 2014 Minister’s Award for Achievement in Defence Science, Dr Stephen Burke.

Keeping the skies safe

DSTO researcher Rhys Lehmann and Flight Lieutenant Paul Bowes were co-recipients of the 2014 Royal Aeronautical Society’s ADF Aviation Safety Award.

It was the first time the award has been presented to co-winners.

Rhys was recognised for his outstanding contribution to helicopter flight dynamic modelling that has improved the safety of ADF Chinook operations after a fatal accident in Afghanistan in 2011.

President of the Royal Aeronautical Society’s Australian Division, Air Commodore Noel Schmidt, and the Chief Defence Scientist, Dr Alex Zelinsky presented the award.

Rhys’s achievement was more remarkable given that in the absence of the flight data recorder, which had been destroyed in the crash, he was still able to build a mathematical flight model that accurately replicated the behaviour of the aircraft before the accident.

He says he was privileged to be recognised in this way as part of a broader accident investigation team.

“This work has demonstrated the value of working cooperatively, with the combined DSTO, Army and Air Force effort resulting in improved safety for ADF Chinook operations,” Rhys says.

Paul Bowes, a pilot at the Aircraft Research and Development Unit, at RAAF Base Edinburgh, received his award for investigations he carried out while operating an AP-3C Orion out of Al Minhad Air Base in the United Arab Emirates in 2011.

Paul’s investigation identified the AP-3C displayed VHF omnidirectional range-bearing anomalies not present in other aircraft types operating from the air base.

“The investigation raised the profile of FM immunity within No. 92 Wing and Maritime Patrol Systems Program Office, and triggered raised awareness of FM immunity within Air Force and foreign operators of P-3 aircraft as a worldwide issue,” he says.

“This reality is, it had become clear to many of us that something was not right and, as it happened, I had the opportunity to look into it.”

Top, DSTO researcher Rhys Lehmann is presented with an aviation safety award by the Chief Defence Scientist, Dr Alex Zelinsky, and the President of the Royal Aeronautical Society’s Australian Division, Air Commodore Noel Schmidt. Inset, Flight Lieutenant Paul Bowes with his award and Chief of Air Force Commendation. Photo: Corporal Colin Dadd

The recipient of the 2014 Minister’s Award for Achievement in Defence Science, Dr Stephen Burke.

Photo: Lauren Larking.
WALK A CAUSE

Members walk to raise money for injured and ill personnel.

Participants in the Anzac Warriors Walk trekked 30km to raise much-needed funds for the Veterans Sporting Association (VSA), which supports ex-defence members suffering from mental and physical injuries.

The event was held in Canberra after the success of the inaugural event in Townsville last year. Participants walked around Lake Burley Griffin and raised more than $20,000.

People business analyst Nadine Sadlier, of Defence People Group, says she is proud to have completed the walk.

“My feet were a bit sore, but raising funds for current and ex-serving members suffering PTSD is such a good cause,” she says.

“It is important to support things like this because there are high instances of people with mental illness and those that even go as far as suicide and I don’t think they are all getting the treatment they need when they come back from deployment.”

SeMPRO success in New Zealand

The Australian Defence Force’s (ADF) Sexual Misconduct Prevention and Response (SeMPRO) programme has made significant progress in the past year.

Defence People Group’s Group Captain Dee Gibbon says the SeMPRO programme has been proactive in engaging the defence community.

“A lot of key personnel have expressed an interest in joining SeMPRO at some stage in the near future to gain a deeper understanding of our approach,” Gibbon says.

The ADF’s cultural reform programs.

“Getting the treatment they need when they make the time to come and share their stories. We are fortunate to have speakers like Kate who make the time to come and share their stories and answer our questions, so we can only have greater gains with the continuation of this program in 2015,” Rebecca says.

For more information, visit the website at http://internet.defence.gov.au/people/campus/ Diversity

Speaker series empowers women

THE Defence Women’s Speaker Series is set to have a successful year in 2015 according to organisers.

The series is held quarterly throughout the year. It provides the opportunity for female leaders within Defence to engage with prominent women in leadership roles and share the life experiences that have contributed to their personal and professional development.

The Chief Executive Officer of the Australian Chamber of Commerce and Industry and former Chief Minister of the Australian Capital Territory, Kate Carnell, addressed the first series for 2014. Kate says while many women have the skills to move into more senior positions, they do not always feel the timing is right.

“Women want to be ready, but it’s never the right time,” she says. “Women hold themselves back because they aren’t always willing to go for a job where they don’t tick every box on the position description.”

Kate says this hesitation can be removed by empowering women to believe they can get that job if they do that. “The Deputy Secretary of Defence People Group, Rebecca Skinner, says the series encourages women to develop themselves.

“We are fortunate to have speakers like Kate who make the time to come and share their stories and answer our questions, so we can only have greater gains with the continuation of this program in 2015,” Rebecca says.

For more information, visit the events page at http://internet.defence.gov.au/people/campus/Diversity

New offer, new era

The release of the Defence Learning Branch (DLB) service offer will provide a new era for education and training services that support all of Defence’s people, but particularly Australian Public Service staff, according to the Vice Chief of the Defence Force, Vice Admiral Vik Griggs.

The offer was signed by Vice Admiral Griggs in December.

“It provides a framework for DLB to enhance the delivery of effective and efficient education and training through stronger partnership arrangements with its customers by building a shared understanding of DLB’s role and identifying responsibilities of all stakeholders in support of these roles,” Vice Admiral Griggs says.

“The education and training requirements for ADF and civilian employees, DLB will be well positioned to deliver solutions for them,” he says.

“This landmark document has been finalised following extensive consultation with DLB’s customers and the branch looks forward to playing a key role in the professionalisation of the APS workforce in Defence.”

DLB manages a wide variety of education and training functions.

These include analysing training needs, designing courses, delivering and evaluating training programs and developing education and training policies.

It is also responsible for facilitating national recognition of training, providing e-learning through Campus and Campus Anywhere and managing education and training schemes such as Defence Assisted Study Scheme and Studybank.

Service offers are being refined as people have their say.

ORK to reform Defence’s Corporate Enabling Services is progressing with more service offers being developed and expansion into regional services.

The Chief Operating Officer, Brendan Sargeant, says the focus is on developing a service delivery approach where customers and providers work together in the design of these services.

“The work performed to date has seen the distribution of a service offer for finance and APS education and training to customers, ICT, public affairs and communications, and security in the process of refining their service offers and exploring options for service delivery,” Brendan says.

“The next few months will see more service offers being developed. We will also start the design process for regional services that will look at how we provide integrated services in geographical locations.”

Brendan says customers will have input with a satisfaction survey launched in the first half of this year.

“The survey will allow customers to have their say and think through with us of the corporate services provided,” he says.

“This survey will be run four times over the next two years. This will help us measure how well we are meeting customer’s needs.

“We are also in the process of developing service delivery baselines, which we will benchmark against best practice for service delivery.”

“This will provide a way to work towards ensuring that our services are the most effective and efficient in meeting the needs of the organisation.

“Meanwhile, there has been considerable headway in co-designing our security services delivery framework.

“The Defence Security Authority has achieved early milestones in the co-design of Defence Service delivery.

“The Chief Security Officer, Frank Colley, says security co-design process is about providing effective security services in the most efficient ways possible.

“This is through clearly identifying the security services that need to be delivered, removing unnecessary service duplication where it exists, and developing innovative responses and clear lines of responsibility,” Frank says.

“Extensive consultation across the Defence Groups and Services during the second half of 2014 established a key set of principles to underpin our service model strategies.

“Four core design team workshops with representatives from across Defence’s Groups and Services have been held, and these ‘voice of intent’ meetings at the two-star level have been conducted thus far, to further pinpoint Defence’s needs and priorities for change in security service delivery.”

Frank says this year the focus will initially be on innovation and evaluation.

“We will be looking at what we do in security service delivery, in Defence, and how it, and why. Whether the question ‘we have always done it this way’ is acceptable,” he says.

“What we will be seeking is innovative approaches to deliver our most important security services. These innovative approaches will support a redesign of security services as an enterprise function that aligns with Defence’s new service delivery framework.

“Opportunities to improve efficiency will be identified and processes streamlined, which will in turn result in improved resource utilisation.”

The security co-design process aims to facilitate delivery of a professional, holistic and fully integrated security service that meets the needs of all Groups and Services within Defence.

By consistently applying a collaborative and consultative approach, the co-design process will produce a more efficient and user-focused security delivery service model that meets the needs of the entire Defence community.

For more information, visit http://internet.defence.gov.au/COO/DCES Or click on the Corporate and Enabling Services’ logo on the COO or DIP homepage.
Secretary of Defence Dennis Richardson shares his thoughts on the challenges, opportunities and changes ahead for Defence.

Darryl Johnston

What will be your focus and priorities in 2015?

Not necessarily in this order, but they will be the First Principles Review, the Defence White Paper, the DECA and continued progress in respect of Pathways to Change. I also have some initiatives I wish to pursue relating to employment of people with disabilities.

What challenges, changes and opportunities do you see for the Defence APS this year with the Federal Budget, the First Principles Review, the Defence White Paper and Service Delivery Reform?

I think there’ll be a fair bit of change over the course of this year flowing from the First Principles Review. I think it’ll involve change both in terms of structure and also the way some business processes work.

There’ll be further change in respect of shared services that’ll certainly provide opportunity in some areas and probably give rise to frustrations in others.

In terms of the Budget, it’s a bit too early to say anything, that’s very much in the lap of the Government of the day.

The Government has made a commitment not to cut the Defence budget and it’s also made a commitment to grow the Defence budget over time to 2 per cent of GDP. How all of that will be finalised around the middle of this year. I’m not sure when it will be publicly released. In addition to the White Paper, the Government has committed to a Defence industry policy statement and it’s also committed to a 10-year Defence Capability Plan.

What do you think APS members should be doing to improve their professionalisation, resilience and ability to deal with change?

