



Australian Government  
Department of Defence  
Defence Materiel  
Organisation

# DMO Bulletin

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FOR INDUSTRY

## ON THE FRONTLINE

DMO Support to  
ADF Operations

### Harry who?

Meet the new General  
Manager Commercial

### Strategic Reform Program

Making it happen - what it  
means for you



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Editorial staff reserve the right to reject, edit, or rearrange any item submitted for the reasons of clarity and space. While editorial staff are not responsible for the accuracy of the information submitted, every reasonable effort will be made to verify information.

## IN THE NEWS

### MARCH



A contract was signed with the United States Army Security Assistance Command to acquire seven CH-47F Chinook helicopters, two Simulators and associated spares. The aircraft will replace the existing fleet of six CH-47D Chinooks.



Marvin Engineering Co. Inc. and Lockheed Martin signed a second Memorandum of Understanding with Ferra Engineering Pty Ltd for Joint Strike Fighter (JSF) work. Ferra will manufacture and assemble additional weapon adaptor assembly components for the JSF.

### APRIL



A \$70 million contract was signed with Brisbane company Haulmark Trailers (Australia) Pty Ltd, for the provision and support of 973 Lightweight and Light trailers to the Australian Defence Force. The contract will create around 60 local jobs.



Australia's defence industry is continuing to win work from international primes through the Global Supply Chain program with Melbourne-based company, Production Parts Pty Ltd winning work to supply rudder pedal kits for the F/A-18E/F Super Hornet.

### MAY



Pacific Marine Batteries Pty Ltd in Adelaide was awarded two multi-million dollar contracts for the provision of replacement batteries and technical support of batteries for the Collins-class Submarines.



The first two Wedgetail Airborne Early Warning and Control Aircraft were accepted at Royal Australian Air Force Base Williamtown in Newcastle, New South Wales. The aircraft will significantly increase Australia's surveillance capabilities.



Minister for Defence Materiel and Science, Greg Combet, announced that 29 RSL clubs around the country could receive a decommissioned Army Leopard battle tank.



Get more on these stories and other Defence news, from the Defence online media room: [www.defence.gov.au/media](http://www.defence.gov.au/media)

### ADDITIONAL INFORMATION FOR INDUSTRY

- + The DMO: [www.defence.gov.au/dmo](http://www.defence.gov.au/dmo)
- + Skilling Australia's Defence Industry: [www.defence.gov.au/sadi](http://www.defence.gov.au/sadi)
- ✖ The Defence and Industry ePortal: [www.dplusi.defence.gov.au](http://www.dplusi.defence.gov.au)



# MAKING REFORM HAPPEN



It has been almost a year since I first outlined the importance of the Strategic Reform Program (SRP) to the DMO. The SRP brings with it both the opportunity and the responsibility to ensure the affordability of defence capability now and into the future.

The SRP has moved into a new phase, with the release of the Government's SRP implementation plan. This plan, along with the Secretary and CDF's associated booklet *The Strategic Reform Program: Making it Happen*, provides more information on some of the specific changes occurring across the SRP reform streams.

The DMO has the lead on the single largest SRP reform stream, Smart Sustainment. Smart Sustainment is expected to drive reforms in our maintenance and inventory management that will, in turn, generate savings of \$5.5 billion over 10 years.

Across the DMO work is already underway on a number of Smart Sustainment initiatives including the Over-the-Horizon Radar, C130 aircraft, Mine Hunter, ANZAC Frigate and Land vehicles. All these activities are in their early days but are showing promise and future editions of the DMO Bulletin will contain more information on specific Smart Sustainment achievements in these and other areas.

The DMO is also heavily involved in implementing the *Mortimer Review's* procurement and sustainment reforms. It's important to reinforce that the *Mortimer* reforms are all about ensuring the Australian Defence Force (ADF) receives the capability it needs on time and on budget. The reforms will enhance Defence's capacity to deliver high quality advice to Government and will impose

greater commercial discipline on the procurement and sustainment processes, including a stronger role for the Capability Managers. Progress to date has included establishing top level project directives that clarify accountability for capability delivery between the Groups, the Services and the DMO; and charters for the DMO's managers of complex projects and products. Further reforms are being developed and implemented to improve the way Defence and the DMO acquire military equipment.

