Sergeant Daniel Kerwin of the 1st Mentoring and Reconstruction Task Force patrols through a wheat field in the northern Baluchi Valley, Oruzgan Province, Afghanistan in March. Patrols such as this foster greater security in the Australian Area of Operations.

Photo: Corporal Ricky Fuller
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How to contribute to DEFENCE MAGAZINE
Contact Michael Weaver or defence.magazine@defence.gov.au
Phone: 02 6265 7117
Editorial

For this third edition of the year, we’ve cast the bowlines, sharpened the bayonet and taxied the flight line for an approach to the theme of supporting operations. After all, it is the one thing we all work towards – be it directly or indirectly.

There was also an endless list of articles to pursue. Navy and Army chefs have revealed some of their not-so-secret recipes, while we’ve also spoken to a Navy supply officer on how much the ship’s company of HMAS Parramatta went through on its recent deployment to the Middle East Area of Operations.

We also uncover the importance of pre-deployment training and in particular, focus on the work of Air Force’s 92 Wing in South Australia, which has been hailed as a lifesaver. Likewise, the Army’s 39 Personnel Support Battalion details its significant rise in tempo, having put more than 7000 people through force preparation training last year alone.

Defence Support Group looks at how legal advice shapes what occurs on deployment, while DSTO details the work of its operational analysts who deploy alongside those in uniform to see first-hand what the needs of our troops are.

There are also articles on the ADF’s women in uniform strategy, DMO’s rapid acquisition program and some timely words of advice from the Inspector General of the ADF, Geoff Earley, on how a solid military justice system is imperative to successful operations.

Our candidate for The Last Word on P43 was an obvious choice in Chief of Joint Operations Lieutenant General Mark Evans, who also had some timely advice for all involved in operations. “The achievement of mission success is a team effort and every person deployed on operations is a contributor to this objective. I know you work hard but the experiences and friendships you develop will stay with you for life.”

- Michael Weaver, Editor
Senior Talibon insurgent killed

Senior Talibon insurgent leader Mullah Abdul Bari, who was known to have facilitated improvised explosive device (IED) and suicide bomb attacks in Oruzgan province, was killed in a recent operation by Australian Special Forces and Afghan National Army troops.

The Chief of Joint Operations, Lieutenant General Mark Evans, said Mullah Abdul Bari was also known to have trained foreign fighters. “His weapons of choice were road-side bombs and suicide bombers, and his death means that Talibon insurgents operating in the region have lost one of their key facilitators,” Lieutenant General Evans said.

“The removal of Mullah Abdul Bari will significantly disrupt Talibon insurgent efforts to conduct actions that injure and kill Afghan and coalition troops.”

“Mullah Bari has also been confirmed to have been directly involved in the placement of the improvised explosive devices which have targeted Australian troops.”

Lieutenant General Evans said the recent operation also killed several other Talibon insurgents.

Defence Science Indigenous Scholarship

Macquarie University student, Kurtis Lindsay was recently awarded the first Defence Science Indigenous Scholarship, worth more than $300,000 over five years for Indigenous students undertaking full-time tertiary studies in science.

Well into the first semester of a Bachelor of Science in Biodiversity, the scholarship covers Kurtis’s university fees and provides 12 weeks paid annual work experience, as well as an offer of employment with the Defence Science and Technology Organisation (DSTO) once completing his degree.

Minister for Defence Science and Personnel, the Hon. Warren Snowdon MP, said Kurtis is a passionate and dedicated environmental scientist. “He is a very deserving recipient of the Defence Science Indigenous Scholarship and I have no doubt he will derive great benefit from working alongside DSTO’s scientists in such areas as research into the effect of naval sonar on marine animals, or by providing Defence with advice on the land management of our estates,” Mr Snowdon said.

Speaking at the presentation, Kurtis said the scholarship was a great opportunity. “I believe my Indigenous background is one of the key factors which strengthened my passion and respect for the land and its biological components, and I thank Defence for supporting my studies,” he said.

Defence science on the international stage

Defence corrosion expert Dr Bruce Hinton was recently awarded the prestigious 2009 Frank Newman Speller Award from the US-based National Association of Corrosion Engineers, or NACE International.

Dr Hinton, from the Defence Science and Technology Organisation (DSTO), was recognised for his “sustained and insightful application of science and engineering to the solution and prevention of corrosion on Australian Defence Force aircraft”.

The Minister for Defence Science and Personnel, the Hon. Warren Snowdon MP, said that Dr Hinton’s 40 years of research into corrosion problems, including atmospheric corrosion, corrosion sensors and corrosion inhibition has proved invaluable to Defence. “His work has increased aircraft availability for operational use, and significantly reduced the time and money spent on aircraft maintenance,” Mr Snowdon said.

Mr Snowdon said a program to proactively manage corrosion in Australia’s Black Hawk fleet in the 1990s was one of Dr Hinton’s most significant contributions to Defence. Dr Hinton is the first Australian to win the F. N. Speller award, named after a US pioneer in metallurgy and corrosion control engineering. Dr Hinton has also received the Defence Minister’s Award for Achievement in Defence Science for his work on corrosion control and management.


Photo: ABPH Jo Dilorenzo
Defence Bushfire relief ends

The Joint Task Force (JTF) formed as part of the Commonwealth’s contribution to the Victorian bushfire relief ended in late March, after seven weeks continuous assistance in support of the Victorian government.

At its height, around 850 troops provided support to emergency workers and affected communities.

The Commander of the JTF, Brigadier Michael Arnold, said it was a rewarding and moving experience for his team, the majority of which were reserve personnel from Victoria. “They dedicate a portion of their lives to serving the nation, and for many, there will be no more important task in their Defence careers than being part of the various uniformed organisations that came to the aid of the fire-devastated communities,” BRIG Arnold said.

The ADF will maintain a small specialist forensic contribution to the Victorian Coroner in support the Bushfire relief effort until mid-2009.

Air Force Gap Year milestone

The 2009 Air Force Gap Year cadets completed their 10-week Air Force induction training in early April at a ceremonial parade at RAAF Base Williams.

The Air Force Gap Year program is part of a wider initiative across the ADF, designed to offer an experience of Service life, as well as career opportunities during the traditional gap year between school and higher education, whilst also providing tangible training in a military environment.

Minister for Defence Science and Personnel the Hon. Warren Snowdon MP congratulated the 103 cadets as they prepare for Officer Training and the next stage of the Gap Year curriculum.

“The Gap Year cadets and their parents should be proud of what has been achieved so far,” Mr Snowdon said. “The cadets have completed a challenging phase of their year, including adventure training, Air Force values, personal development and fitness.”

Submarine plan to stabilise national interest

The Chief of Navy Vice Admiral Russ Crane, has released a plan to dramatically improve Australia’s submarine workforce, after concerns a lack of numbers is placing an unacceptable strain on personnel.

“Our submariners remain a professional and ready force,” Vice Admiral Crane said. “By improving their working conditions we will ensure our Submarine Force remains sustainable now and into the future.”

Navy’s Submarine Workforce Sustainability Program will follow a five-phase strategy designed to stabilise, recover and grow the submarine workforce over the next five years.

The program focuses on getting more qualified submariners to sea and on improving support for them once deployed. The strain on seagoing submariners will be eased by increasing crew sizes from 46 to 58 people. A fourth submarine crew will be operating by the end of 2011.

The Submarine Workforce Sustainability Review was completed late last year. It made 29 recommendations aiming to improve submariners’ work/life balance. Vice Admiral Crane is implementing them all.

Three recommendations are already being implemented, including new crewing arrangements, local area networks on submarines and relocation of the Submarine Communication Centre from eastern Australia to Fleet Base West in Western Australia by the end of 2009.

“The changes will improve submariners’ conditions of service with better training systems, better respite at sea and ashore, and better incentives to remain in the submarine force,” Vice Admiral Crane said.

“This will be a key part of our New Generation Navy initiative.”
A review into the military compensation arrangements has commenced, ensuring the Government is providing appropriate support and compensation to Australia’s veterans and ex-service personnel.

The Minister for Veterans’ Affairs, Alan Griffin, said the review is significant step by the Government towards addressing long standing issues with military compensation, including disparities and perceived inequities between systems and difficulties encountered by those transitioning out of the services or making claims.

“The Government has already moved to address some of these issues, but this review is critical in identifying solutions for wider problems relating to military compensation and support,” Mr Griffin said.

The review will also examine the operation of the current military compensation schemes, with specific reference to the Military Rehabilitation and Compensation Act 2004.

“It is especially timely as the Military Rehabilitation and Compensation Act 2004 – intended to incorporate the best elements of the two earlier systems – has not been examined since its creation in 2004,” Mr Griffin said.

“This work is in response to numerous concerns expressed by the veteran and ex-service community about the operation of, and support provided by, the current military compensation system.”

The Terms of Reference for the review have now been released, with interested members of the public and organisations encouraged making submissions. Submissions close 30 June 2009.

More than $793 million worth of new facilities and supporting infrastructure will soon be spent on improving Defence bases around Australia.

The new infrastructure project was announced in March in support of Army’s Enhanced Land Force Stage 1 capabilities, particularly for the relocation of the 3rd Battalion of the Royal Australian Regiment from Sydney to Townsville.

New facilities will be built at Kapooka, Singleton, Holsworthy and Puckapunyal, as well as RAAF Bases Amberley, Edinburgh and Richmond, directly contributing to job creation around Australia.

Major elements of the project:
- New facilities at Lavarack Barracks and the Field Training Area, Townsville for the relocation of 3rd Battalion, The Royal Australian Regiment
- Refurbished facilities at Campbell Barracks, Perth, WA, for the Special Air Service Regiment
- New facilities at Kapooka, NSW, for the Army Recruit Training Centre
- Additional facilities at Singleton, NSW, for the School of Infantry
- Additional facilities at Puckapunyal, VIC, for the School of Artillery
- Additional facilities at the Liverpool Military Area, NSW, for the School of Military Engineering and for the Trainee Rehabilitation Wing
- New facilities at RAAF Amberley, QLD, for the relocation of Army’s 21st Airfield Construction Squadron
- New facilities at RAAF Amberley, QLD, for the Royal Australian Air Force Airfield Defence Squadron
- Refurbished facilities at RAAF Richmond, NSW, for No 37 Squadron, No 1 Operational Support Squadron and No 1 Combat Communication Squadron and
- Additional facilities at RAAF Edinburgh, SA, for Joint Logistics Unit (South)

Construction is planned to commence in mid 2009 and be completed in late 2011.

The streets of Sydney recently made way for a contingent of more than 110 Defence personnel marching for the second time in Sydney’s 2009 annual Gay and Lesbian Mardi Gras Parade.

Marching in front of an audience of more than 300,000, the Defence contingent, sponsored and organised by the Defence Gay and Lesbian Information Service (DEFGLIS), was joined by their parents, colleagues, friends and ex-servicemen.

Galvanising the interest of the gay and lesbian community was the presence of the first openly gay one-star officer Air Commodore (AIRCdre) Tracy Smart, and her partner Lisa Padzensky.
All 256 recommendations from the Sea King Board of Inquiry report have been implemented, laying the foundation for ongoing improvement of safety in Navy aviation.

The 256 recommendations are far-reaching and include a major review of airworthiness, risk management and safety, aviation maintenance regulations, training and cultural matters.

Chief of Navy, Vice Admiral Russ Crane said the Board’s recommendations are a significant milestone for both the Navy and the entire ADF.

“We remain totally committed to ensure the families of those who died and the survivors of the accident are fully supported,” Vice Admiral Crane said.

“Navy has appointed an Advocate who is dedicated to the provision of this support and resolving claims for compensation.”

A campaign educating and encouraging Defence personnel and their families to become involved with donating blood and registering with the Australian Bone Marrow Donor Register and the Australian Organ Donor Register is being touted as “a wonderful opportunity”.

Major Gary Schulz from the Defence Catering Policy Cell at Campbell Park said the campaign will coincide with the 80th anniversary of blood collection services in Australia, with the Federal Government designating 2009 as the Year of the Blood Donor.

Australia will host the World Blood Donor Day on 14 June, where special activities will pay tribute to the millions of people who selflessly donate the life-saving gift of blood. World Blood Donor day was designated as an annual event at the United Nations World Health Assembly in 2005 and since then has been hosted by a number of countries. The theme of ‘It takes all types’ serves as a reminder that almost anyone can donate blood; all types of blood are needed (A, AB, B and O) and three different types of donations (whole blood, plasma and platelets) can be made.

Anyone seeking to become involved can do so by getting in contact with Gary via email: gary.schulz@defence.gov.au.
New pay structure for ADF Other Ranks members

Australian Defence Force enlisted personnel have a new pay structure with today’s roll-out of the final phase of the Graded Other Ranks Pay Structure, known as GORPS.

More than 9000 Navy sailors and warrant officers received their first salary payment under GORPS on 16 April, to be followed in coming weeks by Air Force, Army and Reserve other ranks members.

GORPS represents a 10-year $2.4 billion investment that will see more than 37,000 ADF members from the ranks of private to warrant officer and their service equivalents placed in new pay grades based on their skills and experience and contribution to delivering ADF capability. It also offers greater reward for promotion.

The new ADF other ranks graded pay structure meets contemporary industrial standards by better recognising the work value of different military employment groups, market factors and skills shortages. It also provides a solid foundation for a more responsive pay-setting mechanism.