Well, I’ll simply make the point that I suspect most people in the Defence APS would probably say to themselves, “we’ve seen change before, we’ve dealt with it before and we’ll deal with this”. Similarly, I think the Defence APS is very resilient and it’s shown itself to be very adaptable. So, yes there are bound to be challenges at a micro level, but at a macro level I think the Defence APS is very resilient.

Given the current environment in which we are in and where there are not the promotional opportunities that we would like, clearly it’s time to look at improving one’s professionalism and taking advantage of the training and development opportunities that exist.

What do you think we can do best and in what areas do you think we can do better?

We have a diverse and committed workforce and one that takes pride in what it does. Almost 10 per cent of our workforce is in the intelligence and security arena and they are acknowledged across Government as being centres of excellence.

Look at APS members who have engineering and other specialist skills or those who carry a significant burden in ICT or human resource management.

Look at the individuals in the APS who are involved in estate management or those across Defence who provide the essential enablers that allow the ADF to do the super work it does. It’s un questionable that our strength is in the diversity of our people and their professional skill sets.

Where can we improve, what can we do better?

We do some project management equal to any. Other project management is not up to scratch as you sometimes read in ANAO reports.

Waven King [Former DMO Chief Executive Officer] sometimes says we too often suffer from the conspiracy of optimism. I think that is probably a systemic attitudinal issue we have across the enterprise. I think we need to be a little more realistic in what we can bite off and the timeframes in which we can deliver.

How do you view current levels of morale within the Defence APS?

That’s not for me to judge, it’s for individuals to judge. As Secretary of the Department of Defence, my observations or comments about that would not be considered objective. I would make the general comment that the Defence APS stands at 19,500 and 60 per cent are outside of Canberra. It’s a very geographically dispersed workforce and varied in its skill sets.

I mentioned before intelligence, estate management, ICT and human resource management. Add the enormously skilled research and innovation at DSTO and the excellence in areas of DMO and you get enormous variety across the organisation. I think morale does vary between location and different areas and groups. That’s inevitable in any large organisation.

You mentioned earlier the number of full-time Defence APS employees currently stands at 19,500. What number do you expect this to be by year’s end?

Well, at our peak in 2012 we had a full-time staff equivalent of about 22,300. We have come down by 3000 in the last two and half years. We are going to have continued downward pressure on the numbers. That was clear in the decisions taken in last year’s Budget.

My own personal view, I would think we will be around a thousand fewer than what we are today.

What is your message to staff in regard to the DECA?

Be aware of what’s within the gift of the Department and what’s the prerogative of the Government.

I think there are bound to be changes in structure and also the way some business processes work. That’s inevitable in any large organisation. Other project management is not up to scratch as you sometimes read in ANAO reports.

What is your message to staff in regard to the DECA?

We have a Force Structure Review that’s part of the White Paper led by Neil Omm, Neil Hart and their teams. The White Paper will be
observation that the offer on the table should be seen in that wider context.

How do you view progress in the area of cultural reform?

It’s mixed. I think there’s a bit of an inclination in the Defence APS to see cultural reform as something that is about the ADF. While that attracts most of the public attention, cultural change is as much about the APS as it is about the ADF. We made some pretty good progress last year measured through surveys. However, I think we’ve got to continue to focus on personal accountability, responsibility and behaviour. We’ve got to focus on what we can control as individuals.

This year the Defence Civilian Committee will meet outside Canberra. Where do you propose to meet and how important to you is it to visit other centres?

We met in Sydney in February and Melbourne in March and it’s my intention to get to as many state and territory centres as possible during the course of this year. It’s about communication. I have town hall meetings once a month in different parts of the Department. I’ve had about 50 to 60 town hall meetings in the two years I have been here. I have had them in every state and territory with the exception of Tasmania. However, this is a really big place and it takes a really long time to get around.

Clearly, communication is not just about the communication of the CEO, it’s about communication across the organisation. We did a survey on communication not so long ago and it showed we are not communicating across the organisation as effectively as we should be.

Taking the Defence Civilian Committee out of Canberra once a month is a step in the right direction. In addition to having a meeting of the Committee in each of the capitals, we will have a series of town hall meetings as part of the broader communication effort.

Late last year, Kevin Andrews was appointed as the Defence Minister. What has that meant for you, the Department and APS staff?

We don’t get to choose who our minister is and nor should we. That is the prerogative of the minister appointed as the Defence Minister. What has that meant for you, the Department and APS staff?

Last October, Michael Thawley was appointed as the Secretary of Prime Minister and Cabinet. Both you and Michael have had dealings over?

He is the senior public servant now across the Federal bureaucracy and he heads up a department that serves the head of Government. That’s his focus.

He also chairs the Secretaries’ Committee on National Security and we do a lot of business together through that committee. We do other business as the need arises and it covers the full gambit of issues which goes before the National Security Committee of Cabinet.

On 21 March, there were parades across the nation to acknowledge those who served on Operation Slipper. Defence civilians took part alongside ADF personnel. How important is it that APS members receive recognition in this way for their service and for there to be an opportunity to highlight to the public the work of Defence’s civilian workforce?

It’s very important provided we keep it in perspective. It’s the ADF that overwhelmingly bears the brunt of operational activity of that kind. They put their lives on the line and that is what these parades will be about.

I think the involvement of Defence civilians was recognition that no-one in this part of government operates independently of others. We all have interdependencies and it’s the way we work together that produces the outcomes.

I think it’s fantastic that Defence civilians were involved in the parades. I don’t think there has always been proper recognition of the work Defence civilians do and provided we keep that in perspective, then I think it’s a very positive development and something for us to embrace.
FOR A NEW GENERATION

A Defence Support Queensland business manager has developed a Centenary of Anzac project for a local college in his spare time.

Darryl Johnston

A Brisbane college has implemented an education program developed by Defence Support Queensland business manager Henry Lourens.

A former Australian War Memorial volunteer guide, Henry developed the program in his own time. His remembrance program requires students to research the stories of those whose names appear on the Australian War Memorial’s Roll of Honour in Canberra.

It has been adopted by Year 8 students from Grace Lutheran College in Brisbane who will be visiting the Australian War Memorial in late March.

“It’s my modest contribution to the Centenary of Anzac that comes from my days as a volunteer guide at the Australian War Memorial, my passion for military history and my admiration for those whose names appear on the Roll of Honour,” Henry says.

“As a War Memorial guide, I became aware that many names on the Roll of Honour have fallen from contemporary memory. While a lot of names are still current and some are famous, for others, their loved ones have died and there is no-one to remember them or place a poppy beside their name.”

Henry recalls one experience as a guide that brought a tear to his eye and helped inspire the program.

“I led the great-grand-daughter of a Boer War veteran around the Memorial on a private tour with her family. She had never been before,” he says.

“I took her to where her great grandfather’s name was and gave a reading from the minister who presided over his funeral in South Africa. My eyes began to well up.

“After the reading, her son lifted his nine-year-old daughter onto his shoulders and she placed a poppy beside his name. It was an emotional moment.”

As Henry guided other tourists around the Memorial and reflected on that moment he asked himself, “Who will remember the people and the stories of those whose names are on the Roll of Honour and where there are no poppies?”

“I came up with the idea for a remembrance project and I thought, who better to do the research than school children to carry on those stories?” he says.

Henry approached the principal of Grace Lutheran College, Ruth Butler, who introduced him to the social science faculty.

Ruth says she and her colleagues were taken by Henry’s passion for military history and enthusiasm for the program and agreed to make it part of the student’s Canberra excursion.

“I am hoping the program will bring Australian history and war experience into reality for the students and they are able to identify with the people who fought and died in war,” Ruth says.

Middle School English and Social Sciences Curriculum Coordinator, Kerri-Anne Nolan, says the program is part of a three-week course, which will include the excursion and visit to the Australian War Memorial.

“The Year 8 students will work in small groups, assigned a name that appears on the Roll of Honour and undertake the research about the service and sacrifice of that individual,” she says.

Kerrie-Anne hopes the students will gain a greater understanding of historical accuracy and a realisation that behind each name is a person and a story.

“I want them to connect with the name so that it’s not just a name on a wall, but a person who had a family and experiences much like their own,” she says.

Ruth says the program will help students find greater interest in Australian history as they visit places of significance, such as the Australian War Memorial, and undertake research on location.

“Many students struggle with Australian history,” she says.

“Visiting memorials makes it more interesting and helps the students connect to people, places and significant events.”

Henry says he hopes the students will gain an insight into the meaning of Anzac Day, the concept of remembrance and the phrase ‘Lest We Forget’.

“I also hope that with their help those behind the names on the Australian War Memorial Roll of Honour will have a voice during the Centenary of Anzac,” he says.
CENTENARY OF ANZAC

OUR ANZAC LEGENDS

Throughout the Centenary of Anzac we will bring you the stories of Defence public servants and their family links to World War I.

Darryl Johnston

CHIEF Information Officer Group analyst Chris Orchard has a proud family history of military service and sport.

His great uncle, Captain William Henry Orchard, was a Military Cross recipient and William’s talent with a football also won him fame among the Australian and British troops.

“I recall stories being passed down about my great uncle Billy who played for the Geelong Football Club and served in France,” Chris says.

“My father never boasted about his uncle, it was just a matter-of-fact statement that brought a smile to his face.”

In 2008, Chris began researching his family history and especially his great uncle’s military and sporting links.

William Orchard was born in 1888 and played for Geelong during the 1906 season and then from 1908 to 1915. He played 312 games and scored 67 goals, debuting at the age of 18. He captained the club for two seasons and was also the playing coach in 1914.

“During the early days, VFL football cigarette cards were part and parcel of the game and Geelong half-forward William Orchard featured in a 1912 set,” Chris says.

“However, football was not a full-time employer so William completed his schooling and studied accountancy.”

In July 1915, William enlisted in the Australian Imperial Force. He embarked in the Australian Troopship Runic in Melbourne for Plymouth where he completed battalion and bombing school training.

In October 1915, William was selected as part of an Australian Rules Football team to play exhibition games in London in aid of the British and French Red Cross. The matches were organised by former Olympic champion swimmer Lieutenant Frank Beaurepaire.