The *Mortimer Review* also recommended that a General Manager Commercial be appointed to manage strategic commercial issues and acquisition strategy, help me achieve a more business-like focus throughout the organisation and improve the performance of the DMO business areas. This recommendation has now been implemented, with the appointment of Mr Harry Dunstall to the position of General Manager Commercial. A period of intensive business analysis and consultation is underway to determine the best structure for the new General Manager Commercial Group (see page six for more information).

In another senior management change, Ms Jane Wolfe was recently appointed General Manager Reform and Special Projects (GM-RSP). This organisation, which now incorporates the Acquisition and Sustainment Reform Division will lead the DMO's work in relation to the SRP's Smart Sustainment and *Mortimer* Reforms.

Beyond Smart Sustainment and the *Mortimer* reforms there are 13 other SRP reform streams across Defence. Initiatives under all of these streams will affect the

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way the DMO does its business, to varying degrees.

The DMO is directly involved in the implementation of reforms under the logistics stream, which are focused on more efficiently delivering stores and equipment to the warfighter; and on providing more modern and efficient storage, distribution and tracking of Defence's inventory.

Developments in other reform streams include the creation of a single Information Technology (IT) environment and smarter sourcing of Defence's IT hardware and software needs; and reforms to travel arrangements including moving to a 'reasonable costs' travel model, increasing the use of cheaper fares and making greater use of video and audio conferencing as alternatives to travel.

*The Strategic Reform Program: Making it Happen* booklet contains more information on these and other Defence-wide activities

underway as part of the SRP. I encourage you to embrace these reforms and consider what you can do to help ensure their effective implementation in the workplace.

One year after the publication of the 2009 *Defence White Paper*, the release of the implementation plan for the SRP is a reminder that, to achieve Force 2030, we must ensure everything we do counts – every minute of our time, every dollar we spend and every round we fire. Successful reform within the DMO is fundamental to the success of the SRP. I welcome this challenge - and I encourage all of you to seek out, understand and contribute to reform initiatives in your area, to ensure we can deliver the ADF of the future and continue to set the standard for professional, business-like behaviour.

### Correcting the media record

I also want to address a recent irresponsible media report that claimed hundreds of complaints by soldiers about their gear had not been acted on by Defence. The Chief of the Army, Lieutenant

General Gillespie, joined with me in rejecting these claims as unfounded. There is no more important task for the DMO than to ensure the provision of safe, fit for purpose, high quality clothing and personal equipment to the men and women of the ADF. Soldiers are able to raise equipment concerns through a well-established reporting process and where issues are identified, these are acted upon swiftly.

I want to emphasise that I have confidence in the capacity of our people, our Organisation, and our ongoing reform program to respond effectively to the needs of our soldiers, sailors and airmen and women and to provide them with the capabilities they need.

Dr Stephen Gumley AO  
**CEO DMO**

## MAKING IT HAPPEN

**Struggling to get a complete grasp of what the Strategic Reform Program (SRP) will mean for you? This summary of some key recent SRP announcements should help. More information is provided in a new plain English publication from Defence, the 'Making it Happen' booklet.**

The SRP comprises seven streams that drive more efficient and effective outcomes and have cost reductions directly attached to them, and eight streams that drive more efficient and effective outcomes but do not have cost reductions directly attached to them.

The following is a snapshot of some of the initiatives contained within the seven savings streams of the SRP.

Access the full version of 'Making it Happen' is available at:  
[www.defence.gov.au/srp/docs/srp.pdf](http://www.defence.gov.au/srp/docs/srp.pdf)

## SAVINGS STREAMS

### SMART SUSTAINMENT

- Improvement of maintenance processes, reduction in waste and over-servicing, and use of tools such as the Lean maintenance methodology
- Leveraging off approaches proposed by industry to improve efficiency and effectiveness
- Changed practices by capability users
- Optimising inventory stock holdings
- Smarter contractual arrangements with industry partners

### INFORMATION COMMUNICATION AND TECHNOLOGY (ICT)

- Creating a single Information Technology environment
- Smarter sourcing of Defence's hardware and software needs