About half the personnel under GORPS will be placed in higher pay grades and receive increased salaries to reflect the capability they provide the ADF. The other half will simply transition from the previous structure without a significant increase in pay, while a very small number will have their salaries protected so they do not suffer any financial detriment.

Introducing GORPS has been a major undertaking and planning for its introduction started in April last year. GORPS has required the placement of more than 37,000 ADF members into the new structure following the review and validation of their individual service, training and competency records.

Great care has been taken to ensure that as far as possible each ADF other ranks member has been placed correctly under GORPS and that no one would be disadvantaged financially through the implementation of the new pay structure. However should issues arise, ADF members and their families have a range of avenues available to them to quickly resolve any concerns.
Lost fire and flood medals replaced

The policy for replacing ADF medals is being relaxed to help those who have lost medals in the Victorian fires and the Queensland floods. The Parliamentary Secretary for Defence Support, the Hon. Dr Mike Kelly said the policy did not presently allow ADF medals to be replaced and released to family members, but given the difficult circumstances, agreed to make some temporary changes.

“Family members who have, through the devastating bushfires and floods, lost the medals of loved ones who served in the Defence Force may now make application for replacements,” Dr Kelly said.

“They should use the application form and statutory declaration located on the Defence Honours and Awards website.”

Cutting edge Defence science

Fresh perspectives and new ideas have been brought to the Defence Science and Technology Organisation (DSTO) with inaugural meeting of the DSTO Advisory Board in Canberra.

The new Board was established by the Australian Government to assist DSTO maintain and enhance the ADF’s capability into the future.

“The Board will strengthen the quality and diversity of defence science and technology counsel offered to Government,” Minister for Defence Science and Personnel Mr Warren Snowdon said. “It will also provide the Chief Defence Scientist, Professor Bob Clark, and myself with strategic advice on the delivery of science and technology capability to Defence.”

The Board will be chaired by Dr Allan Hawke, former Chancellor of the Australian National University and a former Secretary of Defence.

Defence Housing construction to begin

The first two construction contracts have been signed for new Defence houses under the Nation Building and Jobs Plan.

Under the contracts, 17 houses will be built in North Brisbane by the end of 2009. Each will have four bedrooms and will be occupied by Australian Defence Force (ADF) personnel and their families posted to the Brisbane region.

Defence Housing Australia received $251.6 million in funding under the Nation Building and Jobs Plan to construct a total of 802 homes across the country.

The new housing will be located to support Defence operational centres in places such as Adelaide, Brisbane, Darwin, Victoria, Townsville, Cairns, Hunter Valley.

Navy completes mission off Queensland coast

HMAS Ships Yarra and Norman have completed their mission to search, locate and mark the position of 31 containers that were lost overboard from the cargo ship Pacific Adventurer during Cyclone Hamish.

Norman and Yarra searched 32 square nautical miles of seabed, identifying and obtaining vision of 25 containers with their mine disposal vehicles. Six further sonar contacts were located in the same area.

“The two crews have persisted through a difficult weather conditions over the past couple of weeks to deliver a good result for the people of Queensland and mariners who use the area,” Commander of the Mine Warfare and Clearance Diving Task Group, Commander Dean Schopen said.

Yarra commenced searching search operations on 18 March, while Norman joined the search on 20 March. Both ships will return to their homeport of HMAS Waterhen in Sydney and continue with their scheduled programmes.

Increase in ADF forces in Afghanistan

The Government has announced a decision to enhance its military and civilian commitment to Afghanistan and specifically its intent to strengthen the capacity of the Afghan National Security Forces (ANSF).

These additional force elements will increase Australia’s troop contribution to Afghanistan to approximately 1550 Australian Defence Force personnel. This increase represents an effective and sustainable contribution in Afghanistan to coalition efforts while allowing us to expand on our current operations.

Australia views this development as the cornerstone of a successful counter-insurgency strategy and key to ensuring an enduring satisfactory level of security in Afghanistan.

This enhanced commitment will see an increase in operational capability and logistics support to the Mentoring and Reconstruction Task Force as well as a short-term commitment to assist with security during the upcoming Afghanistan elections.

This decision to increase Australia’s troop contribution to Afghanistan will provide the Australian Defence Force with the necessary resources to support this strategy to good effect.

SNIPshot

GORPS is being introduced in stages across the Navy, Air Force, Army and the Reserve elements due the extent and complexity of the task. This allows time to correct any anomalies and ensure that no one is financially disadvantaged during roll-out. Pay will be adjusted back to 4 September 2008 in line with the Defence Force Remuneration Tribunal determination.

Information about GORPS is available at: www.defence.gov.au/dpe/pac

Hercules shows combined strength

Royal Australian Air Force (RAAF) crews have joined with international counterparts to practice search and rescue, air drop, and tactical airlift in the C-130J Hercules.

Exercise Combined Strength 09 was conducted at RAAF Base Richmond. The exercise featured C-130J Hercules operators from the RAAF’s No.37 Squadron, along with counterparts from the Royal Danish Air Force and Royal Air Force. The Royal Danish Air Force brought one of its own C-130J Hercules to take part in the exercise.

Squadron Leader Peter Cseh said the exercise would prove a useful opportunity to see how other Air Forces do business with the C-130J.

“Through Exercise Combined Strength, we organised a variety of missions that demonstrated different capabilities with the C-130J, and observed how fellow operators plan and conduct those missions,” a flight commander with RAAF’s No.37 Squadron, Squadron Leader Peter Cseh said.

The RAAF also demonstrated a newly-introduced method of delivering cargo accurately from higher altitudes, thus increasing aircraft safety from ground fire.

Since receiving the first of 12 C-130Js in 1999, Australia’s expertise on the C-130J has been forged in humanitarian and combat airlift at home and abroad.
Tell us how you’ve made a difference

The past few months have been hard for Defence and I know from your emails that some of you are feeling pretty battered and bruised.

If nothing else, the events of recent months have underscored the fact that Defence’s backbone is broken. And it’s going to take significant, holistic, strategic, deep reform to fix the organisation in the long term.

But in reminding you again of the need for deep reform, I don’t want you to lose sight of the things we do well – some very, very well.

We have a world class and highly-skilled defence force that deservedly enjoys the respect of the Australian people.

We have an enviable reputation on international operations.

We have first class intelligence collectors and analysts, environmental and estate managers, policy officers and leaders. And we have award-winning logisticians, executive assistants, scientists, project managers, occupational health and safety officers, engineers and communicators.

At every level, there are lots of very talented and dedicated people in Defence doing great work that is making a difference to the way we defend Australia and its national interests.

I want to hear about how you and your team have made a tangible improvement to Defence. Send your stories on how you’ve made a difference to secretary@defence.gov.au.

Improving base accountability

In anticipation of the deep reform program, the Defence Support Group is making major improvements to the way it does business.

But the DSG is not a newcomer to reform. The Group has been on the reform journey for some time, and has made some significant inroads.

Since July 2008 the DSG, in conjunction with the Services, has been piloting a Base Accountabilities Model that clearly identifies the responsibilities of base support management from capability and force generation.

As part of that process, the DSG conducted an intense consultation process with representatives from Navy, Army and Air Force.

The pilots have been conducted at Stirling, Lavarack and Amberley, and the lessons learned have informed a new Base Accountabilities Model that will roll out to other bases by the end of this year. The model was signed off by the Chiefs of Service Committee last month.

Consultation with other Groups within Defence is now underway.

This is an important milestone.

The new model will allow the DSG and Services to clearly articulate their relationship and responsibilities. For the DSG and the Services, this means a greater consistency in the way a base operates. It also means improved coordination in DSG’s support for the day-to-day requirements of a base.

ABOVE: Sailors from Western Australian naval base HMAS Stirling have been part of a pilot program to improve base support management.
International engagement

The Secretary and I have recently returned from Washington where we accompanied the Defence Minister, Joel Fitzgibbon, and Foreign Minister Stephen Smith to the annual AUSMIN talks.

AUSMIN, which stands for the Australia-United States Ministerial Consultations, is an opportunity for our two governments to consult on matters related to foreign policy and defence. High-level discussions were held with United States Secretary of State Hilary Clinton, Defense Secretary Robert Gates, and Commander United States Central Command General David Petraeus.

Defence discussions during AUSMIN were focussed on efforts to stabilise Afghanistan and how to prevent it from again becoming a base for international terrorism. Australia reaffirmed its commitment to winning the war against insurgents in Afghanistan and we also welcomed the recent decision by the United States to increase its troop numbers in Afghanistan.

Minister Fitzgibbon and Secretary Gates also welcomed the progress that both countries have made on important enhanced defence cooperation initiatives announced at AUSMIN last year.

These will allow our two countries to work more closely together in responding to humanitarian disasters in the Asia-Pacific region.

Minister Fitzgibbon and Secretary Gates also agreed on principles for enhancing our intelligence collaboration and cyber cooperation; and an intelligence, surveillance and reconnaissance partnership.

Overall, I am pleased to report that AUSMIN was once again very successful. Our alliance with the United States is critically important. Australia and the United States are united through common values and interests and, as demonstrated by recent AUSMIN discussions, we continue to adapt to meet new security challenges together.

On a separate note, I am pleased to be able to report that great progress is being made in East Timor. On 5-6 March 2009, Defence Minister Joel Fitzgibbon, Veterans’ Affairs Minister Alan Griffin and I were able to visit Australian Defence Force men and women on the ground in East Timor. During the two-day visit, we were very pleased to note the advancements being made in East Timor on many fronts.

The security situation remains calm, with the indigenous security forces, both police and military, making great strides in their development. I was very encouraged by the cooperation I saw between these two indigenous security forces. The calm security situation has also allowed the ADF efforts to refocus from security related tasking to helping to build the East Timor Defence Force’s (F-FDTL) capacity.

The Ministers and I met with senior East Timorese political figures including President, Jose Ramos-Horta, Prime Minister Xanana Gusmao, and Chief of Defence Force (CDF) Brigadier General Taur Matan Ruak. Issues we discussed included the future ADF presence in East Timor, maritime security assistance, United Nations Police drawdown and subsequent handover to the East Timorese police.

Importantly, we were also able to meet with men and women serving with the International Stabilisation Force (ISF). Earlier this year, the number of troops deployed to Operation ASTUTE was reduced from 750 to approximately 650 as a result of the continuing security and stability within East Timor. I was very impressed with all the ADF people I met. They were enthusiastic and dedicated, and I was very proud of the way in which they were interacting with the civilian population, consistently demonstrating compassion, understanding and generosity. They are working at a very high standard and furthering our reputation as a reliable, highly skilled and professional military force. I thank them for their efforts.

More broadly, our Defence Cooperation Program (DCP) is also contributing to improvements in the security situation in East Timor. The DCP is focussing its capacity building efforts on continuing to provide training and advice to the East Timor Secretariat of Defence and the F-FDTL. The number of DCP advisers in East Timor increased to 23 in January this year, and will be focussing on aiding the F-FDTL during its upcoming recruitment drive and in undertaking specialist training.

A key event during our visit was the opening ceremony for the DCP-funded Specialist Training Wing (STW) at the Metinaro Training Base in East Timor. This $6 million STW aims to provide the F-FDTL with specialist training in the areas of logistics, communications, medical skills and engineering. Efforts to foster increased maritime engagement though our DCP with East Timor are also progressing, and are well supported by a concurrent Armidale Class Patrol Boat (ACPB) berth in Dili.

I was very pleased with this visit to East Timor. As CDF, I was so proud of the way in which all ADF people represented themselves and the ADF. Australia remains committed to developing a professional East Timorese Defence Force through the continued provision of training, guidance and support. Helping to build a solid, well-trained and apolitical Defence Force for East Timor will create the conditions necessary for enduring stability and prosperity. Only then will our job be done.
Using smoke to simulate the confusion of the battlefield, an Australian soldier from the 1st Mentoring and Reconstruction Task Force participates in the ongoing training that all soldiers receive whilst on deployment.

Photo: Captain Lachlan Simond.

Squadron Leader Steven ‘Rooster’ Bradley stands in front of the F-15C Eagle that he is now flying as part of his three year attachment to the United States Air Force 65 Aggressor Squadron.

ABOVE: Corporal David Evans from the Royal Australian Electrical and Mechanical Engineers (RAEVE) during preparation for his deployment to SECDET XV in Iraq, where he will ensure Australian Light Armoured Vehicles stay in full working order. BELOW: An Afghan National Army soldier working with the Australian Operational Mentoring and Liaison Team in the Chora region of Oruzgan Province, Afghanistan. Photo: Corporal (CPL) Ricky Fuller.

ABOVE: Dutch First Lieutenant Berge de Kort (left) and Australian Surgical Team, Captain Kath Evans (right) check on the condition of a young Afghan patient who was treated at the military hospital after the local hospital was unable to help with his injuries. Photo: Corporal (CPL) Ricky Fuller. BELOW: Soldiers from the 1st Mentoring and Reconstruction Task Force enjoy a laugh as master of ceremonies Tony ‘Lehmo’ Lehmann warms up the troops with a few jokes prior to the first act, during the Forces Entertainment Tour concert in Tarin Kowt, Afghanistan. Photo: Corporal Ricky Fuller.
The Royal Australian Air Force (RAAF) marked 88 years of proud service to Australia on 31 March. Throughout the decades, Air Force members have developed a reputation for courage and dedication to duty in conflict, peacekeeping and humanitarian tasks, with more than 500 Air Force personnel today playing an important role on operations in Afghanistan, Iraq, Sudan, Darfur, East Timor and the Solomon Islands, as well as at home conducting border protection duties in Australia’s maritime domain.