William shipped out to the Western Front in November 1916 where he was awarded the Military Cross for conspicuous gallantry and devotion to duty at the Battle of Broodseinde Ridge in October 1917.

William took command of assaulting troops during the fight to control Broodseinde Ridge near Ypres after his officers were killed or wounded early in the battle.

During his service, William was wounded in the face from an exploding rifle grenade, which resulted in temporary blindness, and his leg was impaled by a bayonet while he was jumping over an enemy trench.

“I am very proud of my great uncle’s service during World War I,” Chris says.

“Despite the injuries he sustained as a soldier, he remained resolute and devoted to duty.”

William returned to Melbourne and his wife, Henrietta, in 1919 where he resumed his career in accountancy and cheered his old football team to its first league premiership victory in 1925.

William’s four nephews went on to serve during World War II with one, a Lancaster pilot, killed along with his crew during a night training exercise.

Captain William Henry Orchard died in 1965.

Major Thomas Logan

DURING the Centenary of Anzac, Defence Community Organisation social worker Jane Logan will reflect on her great grandfather, Major Thomas Logan.

Major Logan, a Queensland farmer and a veteran of the Boer War, was killed in action in August 1915 at Quinn’s Post in Gallipoli.

Last year, Jane travelled to Gallipoli from her home in Townsville as part of a volunteer program that gave her the opportunity to visit her great grandfather’s grave.

“We spent 10 days touring the battlefields, commemorating individual soldiers in the many cemeteries at Gallipoli,” she says.

Jane conducted a service for her great grandfather, which included reading the Ode and the final letter he wrote before he died, as well as the laying of poppies.

“The thing I found confronting was when I got to his grave, I read ‘believed to be in this cemetery’. I realised I would never truly know his final resting place,” she says.

On 7 August 1915, 200 men were ordered across the narrow no-man’s land at Quinn’s Post after an unsuccessful bombardment of the Turkish positions.

As the first wave scrambled out of the trenches, they were cut down by intense enemy machine gun and rifle fire. All but one of the first line was either killed or wounded.

Major Logan, who led the charge, was killed before he had advanced a few metres.

In less than a minute, three officers and 14 others were killed with an officer and a further 36 wounded.

“I am proud of my great grandfather because he fought and died to make his country a better and safer place for his offspring,” Jane says.

Jane also reflects on her great grandmother’s experience after the war.

“She never had the opportunity to visit the land where her husband died,” Jane says.

“She continued to raise six young children on her own and manage the family farm.”
Elizabeth and Lieutenant Reginald Linklater

SERVICE on the home front was just as vital to the war effort as fighting on the battlefields. Among those serving at home was Elizabeth Linklater, grandmother of Dr Anne Unewisse, a scientist at the Defence Science and Technology Organisation in Edinburgh, South Australia.

Anne says her grandmother was an amazing and interesting lady. “She lived to age 98 in her own home until the last couple of years of her life,” Anne says.

Elizabeth was born in 1894. She joined the Red Cross when it started in Australia in 1914 and before she was married.

She worked for the organisation in the Voluntary Aid Detachment through World War I, and before she was married. Elizabeth was awarded a 75-year Red Cross medal for her long and devoted service, a medal Anne cherishes today, and remained an active member of the Red Cross working on stalls and knitting coat hangers until her death in 1993.

Members of the Campsie Red Cross formed an honour guard at her funeral in Sydney.

Anne says her grandmother was an amazing individual. “I am entirely humbled to be related to such amazing individuals,” Jamie says.

“The work she did for the Red Cross helped her through the hardest days of the war.”

JAMIE Watson, DSTO

THE MASSIE BROTHERS

JAMIE Watson’s family was among many who paid a heavy price during World War I. His relatives, brothers Lieutenant Frank Raymond Massie and Second Lieutenant Hugh Vaughan Massie, died in the conflict less than 18 months apart.

Jamie, a scientific adviser with the Defence Science and Technology Organisation, is proud of his family’s connections to some of World War I’s greatest battles.

“I am entirely humbled to be related to such amazing individuals,” says Jamie.

He says he often recalls the brothers’ service from stories handed down through his family.

“Frank drew the maps for the light horse charge on Beersheba and his brother, Hugh, was captured on the Western Front and became a Prisoner of War,” Jamie says.

Lieutenant Frank Massie was a station manager from Trangie in New South Wales and aged 29 enlisted with his horse in November 1914.

He served with the 12th Light Horse Regiment as squadron quartermaster working his way up the ranks to Lieutenant by 1917.

Members of the 12th Light Horse Regiment saw action as infantry at Gallipoli.

After being split up, the regiment was reunited in Egypt and returned to its mounted role to guard the Suez Canal with forays into the Sinai Desert.

In April 1917, the regiment moved into Palestine to join the main British advance on Gaza and in October the 12th Lighthouse and its sister regiment, the 4th, were unleased on Beersheba at the gallop, an action which has gone down in Australian military history as the Charge of Beersheba.

Frank was Mentioned in Dispatches for his actions on 1 May 1918 when he had worked under fire to reorganise the positions of his unit’s horses during an offensive.

He died aged 31 of malaria at the English Hospital in Damascus shortly before Armistice and was buried in the Damascus British War Cemetery.

Second Lieutenant Hugh Massie, Frank’s younger brother aged 22, enlisted in May 1915 and served with the 22nd Infantry Battalion in France.

The battalion had already seen action in Gallipoli and served on the peninsula until the final evacuation in December 1915.

In March 1916, the battalion embarked from Egypt for the Western Front and experienced major action at Pozières and Ypres before becoming bogged down in bloody trench warfare from Bullecourt to Broodseinde.

Hugh was awarded the Military Medal in September 1916 for distinguished service.

While serving with A Company in Bapaume, he was wounded and captured by the Germans.

Hugh died aged 24 in a prisoner of war camp in March 1917.

He was buried in the Douchy-les-Ayette British War Cemetery in Calais France.

Jamie says he will place two poppies on the Wall of Remembrance at the Australian War Memorial in honour of his two relatives during the Centenary of Anzac.
FROM THE CDF

Air Chief Marshal Mark Binskin

HONOURING THE AUSSIE SPIRIT

Anzac Day recognises our enduring commitment to honour the memory of those who suffered to secure our freedom.

I n 2015, Australia will commemorate one of the most significant events in our nation’s history. The Anzac legend emerged from the darkness on a beach along the Gallipoli Peninsula. At dawn on 25 April 1915, the Australian and New Zealand Army Corps launched their first major military action of World War I. The Australians expected casualties but no one could have foreseen the terrible toll the diggers would suffer. In military terms, the landing was a failure. More than 8000 Australian soldiers were killed and thousands more wounded. I was recently invited to record a message for a social media project to commemorate the Anzac Centenary. The 100 Stories of Anzac project will record the personal reflections of 100 serving ADF personnel on Anzac Day and what it means to them. My earliest memory of Anzac Day is attending the Dawn Service as a young boy. I remember standing in the rain in Sydney’s Martin Place with my father. At that time it was about being part of a large event, but over the years I came to understand the significance of the day and the more I learnt about the impact World War I had on Australians, the more important Anzac Day became to me and my family. I didn’t fully appreciate the significance of Anzac Day until I walked the Western Front. The sheer size and scale of the battle ground and the sight of thousands of war graves drew the enormous loss of life into sharp perspective. The vast majority of Australian families were represented on the battlefield half a world away and news of the shocking toll had a significant impact back home.

Anzac Day commemorations began soon after with marches and services around the world to honour those diggers who were killed in action. Every name on the Australian Honour Roll represents a person with family and friends who mourned for them and a story about a life cut short by war. Private Frederick Birks is just one of our fallen. Private Birks was 20 years old when he landed at Anzac Cove on 25 April 1915. As a stretcher bearer, his actions that day in carrying the wounded, single handed and under heavy fire, out of harm’s way earned him a recommendation for an award.

A second recommendation for devotion to duty under heavy rifle and shell fire came just days later. Private Birks was wounded at Gallipoli but, like so many who survived the Gallipoli Campaign, he returned to the Western Front where he was awarded the Military Medal for his bravery at Pozieres in France. Private Birks was selected for officer training and Second Lieutenant Birks received his commission in France in April 1917. He joined the 6th Australian Imperial Forces Infantry Battalion as they prepared for the Battle of Menin Road.

Sadly, his first major action as an officer was also his last. Second Lieutenant Birks was killed in action at Glencorse Wood on 21 September 1917, trying to free his mates who were buried by a shell. The 23-year-old was posthumously awarded the Victoria Cross for most conspicuous bravery in attack.

Frederick embodied all that the word Anzac has come to represent. Yet 100 years after the Gallipoli Campaign, it is still difficult to explain to international friends and colleagues what Anzac means to Australians. It represents that Aussie spirit we talk about but cannot clearly define; values that evoke our sense of nationalism and the uniquely Australian characteristics others admire. It is evident in the way we conduct ourselves – especially in times of trouble. No task too big, no job too hard. We enjoy a laugh, but we get the job done – and we do it well.

In recent years, as the last World War I veterans left us, a new generation of Australians has started to embrace Anzac Day with renewed reverence and vigour. Some are serving or former members of the Australian Defence Force, but many are not. They are quite simply proud Australians who recognise the solemn significance of the day and the selfless sacrifice of our service men and women throughout history. We should never forget that sacrifice, nor should we forget that the Anzac legend was built on the stories of individuals – the men and women like Second Lieutenant Frederick Birks. That is the Anzac legacy, our enduring commitment to honour the memory of those men and women who suffered to secure our freedom.

Lest We Forget.
AUSTRALIA DAY HONOURS

Our 2015 Australia Day Medallion recipients

Vice Chief of the Defence Force Group
Katherine Barker, David Coldwell, Bruce Cook, Robert John McKinnel, Simone Elizabeth Peace, Sarah Anne Bulls-Wooller, Donna Wacaba and Eloise Wheeler-Stewart.