- Remediating the ICT backbone and architecture

### LOGISTICS

- Reducing the number of separate warehouses from 200 to under 100
- More modern and efficient storage, distribution and tracking of Defence's inventory
- Co-locating deep maintenance land equipment and vehicle workshops with major storage facilities

### RESERVES

- Reducing the Army individual readiness notice requirement for Reservists
- Developing a civil skills database for Reservists

### NON-EQUIPMENT PROCUREMENT

#### Travel

- Moving away from a specified daily rate of allowances for travel to a 'reasonable costs' model

- Increasing the use of cheaper airfares and video and audio conferencing

## APS Training

- Developing a career and talent management system for the Defence APS workforce

## Bases and the Defence Estate

- Moving to consistent national standards for the delivery of products and services

## Health

- Rationalising health facilities, particularly where there are multiple facilities in close proximity to one another
- Introducing the electronic health system to better manage medical records

## Removals

- Maximising back-to-back postings and increasing posting duration wherever possible

## Other areas

- Establishing a centre of excellence in procurement and contracting
- Rationalising the number of panels from which we can engage external expertise and assistance
- Mandating the use of Defence facilities for training, conferences and planning activities wherever possible

## WORKFORCE AND SHARED SERVICES

- Standardising and simplifying processes in the financial management area
- Fully centralising accounts processing
- Centralising simple procurement
- Increasing automation of payroll and personnel functions

## THE DEFENCE SAVINGS PLAN AND OTHER REFORMS

- Consolidating the Gap Year scheme around Navy and Army



participation where it provides the most benefit

- Changing the way that financial risk is managed in the annual budget through a zero-based budget review
- Adjusting the net personnel and operating cost provision from 2012-13, allowing for the productivity improvements under other SRP initiatives
- Reducing costs in the minor capital program, administration and facilities program

## NON-SAVINGS STREAMS

- Strategy Led Planning
- Capability Development Process
- Procurement and Sustainment (Mortimer)
- Preparedness and Personnel and Operating Costs
- Output Focused Budget Model
- Intelligence Human Resources (HR) and ICT
- Estate
- Science and Technology (S&T)



# MEET THE NEW GENERAL MANAGER COMMERCIAL

**Mr Harry Dunstall was promoted to the new position of General Manager Commercial (GM Com) on 25 February 2010. Many of us know of Harry in his previous capacity as Special Counsel to CEO DMO, but not really much about his new role or about him in general. The DMO Bulletin recently sat down with Harry for a chat.**

## 1. Please describe the GM Com role as you see it?

The role of the GM Com is to support the CEO in making the DMO achieve a more business-like focus throughout the organisation and improve performance of DMO business areas.

One of the Commercial Group's key challenges will be to ensure that during the Capability Development process Australian industry capabilities and realities are brought to bear so that the Government has the best information available to it in determining its acquisition of capability and the extent to which Australian Industry can and should be involved in that acquisition.

Another key aspect of the role is the industry focus – which is to foster an effective and efficient Australian Defence Industry and seek to ensure that Australian industry is well placed to facilitate defence capability.

## 2. Please describe your background, especially your strengths that led to you winning the GM Com position?

While working at Australian Government Solicitor (AGS) as a senior commercial lawyer, Defence was my biggest client. I undertook numerous major procurement projects for the DMO and Defence and that gave me a really good insight into the challenges faced by Defence and the way Defence/DMO works.

During my time in the Commercial Group at AGS, my primary focus was on major commercial transactions and that has provided me with a good background to understand commercial behaviours and how we need to work with Defence Industry to get good commercial outcomes – not necessarily the best outcome from a strictly legal perspective, but the best outcome overall.

Since joining the DMO, my focus has been on procurement process reform and professionalisation in the contracting space. That is all about trying to drive efficiencies in how the DMO does business and is consistent with the General Manager Commercial role in trying to make the DMO a more commercial and business-like focused organisation.

**► *The role of the GM Com is to support the CEO in making the DMO achieve a more business-like focus throughout the organisation and improve performance of DMO business areas.***

To some extent, the work I have been doing over the past two and a half years in the Special Counsel role has been directed at achieving outcomes required of the GM Com role.