RAAF is the second oldest Air Force in the world. The Australian Air Force was officially formed on 31 March 1921. Approval to use the ‘Royal’ prefix was granted later that year.

“Air Force’s birthday is a time to reflect on the sacrifices of our personnel throughout our history and to recognise the vital contributions Air Force continues to make to current ADF operations in Australia and around the world,” Chief of Air Force, Air Marshal Mark Binskin said.

“Currently the Air Force has about 13,900 permanent personnel, integrated with Reservists and Australian Public Service staff. Our highly skilled people and cutting edge technology provide the advantages. RAAF is the best small Air Force in the world and we plan to remain so in the future,” Air Marshal Binskin said.

Air Force combat capability will be boosted with the formidable F/A-18F Super Hornet coming into service from 2010. In the next 12 months, the Wedgetail Airborne Early Warning and Control aircraft and the KC-30 tanker transports will also begin phasing into service.

Air Force has a strong operational history, playing an important role in major conflicts including the Second World War, the Korean War, the Vietnam War and more recently in the Middle East.

Air Force has also provided support in times of need. Recently Air Force members contributed to relief efforts following the Victorian bush fires and North Queensland floods.

Additionally, personnel have provided crucial humanitarian and peacekeeping assistance in Somalia, Rwanda, Cambodia, Pakistan, Bougainville, Papua New Guinea and Indonesia.

ABOVE: Members of Australia’s Federation Guard hoist the Royal Australian Air Force (RAAF) Ensign up onto the Canadian flagpole. The RAAF Ensign was raised over Lake Burley Griffin at Regatta Point, Canberra on the dawn of the 88th anniversary of the founding of the RAAF.
Scholarship awarded to combat malaria

By Rachel Bowman

Major Alyson Auliff, who joined the Army almost a decade ago as a Scientific Officer, was recently awarded the highly regarded Fulbright Queensland Scholarship to study the parasites that cause malaria in humans. This prestigious award will allow her to undertake a component of her PhD research at the University of South Florida and the Walter Reed Army Institute of Research in the United States.

Alyson is one of 22 talented Australians to receive the scholarship in 2009 which is the largest educational scholarship of its kind, operating between the United States and 150 countries. Her research will focus on developing a novel system to investigate the genetic material that enables malaria parasites to develop resistance to current drug treatments. By developing this new system, MAJ Auliff’s research will then allow further evaluation of new treatments to combat the drug resistant strains of the malaria parasite, in particular certain Plasmodium vivax strains.

MAJ Auliff grew up in country Queensland and started her academic studies at the University of Queensland with a view to a career in vet science. “I always wanted to study Vet Science as a kid, and growing up in the country, I wanted to work with animals when I was older,” MAJ Auliff said. “But at uni when I was studying for my Bachelor of Science I met a scientist who introduced me to parasitology.”

After studying the parasitic diseases that affect animals, her desire to embark on a career in parasitology developed. Upon graduating from the University of Queensland with a Bachelor of Science with first class Honours in Parasitology, Alyson’s valuable knowledge and research skills in parasitology was a perfect fit to join the Army as one of four ARA serving Scientific Officers, all of whom are based at the Army Malaria Institute (AMI) at Gallipoli Barracks, Enoggera.

The team of scientists, both military and civilian, at AMI conduct research into arboviruses (mosquito-born viruses and diseases) including prevention of and drug treatments for malaria, dengue fever and Ross River fever. MAJ Auliff’s work at AMI since 2000 has been dedicated to malaria research, in particular drug-resistant strains of Plasmodium vivax which are prevalent in Asia.
Malaria is a serious, debilitating and often deadly disease. It is responsible for many deaths in the tropical regions around the world and despite preventative measures taken by ADF members deployed to tropical regions, the ADF still suffers malaria casualties. Although Australia is malaria-free, imported cases of malaria occur regularly and occasionally local transmission of malaria occurs because the mosquito that transmits malaria exists in North Queensland.

In 2006 MAJ Auliff began to work with Professor Adams on the *Plasmodium vivax* malaria. The Fulbright Queensland Scholarship, which promotes mutual understanding through education exchange, will enable MAJ Auliff to continue her work with Professor Adams, at the University of South Florida.

MAJ Auliff said research advancements into *Plasmodium vivax* have been quite difficult to achieve, because “you can’t actually grow it in the laboratory to conduct further research”. Her goal for 2009 – 2010 is to further her research by working on extracting the drug-resistant gene and to transfer this gene into another form of malaria which can be stabilised and grown in the laboratory.

"Once this system has been achieved, drug testing can commence," said MAJ Auliff. Long term, MAJ Auliff hopes that this system will be able to be used to develop better treatments and research other strains of malaria.

"It’s pretty hard, as we don’t really have a decent drug to prevent malaria at this stage, so we rely a lot on the treatment of the parasite,” MAJ Auliff said. “So the goal of this research is to find a better drug to treat this disease.”

Once MAJ Auliff perfects the system allowing laboratory research in the United States, this advancement will be brought back to Australia for use at AMI.

Alyson’s upcoming research, with the support of the Fulbright Queensland Scholarship may lead to a cure for malaria in the future which could potentially save and change the lives of millions of people suffering from malaria, and those living in malaria prone areas. Such a scientific breakthrough would be a tremendous achievement for MAJ Auliff, the Australian Army and the ADF.
It is on operations… where we are integrated into the land battle, that the challenge in being a combat aviator and commander, rather than just a pilot, is fully realised.

– Major Susana Fernandez, Aviation Commander in Afghanistan.

Sky is the limit after commanding aviation deployments

By Lieutenant Colonel Andrew MacNab
The Army Aviation capability (all corps) comprises just more than 10 per cent of women (and less in the Australian Army Aviation Corps itself). Like all parts of Defence, aviation selects personnel for key roles and appointments based on merit, and it is a significant milestone that both aviation operational deployments have recently been commanded by women – Major Fern Thompson in East Timor and Major Susana (Sana) Fernandez in Afghanistan.

Fern and Sana both bring a wealth of experience to their roles, both having flown multiple aircraft types – Fern the S70 and B206, and Sana the CH47 and B206 – and both having served previously in East Timor as pilots.

Major Fernandez said this experience is essential in an effective commander, and her Timor deployment furthered that, where she also gained experience in adapting to changing environments.

Major Fernandez also said these experiences have also given her an insight into the way past decisions and events have shaped the way we operate.

“It has reinforced the need to ensure that aviation activities are conducted on operations as they are in training, and for commanders to have the judgement to determine what is necessary to ensure that the mission is successful,” Major Fernandez said.

Commander 16th Aviation Brigade Brigadier Shayne Elder said this experience, leadership and judgement were keys in determining the competitiveness of both Fern and Sana to command the detachments.

“The aviation capability is blessed with a high calibre of personnel in general, and Fern and Sana are but two fine examples.

“We expect a great deal from our commanders and I am sure that they both enjoy the challenge.”

Major Thompson certainly agreed that her commanding role provided a superb opportunity and challenge that she was honoured to experience.

“It reveals a lot about you and it is the highlight of my career to date. I have achieved true satisfaction seeing each member of the Aviation group develop professionally during the four months and being in a position to make that happen is rewarding,” Major Thompson said.

“It is on operations such as this, where we are integrated into the land battle, that the challenge in being a combat aviator and commander, rather than just a pilot, is fully realised,” Major Fernandez said.

Despite this satisfaction, both members reveal their driving forces are the same as most of us – their families.

Both say their families are their greatest success and this also reveals the added challenges faced by many ADF members – deployments, long hours, exercises and courses which all place significant demands on families.

This requires immense support and understanding from their families and also support and flexibility from the Army. This has included workplace flexibility, mentoring and the use of role models.

Indeed, Major Thompson recently had the opportunity to meet one of her role models – the Commander in Chief, the Governor General, Her Excellency Ms Quentin Bryce AC, who she “admires as a strong and intelligent role model”.

But their success is their own. Clearly, Fern and Sana have shown that it is possible to have a successful career, a successful family life and be successful combat aviators.

LEFT: Officer commanding the CH47 Rotary Wing Group Major Susana Fernandez with one of the CH47 Chinook helicopters at Kandahar Air Field, Afghanistan. Major Fernandez is the first female Australian Army Officer commanding a front line support group in the Middle East. Photo: ABPH Paul Berry

BELOW LEFT: 1st Aviation Regiment Operations Officer and Commander No1 Guard Major Fern Thompson during a parade last year to receive a new Regimental Guidon (Unit Colours) at Robertson Barracks, Darwin. Photo: LSPH Helen Frank

BELOW RIGHT: Members of East Timor Aviation Group 9, headed by Officer Commanding, Major Fern Thompson. Photo: SGT Katrina Johnson
The Australian Defence Force’s intelligence community is one that never sleeps.

From the two watch centres that operate 24-hours, to the depth of day-to-day issues, it is not surprising to hear the person coordinating intelligence support to operations say there is never a dull moment.

“Every day you’re dealing with a set of issues from tactical awareness in Afghanistan to interaction with strategic intelligence agencies to make sure the whole intelligence picture is integrated,” Director General Intelligence Brigadier David Gillian said.

“Every day is different and I get a lot of enjoyment out of the sheer breadth of challenges we have to deal with.”

And we are only dealing with the military arm of intelligence that plays a vital strategic role in supporting operations, where a staff of 130 is housed either at HQJOC near Bungendore or at the Defence Intelligence Organisation (DIO) in Russell.

Currently in the third year of a three-year posting, BRIG Gillian splits his time between the two locations — which reflects his dual role.

“One of our principal responsibilities is to make sure we have a structure in place to properly support operations.

“This includes drawing on our strategic intelligence agencies to provide support at the operational and tactical levels.

“Our staff have a role to play at different levels and the trick is making sure the whole system is integrated, because there are so many unique areas of capability and responsibility that no individual can be the sole subject matter expert,” BRIG Gillian said.

“This support may be maintaining coverage of current events or providing intelligence to support capability decisions. One example that can be discussed is how intelligence assessments on anti-armour threats in Iraq saw bar armour placed on Australian Light Armoured Vehicles (ASLAVs).

This force-protection method is now standard for deployed ASLAVs where the tactical situation warrants it and has proved its worth in giving soldiers the best chance of survival.

“You could be on the watch floor in the Joint Control Centre or one of the DIO desk analysts. It may be a report that comes in via a Major who is the intelligence officer of a task group in Afghanistan or it may be from one of our strategic agencies.

“Either way, their reports provide a key input that can influence the way an assessment is made.

“Our alliance partners also provide key levels of intelligence support and likewise, we play a role in providing expertise back to our allies on issues of importance to them.”

However, the main focus for BRIG Gillian’s military intelligence arm is to know as much as possible about environments in which a threat to the ADF exists.
The Defence Intelligence Organisation (DIO) is an intelligence assessment agency that provides services and advice at the national level. Its mandate is to support Defence and Government decision-making and assist with the planning and conduct of Australian Defence Force operations. DIO is located in Canberra and is one of the organisations within the Intelligence, Security and International Policy Group in the Department of Defence.

DIO is responsible for assessing military intelligence that focuses on global security activity, terrorism, defence economics, military capabilities, and science and technology that has military applications.

DIO’s intelligence product and services help inform its customers on military activities at home and abroad, defence acquisition processes, force readiness decisions, strategic policy, foreign relations and defence scientific developments.

Regardless of the size of an ADF deployment, understanding the threat environment for a small mission such as Darfur is as necessary as for larger operations such as Afghanistan. Commanders need high quality intelligence to help protect our soldiers, sailors and airmen and women, wherever they are.

BRIG Gillian also said a question mark can remain over some forms of intelligence until a corroborating report comes to light. This may in turn be used to inform capability development processes and not necessarily drive immediate responses in an area of operation.

“We’re the heard but not often seen part of Defence, but it is all for good reason,” BRIG Gillian said.

Ross – Head of the Global Operations Branch in DIO:

“I have been in DIO since 2005 when I joined the organisation following a 32-year career as an infantry officer in the Australian Army.

Under DIO’s mandate, the Global Operations branch provides all-source assessment to support the planning and conduct of ADF operations and deployments including in Afghanistan, as well as strategic policy and decision-making. Primary customers include the Minister for Defence, Secretary, CDF, Chief of Joint Operations and deployed forces.

During my Army career I deployed to the Middle-East as a UN observer in the 1980s and later served as the Chief of Operations and Plans in the Australian National Headquarters during the planning and conduct of Operations Falconer and Bastille in 2003. These deployments spurred an interest in Middle-Eastern affairs which led me to pursue a career in the intelligence community. In addition, my previous command and joint appointments in the ADF were a perfect fit for me to join DIO. At the time DIO was becoming increasingly focused on supporting joint operations and I had a deep understanding of the sort of intelligence support commanders needed.

It’s a fantastic job because each and every day brings new challenges. We are providing intelligence assessments that are helping the government and the senior Defence leadership make the best possible decisions and at the same time we’re helping our deployed forces achieve their missions and keep our troops safe. This is what really motivates us. Plus we are working with great people who are working together to achieve this shared goal.”