Defence Materiel Organisation

Navy
Stephen Blackwell, Chris Demetri, Clayton Finnemore, Dr Robert Fonteinle, Jennifer Anne Leahy and Michael O’Connor.

Army
Kathryn Bird, Peter Briggs, Trina Burnell, Melanie Faulkner, Margaret Francis, Daniel Heruc, Paul Johansen, Glenion Linsford, Ross Morrow, Dangrela Noy, Terrace Schaf, Wanda Townsend and Tracey Wright.

Air Force
Tania Caissi, Timothy Freer, Christopher Glene, Helen Grimson, Lisa Humphries, John Marshall, Mark Moboney, Daniel Powers, Jamie Presnet, Milan Samardzic and Caroline Smith.

Capability Development Group
Adam Dysular.

Intelligence and Security
David Anderson, Dean Baker, John Burges, Salvatore Esposito, Lincoln Goban, Anthony Harvey, Joanne Leather, Sally Maxwel, Rohan Samaraweera, Stephen Walkintron and Melissa Wood.

Defence Support Reform Group
Sean McCarthy, Mark O’Connell, Matthew Lipsett, Rachel Rees-Scott, Monica Veja, Lynx Russell, Sean McCarthy, David Viney, Julie White and Nicholas Beaumont.

The Chief Operating Officer, Brendan Sargeant, the Acting Deputy Secretary of Defence Support and Reform Group, Mark Jenkins, and the First Assistant Secretary of Ministerial and Executive Coordination and Communication Division, Philipps Cosme, presented the awards.

Medal-winning performances

AUSTRALIA Day Medallion recipients from Defence Support and Reform Group received their awards at a small ceremony in Canberra on 23 January. They included Mark O’Connell, Matthew Lipsett, Rachel Rees-Scott, Monica Veja, Lynx Russell, Sean McCarthy, David Viney, Julie White and Nicholas Beaumont.

The Chief Operating Officer, Brendan Sargeant, the Acting Deputy Secretary of Defence Support and Reform Group, Mark Jenkins, and the First Assistant Secretary of Ministerial and Executive Coordination and Communication Division, Philipps Cosme, presented the awards.

Tree tops in the Top End

DEFENCE Community Organisation (DCO) Family Liaison Officer, Tree Malyan, has been recognised with an Australia Day Medallion for her service and commitment to Defence families in Darwin.

Her role includes welcoming families to the Top End, preparing briefings, organising activities and the general support of Defence families.

“I love what I’m doing and to have the recognition from the families I support and my peers makes my job worthwhile,” Tree says.

She was presented with her Australia Day Medallion by Commodore Brenton Smyth.

DEFENCE scientist was officially honoured on Australia Day with a Public Service Medal for more than three decades of aircraft accident investigation and safety research.

The award received by Simon Bartter’s research into metal fatigue in military aircraft and the development of a differentially corrected global positioning system (GPS) based debris mapping system.

“I’m stoked at being given this honour,” Simon says.

“I see it as a sign that the Defence Science and Technology Organisation’s research into metal fatigue is highly regarded and my career has made some small difference to Defence and the wider community.”

Simon has been part of more than 30 aircraft accident investigations, and it is now being replicated by many organisations worldwide.

The Chief Defence Scientist, Alex Zelinsky, congratulated Simon.

“Today marks a significant milestone in the history of accident investigation and safety research here in Australia,” Dr Zelinsky says.

The Public Service Medal is a tremendous achievement for Simon and his colleagues in the accident investigation and safety area,” Dr Zelinsky says.

A Defence Science and Technology scientist receives the Public Service Medal in this year’s Australia Day Honours.

David Kilmartin

Black Hawk helicopter crash in Townsville in 1996.

He subsequently made significant contributions to the development of a differentially corrected GPS based debris mapping and cataloging system. The first full use of the system, with on-site map development used to guide on-site investigation, was used in 1998 at the crash site of a US F/A-18 at RAAF Delamere.

The system has revolutionised the production of wreckage maps, which are essential elements of aircraft accident investigations, and it is now being replicated by many organisations worldwide.

The Chief Defence Scientist, Alex Zelinsky, congratulated Simon.

“The Public Service Medal is a tremendous achievement for Simon and his colleagues in the air investigation and safety area,” Dr Zelinsky says.
An ICT development manager with the Defence Materiel Organisation has been awarded this year’s Secretary of Defence Fellowship to research ways to improve the efficiency of organisational structures across Defence.

Kumaran Murugan
Defence Materiel Organisation

"I’m looking forward to focusing more on the people management side of things and I think Defence is a great organisation in which to do this."

Kumaran Murugan
Defence Materiel Organisation

Integration, collaboration and conflict management across Defence will be this year’s main focus of the 2015 Secretary of Defence Fellow. 
Kumaran Murugan’s research looks at improving the efficiency of organisational structure and culture across the department.

“The challenges in strategic alignment, effective governance and the need for a collaborative culture have directly impacted Defence capabilities and performance,” Kumaran says.

“Through my research, I hope to identify strategies to ensure better integration and collaboration between the different groups across the Department. In the end, I want to present genuine recommendations on how Defence organisational challenges can be addressed effectively in managing programs and business.”

Kumaran says after 15 years of study it is great to receive recognition through the fellowship program.

“It’s a great privilege. It’s a very big commitment for me too; I have to prove that I can deliver a positive outcome from this research,” he says.

Kumaran grew up in India and moved to Australia in 2005. After receiving a bachelor’s degree in engineering in 2001, he pursued masters in engineering, technology and business administration.

“Pursuit of knowledge has always been my passion and the propelling force behind my decision to apply for this fellowship program,” he says.

Kumaran believes his engineering background will serve him well in his research project and is looking forward to putting his past studies into practice.

“Engineering focuses on analytical, logical and creative thinking using a systematic approach to address problems or challenges and providing innovative solutions,” he says.

Laura Carew

Project management focuses on planned approaches that integrate and manage different types of resources, including skills, knowledge and tools or techniques in successfully delivering activities, tasks or projects that contribute to the solution.

“I’m looking forward to focusing more on the people management side of things and I think Defence is a great organisation in which to do this.”

As part of his research project, Kumaran will undertake four case studies. These will involve the Air Warfare Destroyer Program, the infrastructure transformation Program, the RAAF Base Edinburgh Redvelopment Program and the Capability Development Group Project Management Office.

Kumaran is being supported in this research by the experts in the School of Business, UNSW Canberra at the Australian Defence Force Academy. During 2015, he is seconded to the Centre for Defence Research, within the Centre for Defence and Strategic Studies at Weston Creek.

Kumaran is looking forward to the opportunity to branch out and further his knowledge in Defence. “Just studying in one area is not going to solve all the issues, you have to learn different ways of doing things. This project is like a first step, which is the best kind, and I’ll continue from there,” he says.

In his limited spare time, Kumaran enjoys yoga, meditation and bodybuilding and loves to read political and business autobiographies.
DEFENCE is committed to supporting all its members with a disability through programs, reasonable adjustments, assistive technology and networks including monitoring and disability champions. It’s a focus that the Head of People Policy and Culture and senior disability champion, Richard Oliver, believes has the potential to revolutionise what people with a disability can achieve in the workplace.

“The nature of disability is widely misunderstood and there are a variety of misconceptions about disability and people with a disability,” Richard says.

“Not only can our staff continue to achieve at work if their circumstances change, but we have recruitment programs that provide meaningful employment for those with a disability.”

One such program is the Defence Administration Assistance Program (DAAP), which began service delivery out of Gallipoli Barracks in Queensland in September 2014.

This program offers administrative support services to Defence within south-east Queensland.

DAAP is delivered by a local not-for-profit organisation, Help Enterprises, which employs people with an intellectual disability.

For most DAAP staff, this is their first opportunity to participate in mainstream employment.

“The DAAP plays a significant role in alleviating some of the administrative pressures for Defence employees in the south-east Queensland region, while at the same time providing a valuable employment opportunity to people with disability,” Richard says.

“This program provides Defence employees with first-hand experience of the benefits of employing people with disability and demonstrates Defence’s commitment to the As One: Australian Public Service Disability Employment Strategy.”

A change that supports existing workers within Defence is the creation of the Reasonable Adjustment Passport.

“The passport provides Defence APS employees with an injury, ill health or disability the opportunity to document any form of agreed assistance or adjustments to reduce or eliminate barriers should they change workplaces or supervisors,” Richard says.

“It’s our way of ensuring our people can move straight into the kind of workplace they need and can get on with their job.”

The Help Coordinator of Post School Services, Susan Coleman, says the young people in her service have enormous potential and when given the opportunity, have a rich and important contribution to make.

“Providing administrative support to Gallipoli Barracks is paid employment for the DAAP participants who, more often than not, tend to be restricted to volunteer work in the community,” Susan says.

“While volunteering is an important contribution to our society, paid employment provides our young people with a sense of pride, dignity and worth and it is an acknowledgment that what they do matters.”

“In addition to the significant boost to self-esteem that paid employment provides, this opportunity allows the potential for them to create new social networks, become motivated to develop greater skills levels and explore the very interesting and diverse Defence environment.”

“In the short time this program has been at Gallipoli Barracks we have seen our participants grow by using their current skills, developing new skills and performing beyond our expectations at this stage – they just needed the chance to shine.”

DAAP participants Cody Billington and Emma Doran enjoy working for Defence.

“I like the people at Defence because they talk to me. Leigh is helpful and nice,” Cody says.

“I love the Defence Force because I like the people there. It’s fun and everyone helps me out,” Emma says.

“I like getting money to buy books I love.”

Major Russell Hamsey, Second in Command of 20 Surveillance and Target Acquisition Regiment, supports the program.

“DAAP is an opportunity to not only help a segment of our community but it is also a way to get a segment of the community largely unable to serve their country to provide some valuable assistance,” he says.

“The regiment looks forward to its continuing association with DAAP.”

A Defence program in Brisbane is making a difference to the lives of people with disabilities.

Annabelle Chalker

THE Defence Disability Employee Network enables Defence personnel with a disability to access peer support and mentoring services and provides a forum to share ideas and possible solutions to enable them to be fully included in their workplace.