In terms of background prior to AGS, one position I held was manager of a Small to Medium Enterprise (SME) - it was a grain trading business and I took over the management of that business from the owner while he concentrated on the operational side of things. I think that time gave me a really good insight into the challenges facing



*DMO's General Manager Commercial, Mr Harry Dunstall*

SMEs in terms of the need for cash-flow, cost-control, quality control and compliance with regulation.

From this evolved a natural empathy with SMEs; and their challenges and sometimes frustrations when dealing with large Government organisations, like the DMO.

## 3. What are your educational qualifications? Do you have any plans for future studies?

I completed an Arts/Law degree at Queensland University and was admitted as a solicitor to the Supreme Court of Queensland in 1987. I also hold a Masters in Environmental Law from the Australian National University.

No plans for further study!

## 4. Are you a member of any professional bodies?

I am a member of the ACT Law Society and the Australian Corporate Lawyers Association.

I am also part of the leadership groups of the Australian Procurement and Construction Council (APCC) and the Chartered Institute of Purchasing and Supply Australasia (CIPSA).

## 5. What are three strategic priorities that you intend to achieve over the next 12 months?

The first one is to get better at engagement with Capability Development Group (CDG) in developing the acquisition strategies and options for Government. I will be taking a stronger role in developing and clearing acquisition strategies. Obviously that requires a closer involvement with CDG and one of the current activities is to develop a new format for acquisition strategies to make them far more targeted and focused with underpinning analysis to support the strategy.

A second focus is to put the new Commercial Group organisation in place. A priority issue is to ramp up the Industry analysis and assessment function. There is a need to provide better analysis and assessment about what industry capability actually is in Australia, where industry is going, and what it can achieve in our procurements. We also need more detailed analysis about Priority Industry Capabilities -- we are already progressing this.

The third strategic priority is to continue to drive the procurement and contracting reforms that we've been doing and, in particular, focus on implementing and embedding incentive contracting to help drive our Smart Sustainment initiatives. By the time this article goes to press, we will have gone out to industry with a couple of incentive and performance based contracting models as a part of the consultation with Industry at the CEO Roundtable forum.

## 6. What are you looking forward to most about your new role?

The challenge of developing the Commercial Group within the DMO and delivering measurable improvements in the way we do business for the DMO, Defence and the Minister. I know that Minister Combet is very supportive of the GM Com role and the Commercial Group's objectives and outcomes as this is a key part of the Mortimer implementation which he is driving.

I look forward to making the Commercial Group a success and continuing to support the CEO DMO on the path to making the DMO a more business focused, commercial organisation which will enable us to deliver better outcomes for the Australian Defence Force.

► *One of the current activities is to develop a new format for acquisition strategies to make them far more targeted and focused with underpinning analysis to support the strategy.*

## 7. Where do you see yourself in five years' time?

I'm not really the sort of person to have five-year plans. I have a belief that I'll end up in the right place and I'll do a job that I'm meant to do at the time. Opportunities will come up from time to time and I'll make the decision then about whether or not I will take up that opportunity. That pretty much explains how I came to do the Special Counsel role in the first place. I'd been at AGS for around ten years in the Commercial Group and I really was starting to look for what the next step was. You could say it was a similar situation with the GM Com role.

## 8. Where are you originally from/grow up?

Brisbane – for the first 25 years of my life - then various places before finally settling down in Canberra.

## 9. How do you juggle your work and private life, especially when you have three sons as well?

It's very difficult and challenging. I guess to some extent it's why I've never taken the opportunity to go into private legal practice. I think that at both AGS and now at the DMO I have better flexibility to manage the

work-life balance. My work habits have changed as children have come along. So instead of getting in early and working right through until late, I will now get in later, work until around 7pm, then go home and help with the process of making sure the kids are down and then work again after they go to sleep. I end up doing about the same amount of hours, but just need to manage it differently.

My wife, Tara, works also so it can make logistics difficult sometimes.