David – team leader within DIO:

“I joined Defence in 2003 through the Graduate Development Program and have been at DIO since early 2006 following employment in the CFO and CIO Groups.

My team works closely with BRIG Gillian’s personnel in Intelligence Branch to support a number of ADF deployments. Our work directly supports operational planners, deployed personnel and strategic decision-makers.

I’ve always had an interest in strategic issues and working in DIO has been an ambition since joining Defence. Working in DIO allows me to operate at the forefront of issues affecting Australia’s security with an immediate and visible impact on Defence and Government decision-making. I also enjoy working with a lot of other highly-motivated and highly-competent people and in an environment that requires engagement across Defence and Government.”
Defense Support Group

An important part of the operational success, along with contributing through construction, humanitarian assistance or combating insurgency, is that our forces operate within the confines of international legal obligations.

ADF Legal Officers are deployed to provide crucial legal support and also provide advice on how Australian force elements conduct their operations in a legally compliant manner. It covers a wide spectrum ranging from international humanitarian law, explanation of rules of engagement, and interpretation and application of various ADF and Coalition orders, directives and policies.

In the Middle East Area of Operations (MEAO), the Australian Joint Task Force (JTF) has more than half-a-dozen legal officers currently deployed. Wing Commander Duncan Blake recently replaced Commander Fiona Sneath as the chief legal adviser, an appointment supported by six legal officers attached to various task forces or groups located in Afghanistan, the Persian Gulf and other areas in the Middle East.

Squadron Leader (SQNLDR) Peter De Waard has deployed to the MEAO twice in the five years since finishing Officer Training School. Peter deployed with the C-130 Hercules Air Lift Detachment in support of Operation Catalyst in 2005 and, in 2008 he deployed with the AP-3C Orion Maritime Patrol Aircraft Detachment in support of Operations Catalyst and Slipper.

“My primary focus during each deployment was to provide timely and accurate operations law advice to my Commanders, executive staff, force protection staff and aircrew, to assist them in achieving their mission,” SQNLDR De Waard said.

“This required an understanding of the international law context in which the task group missions were taking place and a thorough knowledge of the many rules of engagement that applied to the different areas where the task groups operated, including: Special Instructions, Diplomatic Clearances, Orders for Opening Fire, Targeting Directives, Detention Policies, Coalition Agreements, Status of Force Arrangements, Memoranda of Understanding with the host nation, and host nation laws.

“The challenge was to brief this information to task group personnel in a manner that was easy to understand and relevant to their individual roles,” SQNLDR De Waard said.

The other core areas of practice for any legal officer on deployment include discipline and administrative law. Although these areas are not as exciting as operations law, their importance in a deployment context should not be underestimated.

“Commanders are now aware, more than ever, that if administrative and disciplinary action is not handled correctly, it can lead to inefficient use of limited staff resources, a break down in discipline and poor morale within a task group,” SQNLDR De Waard said.

Deployment with the Navy is equally challenging. Lieutenant Commander (LCDR) Rachel Jones has been deployed with Task Force 158, and then Task Force 152, since 2009. For LCDR Jones, the experience has been rewarding and demanding, requiring her to be across the key points in the rules of engagement of different nations.

“By fulfilling my role, I ensured my Commander understood the various flexibilities and limitations of each of the contributing nations so that he could task them to best effect,” LCDR Jones said.
“My primary focus during each deployment was to provide timely and accurate operations law advice to my Commanders, executive staff, force protection staff and aircrew, to assist them in achieving their mission.”

– ADF Legal Officer Squadron Leader Peter De Waard

“This is really interesting, as we strive to understand our different nations’ respective legal positions and, by doing so, come to a better understanding of our own nation’s positions.”

Working with coalition colleagues is also an important part of the experience for legal officer Major (MAJ) Lachlan Mead who is attached to the Mentoring and Reconstruction Task Force (MRTF). MAJ Mead, along with Dutch legal officers, provides mentoring to an Afghan National Army (ANA) legal officer to assist him to train the ANA in the laws of armed conflict, supervise the operation of the ANA Military Justice Code, and give general advice to ANA commanders on legal issues.

“The main focus of my work is to provide advice and training to MRTF commanders, staff officers, and soldiers to ensure that the planning and conduct of operations by the MRTF is in accordance with ADF rules of engagement, supporting policy and directives,” MAJ Mead said.

MAJ Mead views the practical aspects of operations that require the input of legal officers to include decisions to use lethal force, targeting decisions, the searching of local nationals and their premises and property and assistance in the gathering of evidence if required.

Legal advisors on deployment are not restricted to solely performing legal functions, with legal officers in the Navy and RAAF often assigned secondary duties. LCDR Jones, for example, is also the Task Group’s Public Affairs Officer and Visits Liaison Officer.

SqnLdr Robert Kalnins undertook various secondary duties at the Command Post at Kandahar Airfield (KAF), where he worked with members of different categories.

“This role provided me with significant experience in the management of personnel and also expanded my knowledge of the different roles performed by members of the ADF,” SQNLDR Kalnins said.

Flight Lieutenant (FLTLT) Haidee Martin also experienced secondary duties when deployed to the KAF in Afghanistan, as entry check point duty, Task Group Watchkeeper, Public Affairs Officer and Mortuary Affairs Officer.

This expansion into non-legal roles reflects both the ability of legal officers to multi-task and the general acceptance they gain through successful common military training and experience.

With today’s complex operational environment and increasing operational tempo, the need for competent and capable legal advisers continues to grow and, as long as conflicts continue to take place in such complex environments, legal officers continue to be relevant and meaningful in their support to the ADF in operational environments throughout the world.

SQNLDR De Waard, SQNLDR Kalnins and FLTLT Martin have since returned to Australia.

Defence Legal, part of Defence Support Group, is an integrated national in-house legal service staffed by Australian Defence Force and Australian Public Service personnel. Defence Legal consists of 137 Australian Defence Force Legal Officers, 128 other permanent staff and 390 Reserve Legal Officers, who serve in over 50 different sites, in commands, bases and units across Australia, and overseas, including on deployment (figures correct as at 30 January 2009). Further information about Defence Legal, including the services it provides, is available on the Defence Legal intranet site http://intranet.defence.gov.au/dsg/sites/DLD/
When scientists swap their lab coats for body armour and deploy overseas with the ADF, they still proudly carry the banner of the Defence Science and Technology Organisation (DSTO). These scientists join with ADF analysts to deploy as part of Operations Analysis Teams in support of deployed Commanders.

However, DSTO’s support to operations isn’t just about scientists deploying into operational theatres. Support to operations also involves the provision of specialist technical and scientific advice to enhance mission effectiveness, and much of this leads to the rapid acquisition or modification of equipment that is used in the field.

A core team of some 10 scientists, military and support staff work in the DSTO Operations Support Centre (DOSC) to meet requests for Science and Technology (S&T) support from deployed Commanders, collect and analyse operational data, co-ordinate S&T support from other areas of DSTO, train and maintain a pool of suitable analysts, and support operations through Reachback.

**Requesting support**

To get the ball rolling in providing a technology solution or advice to deployed forces, a deployed commander prepares an Operational Science and Technology Support Request (OPSTSR). These can only come from deployed Commanders or ADF capability managers and require 2-star sign-off from HQ Joint Operations Command.

Tim Brown, who co-ordinates the OPSTSR program, says that this is the first step in getting assistance to help solve science and technology-related problems encountered on operations.

“On receiving an OPSTSR, we pull together a project team comprising scientists from across DSTO,” Tim said.

“We access scientific and engineering expertise from all DSTO Divisions and focus on getting the best solution in the quickest turnaround time.”

Some solutions have included work on improving personal protective equipment, bolstering armour (and even seating) in deployed air and ground vehicles, and analysing ‘human terrain’, which involves understanding the culture and politics of a community in operational areas.

Not only do project teams work on solutions from DSTO sites across Australia, but OPSTSRs may require DSTO scientists to visit operational theatres as part of ‘fly-away teams’, or deploy there as operational analysts for several months.
Fly away or deploy?

When a project team is required to visit an operational theatre but does the bulk of the scientific development of a solution in Australia, a small ‘fly away team’ is deployed. This usually consists of the project team leader and selected team members.

Recently deployed to East Timor for nine days, OPSTSR team leader Jaci Pratt has been working on improving the ADF Intelligence processes and tools in East Timor. She found the work to be a great opportunity to work with and assist defensive personnel in the field, as well as to broaden her experiential base and bring back operational knowledge to share with her DSTO colleagues. Jaci found the short term operational support suited her personal circumstances well.

Operations analyst Drew Knight, who was deployed to East Timor for four months last year, agrees that it is an interesting balance between family and work, but that his deployment gave him an immense appreciation of how tough life is for ADF troops.

“It reinforced my commitment to not only providing the best possible advice to Commanders in the field, but also to bring what I’ve learnt back to the labs to share with my colleagues,” Drew said.

Since 2005, more than 60 civilian and military operations analysts have deployed on ADF operations around the world. However, analysts don’t grow on trees.

From the lab to the battlefield

Taking scientists out of a laboratory and putting them into the field requires a rigorous process of selection and training. This responsibility lies with Lieutenant Colonel (LTCOL) Jack Gregg, who is in charge of training and sustaining a pool of deployable civilian and military analysts.

LTCOL Gregg said that that preparing operational analysts for the challenges that await them in an operational environment has been an iterative process, backed by a combination of lessons learned from returned analysts, feedback from Commanders in the field, and understanding the tenets of Operational Art.

“The annual course that we have developed over the years has come a long way since our first deployment,” LTCOL Gregg said.

“Along with the Defence scientists and military attending the course, we now have observers from Canada, Sweden, Germany, Norway and Britain studying how we prepare our analysts.”

A significant element of the Australian model is the ability for operational analysts in theatre to leverage the significant DSTO science and engineering expertise in Australia.

Supporting the deployed analyst from Australia

No one scientist can be an expert in everything, so DSTO developed an Operational Reachback Program where DSTO scientists can work on problem-solving back home.

Reachback Team Leader, Paul Rogers, said that when analysts are faced with a problem-solving task that is not aligned to their skill set, or the tools they have with them, then the task comes back to the Reachback Team based in Adelaide.

“Where the Reachback Team cannot provide a particular skill set for the task, the full weight of DSTO’s pool of over 2,000 scientists and engineers then comes into play,” Paul said.

The Chiefs of DSTO Divisions are asked to contribute staff with the relevant expertise to help find a timely and effective solution that can be fed back to the deployed analyst who, in turn, provides advice to the ADF Commander.

Paul said that the ability to draw from all DSTO staff to contribute to finding a solution that can be used in the field is the lynchpin of the Reachback Program.

“Another key to the success of the program is the corporate memory of deployed analysts that is captured and added to the greater pool of knowledge managed by the Operational Data Exploitation team in DOSC,” he said.

Applying novel analysis to battlefield data

Knowledge management is the acquisition and storage of information (or data) that can then be readily accessed at a later date. Operational Data Exploitation (ODE) provides a data management and analysis capability to assist DSTO’s Operational Support community.

ODE Team Leader, Kathleen Zyga said that ODE employs all types of analysis techniques, including geospatial, temporal, statistical, data mining, information extraction, and futures forecasting to support deployed forces, HQ Joint Operations Command and the Counter Improvised Explosive Device Task Force. “This analysis can be provided to decision-makers in the form of a report, or applied to further scientific investigation,” Kathleen said. “This includes investigating emerging enemy tactics, from which planners can develop effective countermeasures.

Commitment and dedication

The four core elements of the DOSC are staffed by dedicated scientists, engineers, support staff and ADF members, who work tirelessly to get the best science and technology solutions into theatres to support the ADF.

But the dedication and commitment doesn’t stop there. DSTO as a whole supports operations with Division Chiefs allocating their (sometimes stretched) resources, often at short notice, to make sure the ADF get immediate, effective solutions in extremely tight timeframes, while continuing to work on enabling research for future capability.

ABOVE: The Synchronized Handheld Information Repository & Local Observation Collator is an information tool that runs on PDA devices, designed for soldiers in the field through the Reachback program. MAIN: DSTO scientist Mitch Ferry on deployment in Afghanistan 2008.
PRE-DEPLOYMENT TRAINING

92 Wing

A force to be reckoned with

By Flight Lieutenant Jaimie Abbott

The Air Force’s 92 Wing Force Preparation Training is a lifesaver.

All personnel deploying to the Middle East Area of Operations (MEAO) have to complete pre-deployment training, and for the Air Force Surveillance and Response Group, it means regularly rotating through this training for those assisting with Operation Slipper.

Training lectures are conducted biannually at RAAF Base Edinburgh, with personnel required to undertake mandatory lectures before they will be force assigned for deployment. Air Lift Group and Combat Support Group also conduct Force Preparation Training.

During the four-day course, personnel receive critical training from varying Defence and civilian presenters in a variety of subjects. They also undergo a range shoot.

Officer in Charge, 92 WG Force Preparation Cell, Flight Sergeant (FSGT) Shane Armstrong said the 92 Wing members deploying to the MEAO are required to complete all components of Force Preparation by one month prior to their date of departure.

“Arranging and facilitating Force Preparation Training for 92 Wing members is relatively seamless given we have been involved in MEAO operations since 2003,” FSGT Armstrong said.

“A significant number of both 92 Wing aircrew and maintainers are deploying to the MEAO for their 4th or 5th time and appreciate the need to complete all facets of pre-deployment training within prescribed timeframes.”