A vital element of the network is its support by Defence Disability Champions. These are Head People Policy and Culture, Defence People Group, Richard Oliver, Chief Information Officer Peter Lawrence and Head Defence Industry Divisions, Defence Materiel Organisation, Michelle Kelly.

Employee network

Find out more

DEFENCE’s disability programs are developed and managed by the Centre of Disability Expertise in Defence People Group. For more information on the Defence Administration Assistance Program, Reasonable Adjustment Passport, Disability Employment Network or other disability support programs, email DiversityPolicyandPrograms@defence.gov.au or visit the centre’s website at http://intranet.defence.gov.au/people/units/diversity/
Defence People Group’s Employee Assistance Program (eAP) is a free, confidential and professional counselling service for all Defence public servants and their immediate families to help resolve problems that impact on their lives. Defence will fund up to four counselling sessions for each employee, immediate family members or partner for each issue they need help with; a typical session taking an hour. If your issue isn’t resolved, then your counsellor can request another four sessions. The counsellor can also provide guidance on seeking additional help from outside professionals such as a doctor, relationship specialist or financial adviser.

The initial session can be taken as work time and it is not necessary for an employee to inform their supervisor why they are undertaking a session, though subsequent appointments will require flex or paid leave to attend. Appointments can also be made outside of work time.

Need help?

If you need help, contact your local People Services & Solutions team (PSSTeams) today. PSSTeams are there for all Defence APS staff and managers and commanders of APS employees. They provide coaching on how to manage staff, difficult situations and difficult conversations; to workshop approaches to resolve human resource issues or concerns; assist in drafting responses where difficult messages may need to be given; work with you to find the answer to your query, and provide advice and guidance on human resources policy and procedures and much more.

Find your local team by following the links to PSSTeams on the People Connect homepage at http://intranet.defence.gov.au/people/sites/peopleconnect

John, a Defence public servant, has used the EAP a number of times in the past few years to help him cope with work and personal stress. "I enjoy a body that’s not robust and I suffer from unremitting pain as well as depression and anxiety. My ability to cope is impacted by my health and when I copped a large life whack, I set up an EAP session to help talk the issue out with a counsellor," John says.

"Being able to talk to an impartial counsellor about people I love, but with whom I had relationship issues helped give me perspective about what I was experiencing and advice for steps I could take to deal with the anxiety that bedevilled me."

Human beings are incredibly resilient and able to bear tremendous stress. However, each of us has a finite ability to cope, especially if those you rely on are unavailable to help or are the cause of your distress.

The eAP isn’t just there to help employees, but also supervisors.

Dealing with the flux of organisational change and doing more work with fewer resources can impact on managers as much as it can on employees, especially for those who are caring for staff undergoing a personal crisis, or a team suffering grief from the loss of a colleague to death, illness or injury.

Director of Regional People Services for the People Services & Solutions Teams (PSSTeams), Gina Craig says helping a team member through their personal crisis, especially if it impacts on the day-to-day job, can be a challenge.

"Not only does it impact on workflow, but it also impacts on that manager’s mental health, especially if they’re unsure of how to interact with an employee that is undergoing a personal crisis," Gina says.

"The EAP can not only help that manager help their employee, it can help that manager cope with their own workplace stress."
How to get help

EAP counselling services are available 24 hours a day, 365 days a year. Employees can make an appointment to meet with a counsellor, with sessions generally being held at the counsellor’s premises located across Australia. EAP can be contacted on: 1300 361 008 from anywhere in Australia. An online request for EAP assistance can also be made via the EAP webpage at http://intranet.gov.au/people/sites/EAP/.

The program provides a hotline (1300 361 008) for managers and supervisors of APS employees, both civilian and military, who need assistance and advice on dealing with workplace issues.

When calling the manager hotline, a manager will be provided with some initial prompt options from which they select the needed type of assistance. These options can include making an appointment, to talk to someone directly, or to seek trauma or crisis assistance. A qualified psychologist with experience dealing with organisational and people management issues will then call back as soon as possible.

"Managers do not have to go it alone. If you’re helping an employee, or a team, through a crisis give the manager hotline a call or make an appointment with EAP,” Gina says.

"And don’t forget, the PSSTeams are also there to provide robust advice and guidance for managers to help their people. We have PSSTeams across the country ready to provide you with assistance in looking after your team,” John says he endured his personal crisis because the EAP was there in the first instance to help him onto the road of recovery. “Suffering distress in silence isn’t living; it’s just surviving. So if you need to talk, pick up the phone and get help,” he says.

PSSTeam at Brindabella Business Park.
From left, seated: Victoria Murphy, Natasha Quinn and Bronwyn Groves. Middle: Gina Craig, Tracey Hanson, Serna Wilson and Pete Kostian. Rear: Michelle Illiti, Sommer Pirkin, Tracey East, Sandra Avis and Tracy Wind.
Photo: Corporal Aaron Curran

There was plenty of opportunity for him to interact with the ship’s company, to get to know the people and understand how they work to make the ship an effective team.

"During my stay with Newcastle I was treated with hospitality and as one of the crew,” Simon says.

"Everyone tried their best to make my sea ride as educational and enjoyable as possible. “This opportunity has been a humbling experience and the insight I’ve gained during this sea ride will assist me in the acceptance of the guided missile destroyer when it undergoes sea trials in future.”

The alliance

THH Air Warfare Destroyer Alliance continues to work on Navy’s three guided missile destroyers, NUSHIP Hobart, Brisbane and Sydney, which are currently under construction at the Techport facility in Adelaide. This is part of an ongoing alliance between Raytheon, the Defence Materiel Organisation and the Australian Submarine Corporation.

EXPERIENCING LIFE AT SEA

A platform systems test engineer from Defence Materiel Organisation earned his sea legs after spending a week aboard HMAS Newcastle.

Sub-Lieutenant Richard Norman

I T’S NOT often that Defence civilians go to sea to observe the everyday workings of a Royal Australian Navy warship. However, for Simon Wong, a platform systems test engineer at the Air Warfare Destroyer Alliance, experiencing life at sea with the crew of HMAS Newcastle will serve him well when sea trials begin for the Navy’s new guided missile destroyers.

Simon is a platform systems test engineer at the Air Warfare Destroyer Alliance. He specialises in the integrated platform management system installed on the Navy’s two newest classes of ships – the guided missile destroyer and landing helicopter dock.

The integrated platform management system allows for a high degree of monitoring, control and automation of platform systems on the ship and offers greater flexibility and oversight than what has previously been available to Navy personnel.

The purpose of Simon’s sea ride aboard Newcastle was to gain valuable first-hand experience of life at sea so he knows what to expect when he conducts sea trials in the first guided missile destroyer, NUSHIP Hobart.

In October, Simon spent six days aboard Newcastle and was fortunate to witness evolutions such as a heavy jackstay, replenishment at sea, helicopter vertical replenishment, damage control exercises, warfare exercises and de-ammunitioning.

After Simon joined the ship in Adelaide, Newcastle exercised with HMA Ships Ararat and Sirius as well as New Zealand ship HMNZS Te Kaha. Newcastle also supported HMNZS Te Kaha during its mission readiness evaluation in the East Australian Exercise Area off Jervis Bay in NSW.

“It was great to see such a large number of naval assets involved in the exercises and I was thoroughly impressed with the coordinated effort by all those involved,” Simon says.

To further fill an already busy week, Simon also witnessed air warfare and anti-submarine warfare exercises in addition to daily engineering casualty control drills.
A Woomera Test Range supervisor knows first-hand the devastation of bushfires.

Corporal Nicholas Wiseman

BUSHFIRES inflict significant damage and even lead to loss of property and life. The recent bushfires in South Australia and Western Australia highlight the dangers faced every year living in a hot and dry country. Knowing full well of the dangers of bushfires, the supervisor Tracking Systems Coordinator for Woomera Test Range, Trevor Scott, based at RAAF Base Edinburgh, carefully selected a property close to his childhood home of the Adelaide Hills which he considered defendable should such a disaster happen, not that he expected it to.

However, on 2 January, Trevor’s worst nightmares were realised when fire began to engulf the under-dry Adelaide Hills.

Like many of Trevor’s neighbours, he had to decide if he would make a stand against the fire or leave, a decision he would not be able to change if he decided to stay. He decided to fight, firm in the belief he and his family could successfully defend the property.

“At a crucial point in the 3-4 hour battle the fire broke the containment line and came within 30 metres of the hayshed before being brought under control again. By mid-afternoon, while fighting the fire on the western side of the property, the Country Fire Service (CFS) reached them.

“The CFS came in and after that a helicopter dumped onto the trees—one minute they were fully alight and the next it was out completely, it was an amazing result.”

Still susceptible to spot fires due to the conditions, the danger was not over and the family remained vigilant keeping a close eye on the conditions. Later that night, when the fire front had passed, Trevor’s son and brother-in-law assisted a neighbour to defend his property with his tractor and 500 litre tank of water.

Trevor says that the emergency continued over the coming days with trees and logs still smouldering. “There was a real potential for it to flare up again with the hot winds,” he says.

Days later, with the risk almost gone, Trevor was able to assess the damage further and found he had also lost 1.2 kilometres of fencing on the property, although luckily no livestock had been lost.

With the battle now over, Trevor says he wants to ensure others are fully aware of the dangers of bushfires and they are adequately prepared.

“Bushfires are an unfortunate fact of life in the Adelaide Hills,” he says. “I looked at the property when I purchased it for its defences against fire. After we moved in, I spent six months clearing a legal patch around the house and removing problem gumtrees to mitigate the risk of bushfire.”

It was that preparation that put Trevor in a better position to defend his property.

“We made the decision to stay and fight and that’s a decision you need to make earlier rather than later, as you risk getting caught in the fire driving away if left too late,” he says.

“Your need to be prepared to fight in the worst of conditions and need to have a plan. Some of the infrastructure to defend was already on the property when we purchased, but you need to be prepared to spend some money on firefighting equipment if you’re in an area prone to bushfire.”