## 10. What ages are your sons and can you see them following in your foot steps?

Josh is nine, Joel is eight and Jesse is five. I am happy for them to do whatever they want to do, but there is no way I would encourage them to be a lawyer – maybe I should encourage them to become complex project managers!

## 11. What do you and your family like to do together when you have spare time?

I keep Saturdays free for the family. Generally I am very active with the family – particularly the boys— they do a lot of sport. So we tend to follow them around Canberra with their various sports; soccer, Australian Rules, as well as Futsal and swimming in the off seasons.

## 12. What are your interests outside of work? Do you play sport, have any hobbies?

I enjoy watching the kids play sport. I enjoy cycling, but that is on hold at the moment. So I try to get in a fair bit of walking just to keep active. I don't mind skiing and we try to get in a 'boys' ski trip every year. Of course I always enjoy just getting to spend time with the family.

## 13. Is there someone that you have always admired, looked up to?

I am sure there is, but no-one that springs readily to mind – I have always tried to learn from whomever I have worked closely with during my working life.

# THE DMO INSTITUTE



Back row, left to right: Director General Human Resources, John Peters; DMO Institute Operations Manager DeakinPrime, Belinda Hodgson; Alliance Director DeakinPrime, Colin Boldra; Director Professionalisation, Anne Miller; Head Human Resources and Corporate Services Division, Peter Lambert; Director Business Development DeakinPrime, Angie Taras; Acting Assistant Director Contracting Professionalisation Directorate, Nick Morris. Front row, left to right: CEO DeakinPrime, Kean Selway; Deputy CEO DMO, Warren King.

**The DMO and DeakinPrime have reaffirmed their joint commitment to maintain high quality service and standards in learning and development for the DMO.**

The DMO Institute Service Charter between the DMO and DeakinPrime was signed on 19 April 2010 by Deputy CEO DMO, Warren King, and the CEO of DeakinPrime, Kean Selway.

“DeakinPrime is excited and proud to be associated with the DMO Institute and looks forward to continuing this long lasting, mutually beneficial relationship,” said Mr Selway at the signing ceremony.

The signing of the Charter continues a relationship that commenced in 2005 when DeakinPrime partnered with the DMO to establish the DMO Institute and a corporate learning model.

The DMO Institute is now well established and delivering tangible results against three of the six key themes of change implemented by the CEO - Professionalise, Standardise and to Lead Reform in Defence. Over the last five years it has delivered learning solutions to an audience in excess of 6,500, with over 2,000 completing nationally accredited qualifications.

The range of products delivered by the Institute includes corporate training and Job Family short training courses, education programs from vocational to postgraduate level, workplace competency assessment and logbooks, leadership and business acumen programs and professional certification services.

The contract is to provide administration services for the DMO Institute for the next three years.

Services include the administration of training courses using the Defence electronic Learning Management System, marketing and advertising DMO Institute courses, developing and managing the DMO Institute Training Calendar, and the coordination of training providers/facilitators.

The Institute currently delivers between 200 and 250 courses annually with 2,500 individual participants. Courses can also be accessed by personnel from other Defence Groups and selected courses will be opened to Defence Industry companies in the coming months.

The job of administering the DMO Institute programs falls to Belinda Hodgson and her DeakinPrime team. They are experienced, helpful and the source of advice on DMO Institute products.

The team are also the first point of contact for booking additional courses and will work with customers to plan and arrange courses at any DMO location in Australia if there is not a course scheduled to meet the need (subject to participant numbers, facilitator availability and Human Resources Branch approval).



The DeakinPrime DMO Institute team, pictured from left to right are: Tania Greve, Jessica McDonnell, Belinda Hodgson, Pat Dickson and Karen Ruse.



*A forklift driver waits for the cargo ramp of an Australian C-17 Globemaster to be lowered before picking up a pallet of stores.*

## SUPPORT TO OPERATIONS IN THE MIDDLE EAST

**S**quadron Leader (SQNLDR) Tim Stacey recently returned from a six-month deployment on Operation Slipper where he was the Joint Logistics Command Liaison Officer (JLCLO) to the Middle East Area of Operations (MEAO). Responsible as Chief of Joint Logistics' representative to Headquarters Joint Task Force 633 (HQJTF633) and all Force Elements in the MEAO, his tour was mainly spent switching between dealing with supply chain issues for both JLC and HQJTF633 and managing contract related issues.