It’s the same situation for 41 WG, where operational, maintenance and support personnel are repeating their standardised Force Prep training for another year, before deploying to Kandahar, Afghanistan to work in the Control and Reporting Centre (CRC)

Since an Advance Party moved into Afghanistan in April 2007, 41 WG staff have completed four or six month stints in the CRC, where they provide air surveillance and air battle management for operations.

This has included air-to-air refuelling and safe transit of military aircraft throughout the operational area. These operations are supported and enabled by maintenance, logistic, administrative, legal, ground defence, chaplaincy, and medical personnel.

41 WG Force Prep Organiser, Warrant Officer (WOFF) Jamie Mullins said that there are also planned family information nights, where loved ones are given all the information and support they need.

“We tell participants at the start of the week that they will pretty much learn everything there is to know about the deployment, both professionally and personally,” WOFF Mullins said.

Care to comment?

Do you have an opinion on these stories? If so, we are seeking your constructive and concise comments in a ‘Letters to the Editor’ section. Please send via email to: defence.magazine@defence.gov.au
Minister launches strategic policy collection

On 16 March 2009, Minister for Defence the Hon. Joel Fitzgibbon MP launched a collection of declassified strategic defence documents that shed light on Australia’s defence and strategic policy for the period of 1946 to 1976.

Drafted by uniformed officers and civilian public servants, the papers in A History of Australian Strategic Policy since 1945 represent the views of the Defence hierarchies of their time about the principles underlying defence policy. These principles include the circumstances under which Australian armed forces might be used, and the kinds of forces and capabilities Australia should develop.

The papers were all submitted to the government of the day for consideration, so they provide an insight into the interface between the government’s policy directive and Defence’s professional advice.

“Tonight we are launching documents that shed light on Australia’s defence and strategic policy for the period of 1946 to 1976,” Mr Fitzgibbon said.

A History of Australian Strategic Policy since 1945 has a limited print run and is not available for purchase. It is available for download from the Defence website at: www.defence.gov.au/strategicbasis.

Excerpt from: A History of Australian Strategic Policy since 1945

Appreciation of the Strategic Position of Australia (1946)

Editor’s Introduction

The 1946 Appreciation was endorsed by the Chiefs of Staff Committee within months after Japan’s capitulation, and sent to the Prime Minister before the 1946 Commonwealth Conference. It pre-dated the rapid deterioration of relations with Russia and the communist victory in China, and did not yet discuss the implications of decolonisation, or of the atomic bomb (paras 59, 80, 103, 122). The basic tenets of post-war defence strategy it developed thus bore strong resemblance to Australia’s pre-war policy, adapted to the new world situation.

Australia was protected by its geographic situation and the collective security system of the UN (paras 9, 32). However, it was ‘unable to defend herself unaided against a major power’, and should the UN become dysfunctional, its security was intrinsically linked to that of the Empire as a whole (paras 1, 3, 20, 35). Given the experience of the world wars, explicitly no reliance was placed on assistance forthcoming from the US, although it was ‘essential’ (paras 23, 24, 46, 77, 89). The USSR was identified as the only major power that ‘is a potential enemy of the future’, which could pose threats to the Empire ‘in Europe, the Middle East, India and, if Russia develops sea power, in the South Pacific’ (paras 45, 53). This required ‘Australia to throw her maximum effort into the area in which her forces are most required’ in accordance with a co-ordinated and prepared plan for Empire defence, even taking risks, if necessary, ‘to the security of the homeland’ (paras 3, 4, 19-21, 28, 29, 64). In the Pacific, Commonwealth strategy would be based on the maintenance of Empire lines of communication, initial offensive action from forward bases in the Formosa-Shanghai area, and mobilisation of the Empire’s war potential (paras 68, 87). It was recognised that ‘dominance of China by Russia would constitute a grave danger to the Empire’ (para 94). This would make French Indochina ‘of great strategic importance in preventing a serious threat to Malaya (and ultimately to Australia) from developing’ (para 87).

Australian forces should be developed for their contribution to the wider strategic plan, with standardisation of organisation, equipment, and training throughout the Empire, and would then be adaptable to home defence ‘without material re-organisation’ should the need arise (paras 30, 109, 109). They should be either permanent forces, or be able to ‘move within the time limit which the international situation permits’, without the need to re-organise or raise a special force for overseas duties (paras 49, 110). The force structure recommendations were ambitious compared to the forces Australia had maintained before the war. The Navy should provide aircraft carriers with escorts and fleet train, vessels for the protection of shipping, and amphibious transports. Army formations should be capable of operations in ‘normal terrain’ and amphibious operations, and be able to re-configure for jungle warfare. The Air Force should comprise a ‘Mobile Task Force, including units for long range missions and transportation, ready to move wherever required’, as well as defence of ‘bases and focal areas against sporadic air raids’ (paras 128-129).

Above left: Ms Rebecca Skinner, First Assistant Secretary Strategic Policy; Mr Ric Smith, former Secretary of Defence, and Professor Hugh White, former Deputy Secretary Strategy.

Above right: Dr Stephan Fröhling and Minister for Defence, the Hon Joel Fitzgibbon.
An enduring operational challenge for the ADF is to have members trained and ready to deploy at short notice.

For those men and women deploying on land-based operations without the assistance of a formed body they are highly reliant on operation-specific Force Preparation Training (FPT) managed by Force Preparation Company (FPC), 39 Personnel Support Battalion (39 PSB).

FPT is a mandatory requirement for personnel deploying on operations. It recognises that the ADF has a duty of care to ensure that personnel have achieved the required deployment baseline standard.

In 2008, more than 7000 people conducted FPT reflecting the tempo of units on operations and those units, such as 39 PSB, providing support to operations.

While ADF members were the main customers, a diverse group of civilian attendees including politicians, members of the Australian Federal Police, Defence contractors, Australian Quarantine and Inspection Service, AusAID and entertainers also received this training.

Courses are typically conducted at Randwick Barracks, Sydney, for two to four days in duration.

FPT involves a combination of theory and practical training, providing the opportunity for individuals to administratively and psychologically prepare for their deployment.

Subject matter experts from a range of ADF units support the course by providing the latest information on the threat, environment, culture, legal considerations and psychological preparation. Practical training is conducted on weapons and first aid. The course also provides an opportunity to fit and issue theatre specific equipment and clothing.

“Force Preparation Training is constantly evolving, reflecting changing operational needs and feedback received on the training,” according to Officer Commanding FPC, Major Steve Wilson.

“Staff within the unit understand the importance of preparing members of the ADF for serving on operations and have done an excellent job performing their role over a period of sustained tempo.”

39 PSB’s support to these individuals doesn’t stop at the end of the FPT. Support Company (SPT COY), also based in Randwick, continues to provide administrative and logistic support to all Minor Overseas Contingents (MOC). This includes a diverse group of more than 80 individuals deployed in Israel, Egypt, Sudan and East Timor. The support is like that of a Battalion HQ to its dependant companies. All pay, personnel administration and equipping is conducted through SPT COY while the MOC is deployed.

All deployed individuals will receive RSL care packages and weekly cartons of magazines and DVDs. These have been collated, packaged and sent by the Media Support Cell within 39 PSB. In this way, the Battalion continues to provide direct welfare support to all deployed personnel around the world.

Additional information regarding FPT can be found via the Army Intranet site.

Well prepared and equipped

Thanks to 39 PSB

By Major Reece Young

ABOVE: A member of 39 PSB demonstrates basic resuscitation during mandatory training for personnel deploying on operations.
Force Preparation Training is constantly evolving, reflecting changing operational needs and feedback received on the training, staff within the unit understand the importance of preparing members of the ADF for serving on operations and have done an excellent job performing their role over a period of sustained tempo.

— Officer Commanding FPC, Major Steve Wilson.

Practice makes perfect for these personnel on the firing range as part of their force preparation training.
Cooking for up to 150 people a day, using very basic kitchen facilities, must present some serious problems but Corporal Steve Smith, from Darwin, not only manages, but turns out meals that regularly draw compliments from the customers. Photo: Kevin Piggott
WE SUSTAIN

It is a simple motto for the Australian Army Catering Corps (AACC), yet it encapsulates a 66-year commitment to providing our soldiers with “good tucker”, ensuring they are fueled and ready operations.

The AACC’s experience is as varied as their culinary delights. They have prepared, cooked, and served thousands of meals to our troops in places like Baghdad and Rwanda, as well as in Somalia, Sumatra, East Timor and the Solomon Islands.

With only limited AACC personnel deployed in catering support roles, the AACC’s focus has been on sustaining our troops during training exercises across Australia. The Corps also provides expert catering technical advice to commanders and staff.

Technical Catering Warrant Officer (WO1), Phil Smith from the Defence Catering Policy Cell within Joint Logistics Command’s Strategic Logistics Branch, said that catering is a critical contributor to the morale, health and wellbeing of Army’s personnel.

“Good, nutritional food affects our combat capability and our operational readiness, and we see it as a combat multiplier,” WO1 Smith said. “We’re not the all singing all dancing, but whether we’re in the bush or back at base, we’re there in the background providing moral to the troops through good tucker.”

During a typical exercise, WO1 Smith said soldiers would breakfast on a range of cereals, fruit and hot choices like poached tomatoes, pancakes, baked beans, pasta bake, and grilled bacon—all designed to fuel them for the hard day ahead.

“We do a lot of bush time, from one end of Australia to the other,” WO1 Smith said. “And for lunch and dinner soldiers are assured a nutritionally-balanced meal through a selection of foodstuffs like grilled meats, stir fries, lasagne, combined with a good selection of vegetables, salads, fruits and hot and cold deserts. It is the cook’s role to ensure the meal served is as close to what the soldier would eat at home”

“We’re the wheels behind the machine that keeps everyone happy. We’re the iron chefs of the bush, and have to be adaptable to any situation.”

Prior to 1943 cooks were drawn from problem soldiers or wounded soldiers whom were for one reason or another were unable to carry out their duties. Rarely did a soldier of any quality or ability volunteer for this despised trade. As such the quality of food prior to trained chefs of the AACC was poor.

In July 1939, LT Sir C. Stanton Hicks, a prominent Professor of Human Physiology and Pharmacology at Adelaide University, was appointed the District Catering Supervisor of the 4th Military District in Adelaide. He took practical steps to ensure that essential nutrients were included in the ration scales and were retained throughout the cooking process.

He recognised that to improve the feeding of the Army it was necessary to get good soldiers to be cooks, to improve the standard of cooking equipment used in the field and in barracks, to improve the standard of training with a more scientific approach and to improve the quality of the rations made available to soldiers.

His first task was to raise the standard of the cook by recruiting catering managers direct from civilian industry. Hicks wrote proposals and gained support to have suitably qualified cooks promoted and paid a tradesman rate. Through Hicks’s influence, barracks kitchens were also upgraded with a new type of cooker, the static Wiles steam cooker.

“Training was improved and instead of soldiers travelling to cookery schools, mobile training was commenced with cookery instructors going to the units,” WO1 Smith said.

“Ration scales were improved through the introduction of additional commodities selected for their nutritional value.”

Today, nutrition remains vital, and much work goes into making sure our soldiers are nutritionally equipped for any task.

- Technical Catering Warrant Officer (WO1), Phil Smith

Good contracts mean good food

Providing approximately 2700 fresh meals to about 900 Australian and NZ troops every day across East Timor is all dependent on well written, quality contracts—according to Catering and Garrison Services Contract Manager, Navy Lieutenant Peter Moy.

“It’s imperative that we have different contracts designed for each area of operation,” LEUT Moy said.

“If you have a poor contract that doesn’t take into account operationally unique factors, we don’t have a leg to stand on when we get the wrong level of service.”

Having recently returned from deployment, LEUT Moy was the contact between the food and our soldiers in East Timor. He was responsible for ensuring that fresh Australian produce made the trip from Darwin to Dili, and into the hands of Local Employed Civilians, or LECs, who are contracted to prepare and cook quality, nutritious meals.

“It was our role to make sure that the food is purchased at the prescribed price, and that it is produced and cooked and served in a safe controlled environment,” LEUT Moy said. “Ensuring our delivery times were in line with our contracts was one of our main focuses.”

“If there was a glitch in that system, food could travel onto Singapore then come back, so that turn around would be delayed by about 14 days.”

LEUT Moy reported that our soldiers in East Timor have been consistently impressed with the quality of LECs and their professional standards.

“The real level of service, where the troops are really pleased, is with the local employees; the kitchen hands, cooks, and the dining room staff,” LEUT Moy said. “Even though it’s in a grass hut so to speak, they still provide an exceptional level of service, and the standard of food is just excellent.”

Defence Catering Policy Cell

In 2004, the responsibility for Joint Catering Policy was transferred from the Defence Materiel Organisation (DMO) to the Strategic Logistics Branch within Joint Logistic Command. The move was designed to ensure standard policy and procedures for all catering activities throughout the ADF.

The Defence Catering Policy Cell (DCPC), a team of catering specialists within the branch, will soon release the Defence Catering Policy Manual. The manual will enhance cooperation and interoperability between the Services and contracted commercial providers, as well as giving Defence commanders a framework to help govern the activities of their catering personnel.