Generous support

A GATE collection was held at RAAF Base Edinburgh and at the DSTO Edinburgh site in support of Defence members affected by the Adelaide Hills bushfire.

A total of 111.12 litres of GATE were collected on 19 January.

There were four ASF and three APS members of RAAF Base Edinburgh impacted by the bushfires, who sustained varied losses and damage to property and livestock.

A total of 16 members were evacuated during the emergency from 2-7 January and others provided support to the local community with food donations and wildlife rescue assistance.

Chaplaincy and DOM support was offered to all those affected.

Trevor Scott with the tractor used to fight the bushfire that swept through part of his Kanmantoo property on the Adelaide Hills. Photo: Corporal Nicky Fennell

Simone Liebelt

RAAF Base Edinburgh activated in quick time during the Adelaide Hills bushfire emergency in early January to provide logistic support to civilian airborne firefighting efforts.

Under a Defence Assistance to the Civil Community (DACC) task, the base stood up from 4-7 January in response to a formal request by the South Australian Government, through Emergency Management Australia and coordinated by Joint Operations Support Staff—SA, to provide refuelling, air movements and water replenishment support to firefighting aircraft from Victoria.

It was the first time the state government had requested Defence support under the Commonwealth Disaster Plan.

Within two hours of the formal request on 3 January, Edinburgh personnel began preparing for airborne air base operations, and within 12 hours, were supporting civil aircraft out of the base. Two large contracted air tankers and a bird dog aircraft deployed from Avalon Airport to Edinburgh on 4 January to assist South Australia’s Country Fire Service (CFS).

More than 10 aircraft and support staff from Victorian fire agencies were also deployed.

A contracted fire retardant mixing plant was also transported to Edinburgh from Victoria and established on base to support aircraft operations.

Wing Commander Norman Kent managed the base support task and said, thanks to the efforts of a small hard-working team of Edinburgh personnel, the aircraft went straight to work after arriving on base.

“We may have only had a small footprint but it was a very short-notice fluid situation and we were able to respond rapidly to provide the support required,” Wing Commander Kent says.
Alex Frolow is Base Support Manager for the Edinburgh Defence Precinct in South Australia that includes RAAF Base Edinburgh, the Defence Science and Technology Organisation (DSTO), Woomera and the Edinburgh Parks Offices and when combined, is larger than the size of England.

"No site this big could possibly be free of difficulties," Alex says. "We have experienced protests from time to time. We have the odd situation with snakes at RAAF Base Edinburgh and we regularly have rabbit and bird management issues, especially around the airfield.

"We have had to round up sheep from the Woomera Oval. They had strayed from a neighbouring sheep station in search of food during the drought. That call was followed up with another saying that pest and vermin control was being put in place to remove a fox that was also on the oval."

The Edinburgh Defence Precinct covers 1500 hectares and includes 1300 structures representing a wide range of Defence functions and facilities. They include offices, residential accommodation, workshops and engineering facilities, laboratories, medical and dental services and sports and recreational facilities. There are about 6000 personnel working across the precinct.

RAAF Base Edinburgh has about 3500 personnel on site and this includes about 1800 Air Force and 1100 Army personnel. This does not include Woomera, located 500km north of Adelaide, which is home to the Woomera Test Range and RAAF Base Woomera.

It’s also the western world’s largest specialised overland weapons test and evaluation range covering 127,000km², which on its own is roughly the same size as England.

DSTO is an important resident at Edinburgh. It is the Australian Government’s lead agency dedicated to providing science and technology support for the country’s defence and security needs. It works closely with industry and the science and technology communities to enhance Defence capability.

DSTO’s research activities are primarily conducted in controlled laboratories and designated research areas. Many of these facilities are contained within purpose-built buildings that have been constructed in the last few years.

Edinburgh also boasts a weapons training simulation system, night-fighting training facility, multiple simulators, firing ranges and the base run track for M113 driver training.

"There has been a great deal of upgrade work at the Edinburgh Defence Precinct in the last couple of years, with some great buildings and facilities to support the establishment of 1 Brigade," Alex says.

"We’ve got the Monash Training Centre, which is a fabulous facility used for an array of training and conferencing needs, the health centre, gym and messes.

"New Single LEAP living-in accommodation was completed and officially opened in 2013. This provides a very good standard of accommodation on base with 432 units." Alex says the Edinburgh Defence Precinct has established a good working relationship with the local community.

"We engage with local councils in relation to future development plans, and engage with schools, other teaching institutions as well as community organisations in the area," he says.

"This is something that we are particularly focused on. We have hosted a number of community based events including charities and industry forums.

"We also have formal links with emergency services organisations and the South Australian Government to support Defence and defence industry in South Australia."

As an example, RAAF Base Edinburgh recently provided Defence Assistance to the Civil Community support to the State Government by providing airfield access and refueling to a number of interstate aircraft that were involved in fighting the bushfires in the Adelaide Hills in January this year.

Defence Base Support Manager Alex Frolow is responsible for the large Edinburgh Defence Precinct, which is larger than the size as England.
LOOKING BACK WITH A SMILE

From life on the high seas as a sailor to the highs and lows of working in public affairs, Gary Booth is retiring after more than 42 years – with the search for MH370 fresh in his mind.

John Martin and Leading Seaman Jayson Tufrey

“I see it as an important part of my role: demystifying the military for the media and the public and also making it easy for our people to speak to the media.”

One of his favourite pieces of advice when he’s briefing service people for interview is: no TLAs, which stands for three-letter acronyms. You’d understand this if you have ever had to interview a person in uniform who insists on talking in some kind of C-O-D-E.

As the Regional Public Affairs Manager, Gary was responsible for Defence establishments from Port Headland to the West Australian south coast and all areas east to the border.

The vast distance he had to travel each year varied. For car alone, it was between 8000km and 12,000km each year. There have been many highlights and some lowlights during his career.

“People who have worked with Gary say he’s the Defence go-to man for West Australian media outlets with whom he is well connected and well respected.”

Far and wide

GARY Booth operated out of an office at HMAS Stirling at Rockingham, 47 km south of Perth. But he had to keep watch over a vast area.

Karratha: 1500km north of Perth, home to the Pilbara Regiment at Taylor Barracks.

Exmouth: 1300km north of Perth, home to Harold E Holt and RAAF Base Leaenmonth.

Busselton: 100km north of Perth, home to RAAF Base Pearce.

Perth: Defence Force Recruiting.

Karratha: 45km from his office, Irwin Barracks, 13 Brigade.

Swanbourne: 45km from his office, Campbell Barracks, SAAR.

East Fremantle: 45km from his office, Leuenow Barracks.

As the Regional Public Affairs Manager, Gary Booth is unlikely to forget the eight “really intense” days he worked for eight “really intense” days, he worked for stretches of 18 to 20 hours.

“For eight “really intense” days, he worked for stretches of 18 to 20 hours. “It was true nature of 24-7 media, he says. “We had Europeans there, we had Americans there, we had representatives from most Asian countries as well, we had Al Jazeera in the area, just everyone. By day two or three, we had 80 to 100 media parked outside RAAF Base Pearce.”

When the media asks questions, it’s a matter of working in public affairs, Gary Booth is unlikely to forget the eight “really intense” days he worked for stretches of 18 to 20 hours. “It was true nature of 24/7 media,” he says. “It’s a relationship he has worked hard at. People who have worked with Gary say he’s the Defence go-to man for West Australian media outlets with whom he is well connected and well respected.”

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IN FAMILIAR TERRITORY

Rebecca Worner, of International Policy Division, travelled to Papua New Guinea to provide advice to a joint task force clearing explosive remnants of World War II.

Holly Brambley

REBECCA Worner traded her desk in International Policy Division for the jungles of Bougainville late last year. The Assistant Director of the Papua New Guinea section joined members of the ADF and other participating nations involved in clearing explosive remnants of World War II during Operation Render Safe 14.

As policy adviser to the ADF Joint Task Force, Rebecca provided advice and subject matter expertise to the commander of the operation, RAN Captain Jay Bannister, and other members of his command team.

Bougainville is familiar territory for Rebecca.

“I have experience working and living in Bougainville on behalf of the Department of Foreign Affairs and Trade and drew on my understanding of the local context to support the operation, including engagement with local dignitaries such as the Vice President and the Acting Assistant Commissioner of Police,” Rebecca says.

“The highlight of the actual operation was seeing it all come together after being involved with the planning and stakeholder engagement for a year leading up to its commencement.

“The explosive ordnance disposal teams cleared a large number of explosive remnants of war that were impacting on the communities. At the same time, they achieved a great deal of community goodwill through the manner in which they engaged with local people, with the support of the local police.

“I believe the government and communities of Bougainville are really happy with the outcome.”

The operation focused on the site of a large World War II Allied air base in Torokina, on Bougainville’s west coast.

Rebecca says being surrounded by so much wartime history was another highlight.

“I spent a day with a team from the Australian War Memorial. We met an elderly man who recounted his days as a child during World War II,” she says.

“He remembered the bombing raids and being forced to evacuate the village, living in the jungle and then ending up in an Allied care centre, where he finally felt safe.”

Rebecca recommends Defence civilians take the opportunity to work as policy advisers during operations in the region.

She says it is a great learning experience to see firsthand the ADF on operations:

“I enjoyed being able to gain an insight into the ADF’s operational planning and execution, to see how the ADF manages contingencies in order to successfully achieve its mission and also to understand how the different services work together within a joint task force,” Rebecca says.

Rebecca is happy to return again to Papua New Guinea, whether for business or pleasure.

Render Safe

OPERATION Render Safe is an annual series of operations that aims to safely dispose of explosive remnants of World War II from South Pacific island nations.

Render Safe 2014 was the largest mission in the series ever undertaken and involved about 500 personnel.

About 16 tonnes of ordnance was disposed of, which involved 109 sites being cleared of 2293 ammunition items.

The ADF led mission involved explosive ordnance disposal teams from Australia, the United States, the United Kingdom, New Zealand, Canada and Solomon Islands.

The operation was conducted at the request of the Autonomous Bougainville Government and with the approval of the Government of Papua New Guinea.

Major ADF assets and platforms assigned to the operation included the amphibious operations ship HMAS Choules, an LCM-8 landing craft and an MRH-90 multirole helicopter.

Driving the success of the operation was the extensive community engagement preparation in the months leading up to the mission to explain to the local population the safety procedures used during the operation.

Above, Rebecca Worner with women from Torokina on Bougainville’s west coast.

Left, Rebecca and Major Craig Bury brief Bougainville Vice President Patrick Naisi about the explosive ordnance disposal operation.

Photo (left): Corporal Matthew Bickerton
A ROLE LIKE NO OTHER

Work is a blast for a test officer at the Proof and Experimental Establishment at Port Wakefield in South Australia

Simone Liebelt

It’s green and goes bang, it was probably tested at Port Wakefield” Rachel Benton read that somewhere while researching the Proof and Experimental Establishment Port Wakefield (P&EE PW) before she was employed there as an APS test officer more than two years ago and says “that about sums up what we do for Defence.”

Located at the top of St Vincent’s Gulf, 100 kilometres north of Adelaide, the little-known testing facility is responsible for explosive ordnance and weapon system testing, evaluation and investigative services to Defence. It specialises in medium-to-large calibre dynamic, environmental and destructive testing. Rachel belongs to P&EE PW’s small Data Acquisition Services (DAS) section, whose job it is to collect primary radar and meteorological data, and sound and pressure information during trials conducted on the range.

The team includes the DAS supervisor, one other test officer, two imagery personnel and two military personnel and forms part of the 40-strong APS contingent at Port Wakefield. More than 20 other Army and Navy personnel make up the remaining P&EE PW workforce.

For Rachel and her APS colleagues, a day at the office isn’t exactly routine: “It is a job where you will get to do work unlike anyone else you know;” Rachel says. “With the military members being posted in and out every two to three years, you get to work with a variety of people. Although the work can sometimes be repetitive, occasionally there is a trial that you can really get stuck into.”

This was the case last year when P&EE PW tested the fuse of a Naval Oto Melara 76mm gun system on the range. The fuse was attached to an inert 76mm projectile and fired over burning barrels set at predetermined distances.

“For me, this trial was unique because it was the first 76mm trial that I had been involved with;” Rachel says. “DAS provided surface meteorological and muzzle velocity data and information regarding time and distance to burst, with the aim of determining whether a service life extension could be applied to the fuse.”

“Our group was required to provide survey information for the gun, the barrels and the camera locations, which needed to be at 90 degrees to each of the diesel-filled barrels.” According to DAS imager Ken Scott, the camera did their job in capturing the action. “All trials and tasks are filmed to cover any unforeseen incident, but the Naval Oto Melara trial was camera intensive with three high-speed cameras observing the flight and function of the rounds as they were fired,” Ken says. “Using high-speed imagery from a surveyed location down range, we videoed the fired round as it passed our cameras. We were looking to capture no fuse function over the first burning drum and the fuse function before or over the second burning drum, which is what ended up occurring.”

Rachel says once a task is complete, results are tabulated and a report supplied to the customer. “The customer is provided with the results that they have asked for, such as muzzle velocity and wind speed and direction, which will vary depending on the nature of the trial being conducted;” she says. “We are unique in some of the testing that can be performed here, but ultimately, we provide a level of assurance and confidence to the end user that their weapon or ammunition is safe, reliable and fit for purpose.”

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“Even outside the DAS team, there is so much else happening. We have people at the boat ramp, people waiting with the hovercraft, fire team members and a fire truck, and operation of range control. Not to mention the environmental testing that occurs before the trial.”

“We are also at the mercy of the weather, such as in summer when fire bans essentially close us down. This can really disrupt planning for a trial because you can’t plan for fire ban days.”

The officer commanding P&EE PW, Major Jonathan Abundo, says there are so many different groups working together to make a trial come to life;” she says. “Everyday needs to happen in a set order and there are only certain people who can perform certain roles.”

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That support network also extends to the rest of the P&EE PW team, both civilian and military, Major Abundo says. “Each of the trial areas rely on the support mechanisms that are in place across the organisation to ensure their trial runs smoothly,” he says.

“In the case of the Naval Oto Melara trial, as well as DAS – which deals with all the data-capture requirements, high-speed footage and imagery – range services provide the plant equipment users and operators of the firing system, workbooks inspect and repair equipment as required, and the ammunition processing building prepares all the explosive ordnance for the trials and coordinates explosive ordnance disposal if required.”

“So it’s a real team effort.”

Rachel Benton keeps in contact with range control in front of the Weibel Tracking Radar at the Port Wakefield Proof and Experimental Establishment Range. Photos: Sergeant Peter Gammie

“IT IS A JOB WHERE YOU WILL GET TO DO WORK UNLIKE ANYONE ELSE YOU KNOW!”

Rachel Benton, DAS Test Officer

“IT IS A JOB WHERE YOU WILL GET TO DO WORK UNLIKE ANYONE ELSE YOU KNOW!”
THREE DECADES OF DEDICATION

Two members recognised for 30 years of service.

Two members recognised for 30 years of service.

The Director of Defence Research at the Australian Defence College in Canberra, Kathryn Hitchings, and aeronautical draftsman Phil Daws, of RAAF Base Edinburgh, have been recognised for 30 years of service. They were presented with the Secretary’s Award for Long Service.

Kathryn’s Defence career has included a range of positions in International and Strategic Policy Divisions, Industry Policy and Capability Development.

Kathryn completed the Defence and Strategic Studies Course in 2005. In 2008, she received an Australia Day Medallion from the Chief of Defence Force for her policy work on cluster munitions.

In 2013, Kathryn set up the Centre for Defence Research within the Australian Defence College at Weston Creek.

Kathryn’s advice to people starting their careers with Defence is to explore what is on offer.

“There is a terrific range of different jobs in Defence,” she says.

“So look around, find what you’re best suited to and where you can best contribute, and you can have a rewarding career,” she says.

The Commander of the Australian Defence College, Major General Simone Wilkie, presented Kathryn with her medal in January.

Phil started training as an aeronautical draftsman when the basic tools of the trade were a drawing board, sheets of plastic film and pens.

That way of doing business is but a memory for old hands at Aerospace Systems Engineering Squadron where Phil has worked now for more than a decade.

He started as a drafting officer level one in the Range Measurements Branch Drawing Office, which was responsible for the operation of the Woomeran Test Range. When the branch became part of Aircraft Research and Development Unit (ARDU) in 1991, he relocated to the ARDU Drawing Office.

When Aerospace Operational Support Group formed in 2003, Phil transitioned into his current role where he has worked on instrumentation designs ranging from the F/A-18 Hornet to the C-130J Hercules.

Phil’s colleagues held a morning tea where the Commander of Aerospace Operational Support Group, Air Commodore Stephen Osborne, presented him with the award.

“It meant a lot that everyone took time out of their day to recognise my work,” Phil says.

FORGING A CAREER

Living and working in Indonesia is a rewarding and unique experience.

Darryl Johnston

Kieran has worked across Defence, including International Policy Division where he was Director of the Indonesian Desk. In 2012, he was the first civilian and foreign student to join the newly formed Indonesian Defence University before taking up his post at the Australian Embassy.

Kieran says the Australia-Indonesia relationship is broad and extremely important.

“Indonesia is a really important country for Australia,” he says.

“The phrase we often use is ‘Indonesia is our most important regional Defence relationship’ and as part of that we have a large team in Jakarta.

“The job gives you a real appreciation for just how broad the relationship is. We go from engaging Indonesia at the absolute highest levels on strategy through to logistics and formal education and training programs.”

“We have more than 100 Indonesian military students studying in Australia each year and we engage across each of the Services and the departmental policy space.”

“People want to work on big-picture policy issues,” he says.

Kieran recommends the job for anyone in Defence who is up for the challenge of living in another country and experiencing another culture.

“I recommend this job for anyone who has a passion for international relations and is prepared to work hard under pressure. It can be frustrating, but every time my wife and I step out our front door we see something different. It’s a very diverse job and it’s rare that two days are exactly the same.”

“Indonesia is a really important country for Australia,” he says.

“You need to have family support because working in a foreign country can put a lot of stress on family,” Kieran says.

However, the father of two young children warns it is not a job for everyone.

“I do everything from organising high-level meetings, official visits and events through to running education and training programs for Australian and Indonesian military members and strategic reporting on matters of interest to Defence.”

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“You need to have family support because working in a foreign country can put a lot of stress on family,” Kieran says.

However, the father of two young children warns it is not a job for everyone.

“I recommend this job for anyone who has a passion for international relations and is prepared to work hard under pressure. It can be frustrating, but every time my wife and I step out our front door we see something different. It’s a very diverse job and it’s rare that two days are exactly the same.”

“Indonesia is a really important country for Australia,” he says.

“You need to have family support because working in a foreign country can put a lot of stress on family,” Kieran says.

However, the father of two young children warns it is not a job for everyone.
NEED FOR SPEED

Athletics training in the Top End can come with all sorts of challenges.

Sergeant Dave Morley

DOGGING lightning strikes and wild animals while out training is all part of a Darwin-based ICT service manager’s training program.

Priyantha Wickramasena, or Priya to his mates, is the Deputy Projects and Military Operations Manager with Chief Information Officer Group at Defence Establishment Berrimah, and a keen athlete.

Priya started athletics as a child and has kept his passion for athletics.

As a child and has kept himself fit ever since. “I regularly train no matter what and even if I am unwell, I still go to the track for a run,” he says.

“I do two streams of training: sprint training to run faster and more efficiently, and training to run faster and more efficiently, and I cannot stand the cold, which is why I like the wet season.”

Priya says Defence has been supportive of his passion for athletics.

“My managers, Glenn Middis and Joe Reeves, as well as all my local work mates, are very supportive of my athletic endeavours. Even with busy periods at work I was given time off to go to the Games and compete. Without this, I would not have got there.