Other key roles for the DCPC include:

- Conduct of the Defence Catering Working Group
- acting as Service Representatives on the Defence Ration Scales and Defence Food Specifications Committees, and the Catering Fleet Configuration Control Boards
- conduct of quality assurance reviews of catering services performance, both military and commercial, and
- representing joint catering requirements to the Defence Nutrition Research and Development Review Committee.

www.defence.gov.au/defencemagazine
Food Safari at sea

By Jack Foster

Think of the meals you like to eat at home, and even some you like to eat at your favourite restaurant, and you will probably find them in the menu onboard a Navy ship.

— Fleet Supply Officer
Commander Tony Davidson
Nothing beats waking up to the smell of freshly baked bread wafting through a ship while at sea, according to Navy’s Fleet Supply Officer, Commander (CMDR) Tony Davidson, who, with more than 25 years Navy experience, believes that the provision of good food is fundamental to a successful deployment.

“Providing quality food while at sea is critical,” CMDR Davidson said. “In an environment that often suffers from groundhog day, dining tends to become one of the highlights of the day as it is a key opportunity for socialising with the rest of the ship’s company.

“Ensuring that good food is served is one of the key contributors to the morale of the crew.”

The size of the catering team depends upon the crew size, and for most large warships the team consists of between eight to 10 personnel lead by a Chief Petty Officer Cook or Petty Officer Cook, supported by two to three Leading Seaman and five to six Able Seamen.

Their day starts at about 0530 and goes through to about 2000 with one of the Able Seaman detailed off to work a night shift as the Night Cook. Breakfast, lunch and dinner are provided as well as a midnight meal for those up and about at that time, plus the odd afternoon tea every now and again.

“The Senior Cook’s aim is to provide a reasonable amount of choice,” CMDR Davidson said. “He or she will develop a comprehensive menu that encompasses a six week period and within that period the aim is to avoid repetition, taking in consideration meals that are popular with the crew, and ensuring that the majority of tastes and dietary requirements are catered for.”

“Think of the meals you like to eat at home, and even some you like to eat at your favourite restaurant, and you will probably find them in the menu onboard a Navy ship.

“Cost is a factor that the Senior Cook needs to keep in mind so lobster and caviar tend not to feature.”

All classes of ships in the RAN are fully self contained for certain periods of time, dependent on fridge, freezer and storeroom capacity on board.

“For our major fleet units such as the ANZACs, the FFGs and our tankers and amphibious ships they generally can sustain themselves at sea for about 40 days if they need to utilising the full storage capacity of their fridges, freezers and storerooms,” CMDR Davidson said.

On deployments which involve extended periods at sea, such as to the Middle East Area of Operations (MEAO), food stores are replenished while at sea, rather than going into port. CMDR Davidson explained how these ‘Vertical Replenishments’ operations, or VERTREPs, remain one of the most challenging activities for a ship’s company.

“These are pretty intense operations,” CMDR Davidson said. “A ship, generally a US Navy replenishment ship, comes out from a port in the Middle East, steams in close proximity to our ship.

“Using a helicopter and cargo sling nets, anywhere between 10 to 30 pallets of frozen, dry, and fresh food are delivered on to our flight deck in a series of underslung loads, followed by some heavy lifting by most of the crew to get the stores down below, into storage and out of the weather.”

CMDR Davidson added that unpacking these pallets and stowing the goods below can take between one to three hours to complete, and will involve the majority of the ship’s company forming a human chain.

“This evolution is often happening while the ship is being refueled by the replenishment ship which is steaming a parallel course 50 to 100 metres of the side of our ship,” CMDR Davidson said.

“Fuel being pumped, helicopters operating over the deck with heavy loads, and with those heavy loads being moved off the Flight Deck, safety becomes a key concern.”

Chief Petty Officer (CPO) Chris Pollock has spent more than 20 years cooking in the Navy, and said that the food delivered during these replenishments comes with its challenges.

“The food we get delivered while in the MEAO comes from a contractor, and is sourced by the contractor from all over the world,” CPO Pollock said. “We were getting meat from Brazil, America, Australia, New Zealand, lettuce from Belgium, carrots from Australia, and citrus from Spain.”

“It was phenomenal to see all types of food coming from all over the world, and it means that in many cases, we get what we can get.

“But you train your entire career for deployment, so you get a sense that these sorts of challenges are what it’s all about.”

Just as in many households, variety at mealt ime is important. And while most meals at sea are eaten in the ship’s café and messes, CPO Pollock said the cooks do mix things up occasionally.

“We usually have a ‘steel deck barbeque’ set up on the flight deck once or twice a deployment,” CPO Pollock said. “This includes a big mixed grill arrangement with salads and cold drinks.”

Also as important, is providing the more popular meals for a ship’s company.

“They love their chips,” CPO Pollock said. “Roasts are always popular and chicken parmigianas.”

“If you give sailors and soldiers these meals on board, in moderation of course, they’ll love you for life.”

And if Gordon Ramsey decided to come on board for a look?

“I’d think he’d feel at home with some of the expletives going around, but he’d be surprised with how much we do, how we go about it, and the quality of food we produce,” CPO Pollock said.

“Not only do we cook, but if needed, we have cooks who are part of the Standing Sea Fire Brigade who fight fires onboard, we have medical guys, we have cooks in the flight deck crew who help land helicopters, and we also have cooks who go out and help load the guns.”

Fast food facts

**HMAs Parramatta:**
Operation Catalyst/Slipper rotation 18 August 2008 – 18 February 2009

- 83,000 meals served
- 1.1 tonnes of frozen chips
- 66,600 eggs
- 250 kilograms of coffee
- 2.3 tonnes of flour
- 1.2 tonnes of rice
- 1.2 tonnes sugar
- 7080 litres of milk
- 300 kilograms of Milo
- 1420 litres of cordial
- 90 kg crushed garlic
- 500 litres of fryer oil
- 600 kg ice cream powder
- 10.1 tonnes of meat
- 3093 packets of chips
- 8607 chocolate bars
- 26,135 canned soft drinks

*Facts provided by Lieutenant Commander Mark Delphin, Parramatta Supply Officer.*
FLYING HIGH

By Shelley Daws
When Defence receives a request for urgent Air Mobility support for tasks such as search and rescue, it is the Air Mobility Control Centre who gets the Royal Australian Air Force’s Air Lift Group airborne.

Operating nationally and internationally, the Air Mobility Control Centre (AMCC) coordinate and manage tasking requests to Air Lift Group (ALG). With primary responsibility for providing aeromedical evacuations, air-to-air refueling, airborne operations, air logistics support, joint personnel rescue and national support commitments, ALG also undertake operations in support of the civil community and other Government agencies.

Director Air Mobility Control Centre Group Captain Peter Wood said the role was a challenging one.

“Air Lift tasking by its very nature is dynamic. It’s a challenging role where situations change rapidly,” GPCAPT Wood said.

The AMCC controls about 3500 missions a year, and each day directly tasks and controls the C-130, C-17 and Caribou fleet of aircraft, and provide planning, organisation, control and monitoring support to air lift and (when the KC-30A comes into service) aerial refuelling missions.

In the past 12 months, the AMCC has managed a variety of interesting and challenging air lift missions in support of Defence operations both nationally and internationally. This includes a vital role in the Middle East by transporting cargo and personnel, repatriating the remains of Australian soldiers killed in Afghanistan and providing support to critical military exercises.

While the majority of AMCC’s tasking is focussed on supporting Defence operations and exercises, it also provides humanitarian assistance. Earlier last year, as part of Operation Nargis Assist, an ALG C-17A Globemaster transported two United Nations helicopters to Thailand to help cyclone-affected Burma. More recently the AMCC controlled ALG aircraft providing assistance to the North Queensland floods.

GPCAPT Wood said providing centralised control of the ALG capability was a balancing act.

“Because we have a limited air lift fleet, it can be a juggle to provide the most efficient and effective response to operations and other requests, and individual air lift missions can take between half a day to several weeks to complete,” GPCAPT Wood said.

In February this year the AMCC deployed two C-130 Hercules aircraft to the United States for Exercise Red Flag, conducted over the deserts of Nevada. Exercise Red Flag is the highest level of air combat training in the most realistic simulated war scenario, and was conducted at a multi national level involving the United States, United Kingdom, Canada and Australia.

“Two of our Hercules were involved in air combat air lift missions into the Exercise area, evading ‘enemy’ fighters and landing on semi-prepared airstrips in both day and night situations,” GPCAPT Wood said.

“This exercise provides important training for our ALG pilots who need to be skilled at landing their aircraft on a variety of surfaces including unsealed and rough airstrips in remote locations.”

GPCAPT Wood said he enjoyed working with the AMCC describing his job as very rewarding.

“The AMCC is a really interesting area to be involved with as it fulfils a very important function providing centralised control of ALG assets to complete missions of vital importance in support of both ADF capability and broader national and community interests,” GPCAPT Wood said.

Air Lift Group - the body responsible for supplying military fixed-wing transport for the Australian Defence Force - operates worldwide.

As of 2010, it will be in command of 38 aircraft, covering a range of capabilities, from evacuated injured personnel from rough airstrips to transporting masses of cargo and offloading tonnes of fuel to another aircraft midflight.

Often, this means crossing international boundaries, maintaining tight schedules to meet crew duty deadlines, all the while respecting airframe limits.

The responsibility for making sure these demands line up belongs to Air Mobility Control Centre (AMCC).

Located at RAAF Base Richmond, AMCC was formed in October 2005 from the Operations Cells of the RAAF’s two air lift Wings - Nos. 84 and 86 Wing.

It falls under command of HQ Air Lift Group, but acts under control of the Air Operations Centre (in Canberra) at Joint Operations Command.

Made up of different cells including Plans, Operations, Mission Support, Air Load Coordination and VIP Operations, its role is to schedule and support mission management of airlift and air-to-air refuelling for the Air Force.

The AMCC is commanded by Group Captain Peter Wood, Officer Commanding of No. 84 Wing, as Director AMCC (DAMCC). He is assisted by Wing Commander David Howard - Deputy Director AMCC - to oversee day-to-day operation of the AMCC.

AMCC is the authorised agency to generate, approve, and issue Mission Orders for airlift units, and is responsible for the effective application of available ADF airlift and air-to-air refuelling through the planning, organisation, control and monitoring of air lift and refuelling missions.

This responsibility includes supporting ALG missions underway and optimal utilisation of available ADF cargo and passenger capacity.

The majority of AMCC’s tasking is focused on ADF efforts at home and operating to overseas destinations for operations and exercises.

Air Lift assets assigned to an operation - such as those in the Middle East Area of Operations - do not fall under AMCC control, but rather local command centres.
Absent from home

a focus on support to ADF families in Townsville

When members of the ADF pack their bags and leave home, be it for deployment, exercise or time at sea, most will also be thinking about the families they leave behind.

The Defence Community Organisation (DCO) is committed to helping ADF families through the challenges presented by Service life.

Such assistance can take the shape of providing pre-deployment briefings for family members when an ADF member is absent for Service reasons, holding social events and activities, and providing vital support in emergencies.

Northern Australia currently has a high proportion of ADF members who are absent from home. DCO in Townsville is a very busy office supporting thousands of ADF families, many of whom have a member deployed.

Area Manager-DCO Townsville Karen Green is positive about the range of services and activities that families can access in the local area.

“We do a lot of preparation before deployments, working with the deploying Unit and their HQ to prepare both members and their families,” Ms Green said.

“At the moment we are involved in pre-deployment activities, with the set of measures we are putting in place that our staff has named ‘Operation Home Front’. Our aim is to assist families to cope with the absence of a family member and still get the most out of their posting to Townsville.”

DCO Townsville runs programs for partners of ADF members to prepare them for what to expect when the member is absent on duty. In particular the very successful Surviving Service Separations program, or SSS as it is locally known, is a five-week educational program that explores the emotional cycle of deployment, helps partners maintain healthy relationships with deployed partners, and very importantly provides techniques for dealing with the blues that can be associated with deployments.

“It’s also hard for children when one of their parents is gone for a long time – some young children might not understand where mum or dad has gone, and some may have trouble adjusting to new routines,” Ms Green said.

“We have taken the ‘Kids of Defence’ program and developed it further into a new program called Mastering Emotions During Absences and Learning Skills, or MEDALS. This is a five-week course for children, aimed at normalising and validating their emotional responses to challenging situations, like when a parent is absent. The program also works to enhance children’s skills in resilience and coping.”

While ADF members are deployed, DCO Townsville does its best to keep in touch with families through regular phone calls, social events like morning teas, and the bi-monthly newsletter Gone Troppo, all of which help to keep families informed and connected.

There are also family support centres at Lavarack Barracks and RAAF Townsville, providing a venue for families to meet informally to discuss how they are managing, form social networks and exchange ideas on how to approach the specific challenges that can arise when a family member is absent on service.

Director General Defence Community Organisation Michael Callan is enthusiastic about the services provided in Townsville and in DCO offices around the country.

“The programs being developed, the way we’re helping families to connect and support each other – this is exactly what we want to achieve,” said Mr Callan.

“Our over-riding strategy is one of encouraging self reliance. We want to create a Defence community with strength and flexibility that can help our families get the most out of the opportunities the Defence lifestyle offers.

“The work of the DCO offices around Australia, including Karen Green and her team in Townsville, is giving families a really good chance to thrive in the Defence environment.”

For more information on the Defence Community Organisation, you can visit the DCO website at www.defence.gov.au/dco.
A Defence Science and Technology Organisation (DSTO) team from Scottsdale, Tasmania is trying to produce the perfect chocolate bar. It conjures thoughts of chocolate-smothered nougat, layers of buttery biscuit and myriad other delights. But think again.

While reportedly still delicious, this particular treat has been created with soldier sustainment in mind, and is fortified with vitamins and minerals, as well as being ‘melt proof’ in temperatures up to 50 degrees—perfect for our troops on operations in summer in places like the Middle East and hotter parts of Australia.

Chris Forbes-Ewan, a nutritionist at Defence Nutrition and Food Technology, based in Scottsdale, said the new, better-tasting chocolate forms part of a prototype hot weather combat ration pack (CRP) that has been developed by DSTO.

Confectionary breakthroughs aside, the prototype pack is a culmination of 18 months research into the nutritional requirements, eating habits and food preferences of ADF personnel in hot conditions.

“We found that soldiers operating in hot weather discarded food from their ration packs for a number of reasons, including not feeling hungry in the hot conditions and not liking particular foods,” Chris said. “This caused problems in the field with soldiers not eating enough food to meet their energy requirements.”

The packs include more snack foods designed to eat on-the-go, and products such as beef jerky, sports bars, sports drinks, trail mixes, and main meals that do not require heating.

Currently the ADF uses two 24-hour, individual ration packs—the Combat Ration One Man, or CR1M, and the Patrol Ration One Man, or PR1M. “The CR1M is the most commonly issued pack,” Chris said. “It is a 1.8-kilogram resource containing almost every essential nutrient, and gives each soldier 15 megajoules of energy, or about 20 per cent more than a typical civilian male’s daily energy requirement.”

Soldiers rotate between eight different ‘menus’, with main meals including beef tortellini, beef teriyaki, chicken satay, salmon and pasta mornay and vegetable curry.

“The main meals are pretty popular,” Chris said. “The troops seem to be going away from the sweet stuff, with a swing to spicier type foods.”

Other items in the CR1M include tea and coffee, sweetened condensed milk, sweet and savoury biscuits, fruit-flavoured drinks, soup, dried fruit, canned fruit, muesli bars, and of course, chocolate.

The PR1M pack is much lighter, only 1 kilogram, and has been designed to better fit in with the unique work patterns of a special operations soldier.

“Most of the food components of the PR1M have been dehydrated, and the main meals are freeze-dried,” Chris said.

“This is a special form of dehydration that produces a higher quality product than the normal hot-air-drying process.”

“The main meals of both the CR1M and PR1M are in soft-pack laminate pouches to stop digging into a soldier’s body if required to drop to the ground.”

“Both packs contain about twice the minimum recommended level of protein (which is important for recovery following exercise), and have a strong focus on carbohydrates (as the major fuel for the working muscle) and are relatively low in fat.”

Striving for more efficient, more nutritious CRPs, Chris and his team also collaborate with research teams from NATO.

“The NATO group is basing its recommendations on a scenario in which a group of troops are brought in at short notice, and have to work hard for up to 30 days before fresh food can be supplied,” Chris said.

But even with this scientific research, Chris explains how fresh food should always be the priority.

“It’s alright eating sweetened condensed milk for a while, and having dried fruit and canned fruit, and dehydrated vegies, but understandably soldiers get sick of it fairly soon,” he said. “Fresh food is more nutritious and plays a hugely significant role in increasing morale.”

The main meals are pretty popular, the troops seem to be going away from the sweet stuff, with a swing to spicier type foods.

– Chris Forbes-Ewan, the Assistant Manager at DSTO’s Nutrition Research Centre at Scottsdale
he IGADf is a statutory appointment made under the Defence Act 1903 to provide the Chief of Defence Force with a means for review and audit of the military justice system independent of the ordinary chain of command, and an avenue by which failures of military justice may be exposed and examined so that the cause of any injustice may be remedied. Here, IGADf Mr Geoff Earley answers some questions about his role and why military justice is essential for operational effectiveness.

**Why is the IGADf important for the ADF?**

Maybe I can explain it this way – I’m often asked what I believe are the essential factors necessary to ensure a fair and effective military justice system. There are probably two that stand out; above all, it is absolutely vital that the importance of having a fair and effective military justice system to support operations is continually reinforced at the most senior levels of command. Happily, this is the case with the ADF. The successful implementation of the major reforms to the military justice system over the past couple of years certainly could not have occurred as smoothly as it did without the encouragement and personal commitment of the ADF’s most senior leaders. As the IGADf, I have an opportunity each quarter to brief them on military justice matters.

After that, the next most important factor in my view is the maintenance of a constant scrutiny of the military justice system, which was one of the major reasons for the establishment of the IGADF in the first place. The ADF is in many respects a ‘passing parade’. I mean by this that there is a constant turnover in personnel and command at all levels and this brings with it a turnover in attitudes. For that reason there is a need for an ongoing system of quality assurance to check that all those who administer the military justice system do so consistently with the law and current policy. The office of the IGADF is able to assist with this through its military justice unit audit program and by monitoring military justice statistical data which provides information on all aspects of the disciplinary process. This part of the IGADF function is sometimes referred to as the watchdog role.

The IGADF audit program where ADF units are assessed for compliance with military justice regulations is proving to be very effective. Fifty to sixty units are audited each year. Because the program tends to have a multiplier effect it has encouraged a significant improvement in the standard of military justice more broadly across the ADF.

The IGADF is also important to the ADF as a safety valve for members who believe the military justice system has let them down in some way and that the usual avenues of complaint cannot provide a satisfactory answer for them. In these circumstances the IGADF may agree to inquire into the matter to determine whether there have been any military justice failures, either on the part of individuals or as a result of systemic deficiencies.

As the IGADF functions independently of the normal chain of command, inquiries undertaken by my office can be conducted, and be seen to be conducted, at arm’s length and therefore free from any suspicion of undue command influence. IGADF inquiry officers are experienced in the administrative inquiry process and are very familiar with the ADF operating environment. This expertise can also be useful for Service Chiefs and commanders where they may wish to have a matter reviewed independently of their own command chain. The office of IGADF has dealt with more than 350 matters so far ranging from relatively straight forward complaints of unfair treatment to very complex matters involving serious systemic military justice failures.

**Wouldn’t the IGADf be more independent if the office was outside Defence?**

I know that from time to time views have been expressed to the effect that the independence of the IGADF would be enhanced if the office were established completely outside of the Defence Department.

While I can understand why some might take that view, my own view is that the practical difficulties in trying to operate effectively as a wholly external agency would easily outweigh any perceived benefit. A large part of the IGADF’s functions, particularly the military justice audit and analysis role, is proactive in nature. These functions require real time access to ADF units and personnel and, especially, to Defence computer based reporting systems, some of which are sponsored by my office. This sort of access is
unlikely to be available to an external agency in the same way, if at all. In any event, although our respective roles do not generally overlap, we would not wish to double up on the functions of the Defence Force Ombudsman who is of course quite independent of the Defence Department.

Apart from those practical considerations, I can say quite unequivocally that I have never been given any reason to believe that my independence to do my job might be placed in doubt by the actions of any senior officer or official of the ADF or the Department.

How does the Military Justice System impact on operational effectiveness?

A fair and effective military justice system is an essential element of operational effectiveness. It is actually an integral part of the ADF’s operational capability.

The term ‘military justice’ is all about achieving the correct balance between the need to maintain discipline and the need to ensure this is done with due regard for the individual rights of members.

If this balance gets too much out of whack, one way or the other, then operational effectiveness is bound to suffer sooner or later.

No one would dispute that armed forces must be very well disciplined. But if the enforcement of discipline is achieved at the expense of fairness to individuals, then members and their families are going to become unhappy and this will inevitably be reflected in recruitment and retention figures.

On the other hand, an over-emphasis on individual rights at the expense of the enforcement of discipline is likely to lead to sloppiness that could put lives at risk.

As I said, it’s all about achieving the right balance and this is what the military justice system as a whole, is meant to do.

What is your most significant achievement as IGADF?

Prior to the establishment of the office of IGADF in 2003, the ADF did not have a dedicated approach to monitoring the health and effectiveness of the military justice system. The concepts and techniques we use today simply didn’t exist then. What is most pleasing to me personally is that we are now able to do this using processes and systems developed by my office, virtually from scratch. I am very pleased also that through the daily work of the very supportive and committed staff in my office, we have been able to materially contribute to improving the ADF military justice system for the benefit of command and individual members alike.

The monitoring processes we are developing are important because in the past judgements about the effectiveness of the military justice system have often had to await the outcome of periodic inquiries. Some of these have been sparked by complaints or particular events that may or may not have been typical of the military justice system in general. It would obviously be better if the need for any reforms could be recognised without the matter having to be subject to such inquiries in the first place. I hope that the systematic analysis of military justice data collected through our audit and inquiry programs will reduce the need for periodic inquiries by enabling realistic assessments of the effectiveness of the military justice system to be made routinely.

The IGADF was a new concept for the ADF when it was established in 2003. It’s always nice to be involved in something new and worthwhile and although we have come a long way since the early days, there is always plenty left to do and we look forward to that.

The IGADF audit program where ADF units are assessed for compliance with military justice regulations is proving to be very effective.

– Inspector General of the ADF, Geoff Earley

The facts

• Geoff Earley became IGADF in 2003 after a lengthy career in the Navy.
• IGADF is a statutory appointment that is independent of the normal chain of command.
• The office of IGADF is comprised of ADF members of all three Services and APS officers.
• The IGADF monitors the health and effectiveness of the military justice system and will inquire into complaints of alleged failures in the system.
• The military justice system incorporates disciplinary matters, adverse administrative action, the conduct of inquiries and investigations, and the right to make a complaint.
he work being conducted by the divisions in the Defence Material Organisation (DMO) to provide materiel support to the raising, equipping, training, deployment and sustainment of force elements assigned to ADF operations continues at a high tempo.

DMO provides specialist kitting for individuals and groups preparing to deploy, sustainment of deployed capabilities by the six Systems Divisions within the DMO, Rapid Acquisition, as well as other urgent operational procurements. This work directly supports the approximately 3000 ADF members deployed to 12 overseas operations in places like the Middle East, Africa, East Timor and the Solomon Islands. DMO also supports the approximately 500 ADF personnel involved in domestic operations ranging from protecting Australia’s borders and patrolling Australian waters, to providing assistance to indigenous communities in the Northern Territory.

Force preparation and kitting

Approximately 1200 personnel are preparing to deploy from Townsville as part of the next round of force rotations to the Middle East Area of Operation (MEAO) and Timor occurring during May-July 2009. In addition, Army Reserve personnel are preparing to deploy as part of Operation Anode Rotation 18 to the Solomon Islands and the Special Operations Task Group (SOTG) Rotation 10 to the MEAO.

Clothing Systems Program Office (SPO) and Soldier Modernisation SPO of Land Systems Division have worked tirelessly to procure stock to ensure that all personnel deploying have the necessary combat clothing, personal field equipment and combat protective equipment to carry out their operational tasks.

This kit includes the new Modular Combat Body Armour System (MCBAS), a state-of-the-art body armour system designed to address current and evolving threats and the Individual Combat Load Carriage Equipment (ICLCE). The role of the ICLCE is to provide dismounted close combatants with a means to carry personal necessities and general purpose and specialist individual war-fighting equipment.

Land Systems Division (LSD)

The 10 SPOs within LSD and the Land Engineering Agency (LEA) are actively involved in acquiring and sustaining land materiel in support of operations. The major force elements being supported are the Security Detachment (SECDET) in Iraq, the Mentoring and Reconstruction Task Force (MRTF) and SOTG in Afghanistan, the Timor Leste Battle Group (TLBG) in East Timor and Company Group as part of the Regional Assistance Mission to the Solomon Islands (RAMSI).

The largest concentration of land force elements is in Afghanistan, where recently the threat levels have escalated as the weather conditions start to improve. Attacks from indirect fire, small arms and Improvised Explosive Device’s (IED) are again increasing and threatening Australian and Coalition forces.

The Protected Mobility Vehicles (PMV), or Bushmasters as they are more commonly referred, ASLAV, hardened trucks, and engineer plant are providing protected mobility to our soldiers operating in this dangerous area.

In particular, the PMV are proving to be a very capable vehicle. Whilst a number of Bushmasters have sustained significant damage during recent months, all passengers have escaped these attacks relatively unscathed with only a couple resulting in serious (non life threatening) injuries. This is testament to the high levels of ballistic and blast protection provided by the vehicles.

With further upgrades taking place in theatre at present, the fleet will continue to earn the respect and confidence of the Australian deployed forces. All other land mobility, protection and firepower systems for land forces are performing at or above expected levels in harsh operating environments.

Electronics Systems Division (ESD)

ESD currently supports the vast array of electronic warfare systems, communications and command support systems, satellites and tactical interoperability and surveillance and control systems on all ADF deployments. A major area of work is acquiring and sustaining new systems to provide electronic protection against the array of current and emerging threats from IEDs. This work is at the cutting edge of technology and Land Self Protection SPO works closely with the Counter IED Task Force (CIED-TF) and coalition partners to ensure that the best levels of protection can be provided.