“I honestly do not think any other employer out there would provide support to their staff the same as Defence when you engage in competitive sports,” he says.

Priya’s next step is the 2015 Northern Territory championships in early September.

“I want to have a go at the 100m masters records for Northern Territory in my age group,” he says.

“I have gone past this a few times in my training runs, but what matters is what I do on the day of the competition. Hopefully I can match that in competition.”

LAST HUEY FINDS A HOME

A Defence Materiel Organisation disposals coordinator had the honour of seeing the last Iroquois helicopter to its new home in Tasmania and meeting Vietnam veterans who owe their lives to the aircraft.

AVE Eglington admits to getting shivers down his spine when Vietnam veterans recount stories of their association with Iroquois helicopters.

The Defence Materiel Organisation’s disposals coordinator at the Army Aviation Centre in Oakey, Queensland, was responsible for coordinating the deliveries of the helicopters to their new homes.

The Iroquois fleet ended operations in December 2007 after 45 years of Australian service.

The majority of the aircraft were given to Defence establishments for use as static displays or training aids.

The final eight aircraft, commonly known as ‘Hueys,’ were sold to Australian historical organisations including military museums and RSLs around the country.

The last aircraft, Huey A02-295, was delivered to the Scottsdale RSL in Tasmania late last year.

For me, coordinating the deliveries of the aircraft to historical organisations around Australia has been the highlight of the whole project,” Dave says.

“Meeting with Vietnam veterans, hearing their stories and learning of their personal experiences with these aircraft was very humbling. It put a shiver up my spine.”

Scottsdale RSL President Bruce Scott was one of those veterans and was on hand for the delivery.

“When we were in the jungle the beating rotors of the Huey was the sweetest sound,” Bruce says.

“I rode in them countless times. They took us into the jungle and brought us back. They also took out the wounded and the dead!”

Huey A02-295 had been in storage at Marianbah in Brisbane for seven years before it was carefully strapped to the back of a semi-trailer for its journey across Bass Strait.

From his office at Santvits Barracks in Oakey, Dave carefully coordinated the delivery of the Huey with Bruce in Scottsdale.

“The RSL organised a crane and truck at the point of origin and delivery while we were responsible for the loading and unloading of the aircraft. We were also responsible for pushing it into position,” Dave says.

The aircraft arrived to a warm reception from Scottsdale residents despite a cold and wet Tasmanian day.

Bruce could not believe that after many years of hard work, long negotiations and detailed planning, the Huey had finally arrived.

“It was a great day for the Scottsdale RSL sub-branch as very little military memorabilia finds its way to Tasmania,” Bruce says.

“It took three years of negotiation, paperwork and fundraising to get it here.”

The Iroquois is now resting in a secure location while a $500,000 museum adjoining the club is built.

Construction began in January and is expected to be completed by the middle of the year.

For a history of Iroquois service in the ADF, visit www.airforce.gov.au/raafmuseum/research/aircraft/series3/A2.htm
The increase in Safebase level to Charlie has highlighted the importance of being aware of personal safety and making a positive contribution to security.

Mark Musgrove

CHANGES in security levels have prompted Defence security experts to highlight the importance of situational awareness, personal security and good reporting practice. Defence Chief Security Officer, Frank Colley, says while you should not feel apprehensive when going about daily activities, it pays to be alert to your surroundings at all times and understand what behaviours and reporting are appropriate in a given situation.

"Being aware of where you are, what you’re doing and who you’re with will help you respond to unforeseen situations with clearer vision and a cooler head," Frank says. "You’ll also be better positioned to report the correct information more effectively to the right people at the appropriate time."

Frank says there are some important points to remember about situational awareness and good reporting habits.

"Pay attention to what’s going on around you and take active notice when someone or something is approaching you. Have an interest in what’s happening in your immediate environment and the interactions between people nearby," he says.

He also stresses the importance of personal security.

"Tell someone where you’ll be going and when you expect to return. Avoid known trouble spots if possible. Don’t take shortcuts through parks or vacant land and try to avoid walking on your own at night," Frank says.

"Travel in well-lit areas where other people can see you. If you have to walk along a poorly lit street, keep as far from doorways and laneway entries as possible."

He also advises people to try and be observant.

"If you’re ever involved in or a witness to a confrontation, take note of the people involved. Details about height, body type, age, gender and clothing are particularly helpful in follow-up investigations," Frank says.

"If a vehicle is involved, try to make a note of the colour, vehicle type, registration number and number of occupants, but never put your personal safety at risk."

Frank urges people to report anything that seems genuinely suspicious or concerning.

"Remember that the sooner you report an incident, the greater the level of detail and accuracy that you are likely to recall. Prompt reporting allows authorities to analyse security incidents for indicators and warnings of potential threats, and to develop timely response measures."

Frank says we all need to be alert, but not alarmed and we can be confident security agencies are actually monitoring security domestically and around the world.

"We continue to assess all available information to determine what action, if any, may be required in Australia. We also continue to work closely with state and federal police to monitor activity at and in the vicinity of Defence locations," Frank says.

"We need to remain confident that Australia’s intelligence and police services will stay ahead of threats that may arise. We can all help security authorities by practising good security habits, remaining attentive to our surroundings, being safe on social media and reporting anything we observe that seems suspicious or concerning with as much detail as possible."

"Following these simple practices can help ensure your personal safety, that of your loved ones and the Defence community as a whole."

What can you do?

- Pay attention to your surroundings.
- Avoid known trouble spots.
- Take detailed notes of anything suspicious.
- If you see something, report it.
- Be mindful of displaying appropriate behaviour.
- Act responsibly online.
- Don’t divulge personal details online.
- Consider changing your social media security settings to private.
- Make sure your family is aware of the risks of sharing personal information online and with strangers.

Key contacts

- Security incidents need to be reported through your security officer using an XP188 Security Incident Report form.
- If your security officer is unavailable, contact the Defence Security Authority, Security Incident Centre.
- In the event of a threat or the need for an immediate response to any situation, call 100.

INNOVATIVE SOLUTION

The Chief Information Officer Group has partnered with a leading recycler to produce cost savings and lower Defence’s carbon footprint.

INCOSE 2012, the Chief Information Officer Group (CIOG) has disposed of 182,690 ICT hardware assets, providing cost savings and benefits to Defence and the Australian Government.

CIOG manages the disposal of information and communications technology (ICT) for Defence through ongoing engagement with a third-party service provider, Greenbox.

This partnership allows Defence to remove and decommission surplus ICT hardware, ensuring it is sanitised of any Defence data to prevent it entering into the public domain. It also allows CIOG to ethically dispose of, or redistribute, ICT hardware through an end-to-end lifecycle solution called eCycle Innovation.

The eCycle Innovation solution is designed to lower Defence’s carbon footprint—preventing hardware going to landfill and hazardous waste being exported to Third World countries.

ICT assets are handled to retain maximum value for potential resale, providing best value for money in the second-hand market.

Where assets cannot be sold in the marketplace, they are broken down to raw materials for recycling.

This process has returned $1.9 million in revenue to the Australian Government since the Greenbox partnership began in 2012.

CIOG’s ICT National Fleet Manager, Mark Scarborough, says it’s reassuring to know we have an efficient and ethical method of disposing of ICT assets when they reach end of life.

“This process with our disposal agent Greenbox has been fine-tuned over the years to be very effective and provide great “Thurays for the Government,” he says.

The Greenbox Chief Executive Officer, Shane Mulholland, says with the Earth’s resources currently stretched to 140 per cent of capacity, it is clear the “consumption-only” model of commerce is overdue for rethinking.

“That is why eCycle Innovation was developed. Since inception, there have been more than 1 million computers repurposed and sold. For each item so handled, there is now one less new item required,” he says.

“So less resources are consumed and the toxic landfill burden is lowered. “Reduce, reuse, recycle. It’s the way of the future. Again, Defence leads the way and we’re proud to be part of that initiative.”

The disposal of ICT is an integral part of hardware accounting and management in Defence. CIOG provides tracking, control and financial management of Defence’s ICT through lifecycle asset management—from planning to acquisition through to decommission.

CLIMATE OF WAR

A military planner and researcher warns wars will become more frequent as societies unable to cope with climate change collapse.

Sergeant Dave Morley

THE greatest danger posed by climate change isn’t the warming of the planet or changes in rainfall patterns, but the effect these events will have on the fabric of society, according to the Director of Research for Strategic Plans for Army.

Dr Albert Palazzo was speaking on the impact climate change will have on defence planning during a seminar at Defence Headquarters in Canberra.

He says climate change is not new and has been going on since before humans inhabited the earth.

“It’s well documented in anthropological and geological records, but the novelty is with the current generation whose memory does not extend that far into the past,” Dr Palazzo says.

“However, with the increase in population over the last 100 years, the world is just barely producing enough food for its population. “Some societies have collapsed through population growth and resource stress and this has caused a decline in the ability to provide food to their people.

“The problems in Syria stem from an underlying food shortage issue.”

Dr Palazzo says climate change will affect the availability of resources, which in turn will affect the nature of and number of wars.

“Wars will become more numerous, more frequent, more violent, more lethal, more divisive and less ethical. There will also be higher casualty rates,” he says.

“The parameters of future war will change to wars of societal fracture, wars of movement, wars of existence and not choice, and wars without limits.”

Dr Palazzo says wars of societal fracture would occur where governments could not hold society together and peoples’ allegiances might shift to a lower level, such as tribal or religious groupings.

“Wars of movement would occur when people could no longer support themselves in their own societies so they move somewhere where they can be supported,” he says.

“Wars of existence, not choice, would happen where people need to find the resources they require or die, so they may be prepared to fight for these resources.

“Wars without limits would see people doing much nastier things because they will do whatever they need to get the resources they require.”

He says Australia will need a robust and resilient Defence Force to safeguard the nation from this more violent future.

“This will be best secured by a whole-of-government response. But as is the case now, much of the work will be done by the ADF,” Dr Palazzo says.

“The countries that survive this more violent future will be the most pragmatic ones, the ones prepared to adapt to the conditions.”