Maritime Systems Division (MSD)

MSD is currently supporting the RAN Major Fleet Unit (MFU) that rotates to the Northern Persian Gulf dual force assigned to operations in the MEAO. The MFU is tasked to assist in the protection of Iraq’s offshore assets such as oil platforms, which allows Iraq to generate much needed funds to support reconstruction and rehabilitation efforts.
The MFU also assists with the detection, interception and deterrence of vessels suspected of undertaking illegal activity within Iraqi waters. Currently the Anzac Class Frigate, HMAS Warramunga, is deployed.

MSD also equips and sustains all shore-based systems used in direct support of maritime operations by ADF combat forces. The Logistic Support Agency – Navy, within MSD has primary responsibility for coordinating support to all fleet vessels deployed offshore.

Aerospace Systems Division

Various forces supported by ASD are deployed on operations, primarily the C130 and AP-3C Orion aircraft. Other ASD supported systems, including the C-17, are also regularly involved. ASD support is arranged by SPOs supporting each aircraft fleet, as described below for C130 and AP-3C Orion aircraft. For its part the headquarters element of ASD monitors critical requirements for materiel and spares and provides general systems support for ASD and HSD supported platforms.

Air Lift SPO (ALSPO) provides Deep Maintenance Support, sustainment support (including obsolescence management) and engineering support to Air Lift Group’s C-130H, C-130J and Caribou fleets worldwide, 365 days per year. The support provided covers world-wide home-based operations and those in the Middle East, where a permanent detachment of C-130J aircraft are deployed in support of ADF and coalition operations.

Maritime Patrol SPO (MPSPO), in collaboration with a number of industry partners including Australian Aerospace BAE Systems and Raytheon provides continual support for AP-3C Orion operations conducted by 92 Wing predominately around the Australian coast and, since 2003, the Middle East. MPSPO’s support falls into two distinct areas—that of sustainment to maintain day-to-day aircraft availability and the provision of rapid modifications to enhance capability.

Helicopter Systems Division (HSD) is involved in supporting a range of rotary wing aircraft deployed overseas. Army Aviation Systems Branch is committed to supporting helicopters in two locations.

Blackhawk Helicopters are deployed in support of OP Astute in East Timor assisting the TLBG maintain stability in the region, and in the last month, 5 Aviation Regiment has also deployed a Chinook Squadron in support of operations in Afghanistan.

Navy Aviation Systems Branch is currently providing support to operations with aircraft deployed on the RAN Major Fleet Unit stationed within the Persian Gulf. HSD is also facilitating the Boeing lease contract of the Scan eagle Unmanned Aerial Vehicle (UAV) to provide an airborne Reconnaissance, Surveillance and Target Acquisition (RSTA) capability to the force elements deployed in the MEAO.

Explosive Ordnance Division

EOD acquires and sustains a wide range of guided weapons, munitions and explosive ordnance to support ADF global, regional and domestic operations.

Rapid Acquisition (RA)

There has been much work to progress the scouting and procurement of the ADF’s rapid acquisition requirements in support of operations. The SOTG package which includes new weapon systems, communications, electronic warfare, ballistic protection equipment, vehicle modifications and UAV Scan eagle to support the deployment of the Special Forces Task Group, is nearing completion. As too is the RTF package to support the deployment of the MRTF in Afghanistan.

This includes surveillance systems, explosive ordnance disposal equipment, construction equipment and hardened accommodation. The Protected Mobility RA package will improve the capability of the Bushmaster vehicles in the MEAO. It includes a Protected Weapons Station (PWS), Removable Spall Curtain System (RSCS) and Automatic Fire Suppression System (AFSS).

Ongoing commitment

Throughout 2009, DMO staff will remain committed to supporting all deployed sailors, soldiers, airmen and airwomen and sustaining the various systems and equipment. This is the highest priority task of the DMO, and will remain so whilst ADF forces continue to be deployed on operations.
n today’s highly competitive labour market, attracting and keeping the right people with the right skills is one of the Australia Defence Force’s biggest challenges.

So, it’s sobering to discover that only 27 per cent of women leaving the ADF have ten or more years of service. And that the annual turnover of ADF women is 11 per cent, compared to the best practice five to eight per cent.

But why are the women leaving and how can we encourage more to join? These issues are being increasingly raised and are the catalyst for the Women in ADF strategy.

The strategy is being rolled out at a number of levels using a range of different approaches.

The recruitment side of the house is being addressed by Service-specific and whole of ADF programs, including Defence Force Recruiting’s ADF Recruitment of Women Strategy.

The retention side is being managed by the three Services through a number of ADF policies and approaches. Last year additional information and ideas were sought through two consultative processes.

**Reference Group on Women**

The Chief of the Defence Force has set up a Reference Group on Women comprising a panel of high-powered and senior women who have a track-record of success in male-dominated professions or introduced innovative ways to keep females in their workforces.

The CDF Reference Group on Women consists of:

- Elizabeth Broderick – Sex Discrimination Commissioner (who is formerly a partner at law firm Blake Dawson)
- Christine Charles – Newmont Mining Asia Pacific
- Margaret Gardner AO – Vice Chancellor Royal Melbourne Institute of Technology
- Sam Mostyn – Company Director and formerly with Insurance Australia Group
- Christine Nixon APM – until recently Chief Commissioner Victoria Police and
- Elizabeth Proust – Company Director.

The group has now met three times and discussed new ideas, strategies and options for breaking down current barriers to women joining and continuing in the ADF. The group met with CDF, the Vice Chief of the Defence Force and the Service Chiefs in February and put forward a small number of initiatives to be the basis of a strategy to increase the participation of women in the ADF workforce.

**Ministerial meetings**

In 2008, the Minister for Defence Science and Personnel, the Hon. Warren Snowdon MP, hosted 17 meetings around Australia with ADF and APS women. The meetings, from Darwin to Hobart and Perth to Townsville, were held with women from all ranks, levels and backgrounds. The meetings canvassed a wide range of issues facing men and women in the ADF and Defence today, and explored ways to improve the participation of women.

**More can be done**

According to Mr Snowdon, the ADF needs to draw on the most talented and ambitious people,
Women by Service (As of 1 January 2009)

<table>
<thead>
<tr>
<th>Service</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Navy</td>
<td>18%</td>
</tr>
<tr>
<td>Army</td>
<td>9.7%</td>
</tr>
<tr>
<td>Air Force</td>
<td>16.8%</td>
</tr>
</tbody>
</table>

How we compare (As at June 2008)

<table>
<thead>
<tr>
<th>Country</th>
<th>Women in the Permanent Force</th>
<th>Combat duties restriction</th>
<th>Submarine restriction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>13.3%</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>NZ</td>
<td>17%</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>US</td>
<td>14%</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>France</td>
<td>13.9%</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Canada</td>
<td>12.6%</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>UK</td>
<td>9.3%</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Germany</td>
<td>8%</td>
<td>No</td>
<td>Unknown</td>
</tr>
</tbody>
</table>

Women by rank (As of June 2008)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two stars</td>
<td>1</td>
</tr>
<tr>
<td>One stars</td>
<td>6</td>
</tr>
<tr>
<td>Colonel equivalent</td>
<td>25</td>
</tr>
<tr>
<td>Officer ranks</td>
<td>2423</td>
</tr>
</tbody>
</table>

Part-time work

- Women are 2.6 times more likely to pursue part-time work than men
- 13.3 per cent of women across the APS work part-time
- 9.3 per cent of Defence APS women work part-time
- 2.2 per cent of ADF women work part-time

Why women leave the ADF

- Commanders or managers were unwilling to allow them to work part-time, job share or take extended leave
- Concern that if they took advantage of the ADF’s family-friendly policies it would have a negative impact on their careers
- Concern that if they worked part-time or chose temporary non-deployable status they would be letting their colleagues down
- Gap Year and women
- 28 per cent of the 2008 program were women
- 55 per cent of Gap Year offers for Navy positions are filled by women
- 20 per cent of Army positions are filled by women
- 40 per cent of Air Force positions are filled by women

So far, the female participation in the 2009 Gap Year program has remained high, with 36 per cent of enlistments being young women as at 1 February 2009.
Good things come in small packages. And HMAS Cairns is no exception.

The base is an operational support establishment servicing 14 home-ported ships, visiting fleet units and foreign Navy ships. And while its geographical footprint is relatively small, the work undertaken by the officers, sailors, public servants and contractors in support of the Fleet is sizable.

Base Commanding Officer Commander (CMDR) Robert Heffey said that everyone at the base contributes “superbly” to Navy capability.

“This operational support focus was appropriately recognised when Navy Headquarters staff judged Cairns the most effective Navy establishment in 2008 and rewarded them with the much sought after and prestigious Governor’s Cup,” CMDR Heffey said.

“The Command has managed a constant sea of change, but always with eyes firmly fixed on the wharf, the needs of the Fleet and ensuring the maintenance of safety throughout the Cairns Redevelopment Project, which is now in its third year.”

CMDR Heffey also explained how Cairns supports 900 personnel, as well as dealing with various infrastructure responsibilities across a region twice the size of Tasmania.

“All this is achieved with a dedicated team of 18 staff,” CMDR Heffey said. “This is small group of well trained and motivated people who understand the critical importance of the support services they provide to the fleet and the enhancement it provides to operational capability.”

The Port Services organisation at Cairns comprises of a Dive unit, Armoury and Magazine facility, Bosuns Store and Naval Fuel Installation, resulting in a constant hub of activity.

“In 2008, the Port Services organisation managed 395 ship movements, defueled two tankers of nearly eight-million litres of fuel and refuelled 198 vessels of more than seven-million litres,” CMDR Heffey said.

The Fleet support function, or FSU-C, provided by the staff at Cairns is also an area of constant activity.

The Fleet Logistics Support Element (FLSE-C) has returned to a magnificent refurbished warehouse and office complex, following an extended period in multiple locations. Recently, the FLSE-C was responsible for issuing the Disruptive Pattern Navy Uniform to all Cairns-based Fleet Unit personnel.

With a focus on maintenance and production in support of the Fleet, both the FLSE-C and FSU-C provide personnel for the many operational relief requirements, with most requests being at short notice.

“There is nowhere in the world like Cairns, and the constraints imposed by geographic distances and limited area require lateral thought, smart planning and on many occasions, original solutions,” CMDR Heffey said.

Providing maintenance support to the four classes of vessels home-ported at Cairns are the Defence Materiel Organisation Systems Program Offices (SPOs), with the Amphibious Afloat SPO support Landing Craft Heavy (LCH), the longest serving ships in the fleet.

“LCHs are extremely important vessels, capable of moving large amounts of cargo, vehicles, personnel, equipment and aid from either larger military or civilian transport ships to shore,” CMDR Heffey said.

“With a very shallow draft this allows personnel and equipment to be transferred or delivered through very shallow areas or beach landing sites that would otherwise be unreachable by other vessels.”

Broadly, CMDR said that the high standards of service and team ethos shown at Cairns are “values that are consistent across the whole of Navy.”
Chief of Joint Operations,
Lieutenant General
Mark Evans

Q. How is the integration of operations into Headquarters Joint Operations Command (HQJOC) going? And how are staff adapting to the new surrounds?

The migration of personnel and equipment has proceeded very smoothly thanks to comprehensive planning done by staff from all the various agencies leading up to the migration. Throughout this period, HQJOC continued to successfully exercise 24/7 command and control of all ADF operations.

The benefits of collocation of all the previously dispersed elements of HQJOC in the Baker Complex are already apparent. Staff relationships and interactions are much easier and more effective, and the time lost travelling between Sydney and Canberra is now a thing of the past.

Just as importantly, the new headquarters is providing a good work environment, and people are settling into both the headquarters and the Canberra area very well.

We are working hard to establish an effective joint operational culture within HQJOC that is focused on supporting our deployed forces while providing the advice and information required for Government and strategic level decision making. We are also seeking to maximise our use of the enormous capabilities of the Baker Complex, which are far greater than we have had in the past. It is very important that we understand and use these new capabilities so that we maximise the effectiveness and efficiency of HQJOC.

Q. Have you received particular feedback or comments from Coalition agencies on the improvements HQJOC has made?

The transition of HQJOC to the Baker Complex has been largely transparent to our deployed forces and Coalition partners, as the C2 structure has not changed from HQJOC(T). However, HQJOC does work more effectively and efficiently now that we are collocated in the new facility, being more responsive and agile as operational issues arise.

We were recently pleased to hear that Commander Marine Corps Forces Pacific, LTGEN Leith Stadler thought the Headquarters was very advanced in its understanding and execution of Global Operations. The move to Bungendore was well known by our coalition partners and has been part of the evolution of our approach to command and control. I have little doubt that the move will draw anything but positive comment from our coalition partners and friends. As the building and its facilities are purpose built, there may indeed be a degree of inquisitiveness (and perhaps a hint of envy) from many of our partner nations.

Q. What are some of the tangible differences HQJOC has made to the doctrine of mission command? If applicable, what more could be done?

While the doctrine of mission command has not changed, the new HQJOC arrangements have clarified and simplified our operational chain of command, which runs from CDF to CJOPS to Joint Task Force Commanders and their assigned units. These arrangements ensure a greater focus on the strategic and operational level intent which can be translated into clear tactical level objectives and plans, together with clear delegations of authority to achieve them—the essence of mission command.

Q. What message would you convey to personnel currently deployed?

Your efforts continue to enhance the reputation of the Australian Defence Force. The achievement of mission success is a team effort and every person deployed on operations is a contributor to this objective. I know you work hard but the experiences and friendships you develop will stay with you for life.