Coming from his role in the DMO Operations section as the Staff Officer Grade 2 Rapid Acquisition/ Urgent Operational Procurement Tim was able to see a range of acquisitions proceed and then be inserted into the MEAO. He welcomed the deployment as an opportunity to see the supply chain from the other end.

As regular liaison with Task Groups (TGs) was part of Tim's directive, he quickly settled into a routine of travelling to as many TGs as possible on a monthly basis. He would aim to spend a few days with each TG discussing various issues before moving on to another location and then returning to HQJTF633.

"My liaison trips were a valuable source of information because nothing can top the opportunity to spend time talking to people face to face.

"Upon returning to HQJTF633 I would often debrief the J4<sup>1</sup> because many of the issues I dealt with would be relevant to both JLC and HQJTF633," said SQNLDR Stacey.

<sup>1</sup> This term comes from the North Atlantic Treaty Organization (NATO) continental staff system. J4 is the Headquarters position that is responsible for theatre wide logistics.

The JLCLO position has also been the MEAO contract manager for many years and as, in most locations the Australian Defence Force has contracted logistical support, SQNLDR Stacey found himself being kept busy with contractor liaison and general contract management functions, as well as dealing with the issues that the TGs raised. He is now the last JLCLO to have performed this additional function and toward the end of his tour, handed over this role to the Business Management Cell (BMC). The BMC are a small team of people who are now solely dedicated to the contract management functions previously performed by the JLCLO.

"I know the extra manpower is already proving to be a valuable asset," said SQNLDR Stacey.

When not dealing with the contract management issues Tim says he was back-focused on supply chain matters.

"While I was deployed there were some major activities including the Standard Defence Supply System Joint Operational District restructure and various activities relating to the rebasing project which included consolidating the supply chain to operate out of a single logistics node," SQNLDR Stacey said.

Although he was not originally from JLC, eighteen months in the DMO Operations section was good preparation for this job and proved to be a useful background enabling him to talk to TGs about various DMO-related issues. Now that SQNLDR Stacey is back in the DMO Operations section, he hopes that the knowledge gained from his tour will assist in continuing to improve the way support is delivered to operations.

"My thanks must go to the Director General Strategic Command JLC, Commodore Thomas for selecting me, to Colonel Harnwell and Colonel Maclean for supporting my application and, to my colleagues in DMO Operations for taking on my duties while I was away," he said.

## FIVE MINUTES WITH: TIM STACEY

**Apart from your experience in the Rapid Acquisition (RA) area, what contract management skills, experience and training helped you in your role on deployment?**

As it was my first deployment, I wasn't sure what to expect. I've had a career with many varied postings including previous contract management experience. This helped a great deal as did being comfortable working with new people on various tasks to get the job done.

**What was it like for you to experience first hand (to see what a difference it made to the men and women using the kit, day in and day out) in-theatre use of RAs you had previously been involved with?**

Working in an office in Melbourne can mean it is easy to become removed from the fact that a lot of the equipment is really vital to the mission. Seeing items that I was involved with finally in the hands of the end user is always good. The environmental conditions in which the kit is being used is also another consideration that only first hand experience can provide you with.

**What are some of the common or on-going supply chain issues experienced across the MEAO?**

The supply chain 'never stops' and there are always plenty of issues to deal with. Common issues include making sure that consignments get to their end destination and making sure that the Logistical Information Systems are being used correctly to provide visibility of consignments as they move through the supply chain.

**On this particular tour, what was or is the most satisfying moment/ thing/ issue you were able to help with or completely resolve?**

There were plenty but one that comes to mind is the Afghanistan customs clearance issue. This issue came out of left field one day and within a matter of weeks there were three or four examples where due to not having the right paperwork and signatures we could not get materiel in or out of Afghanistan by road. This issue had a significant impact on the movement of building materials for two major construction projects and the movement of damaged vehicles out of the country.



I made contact with British and Canadian forces logistics staff in the hope to find someone in their organisation who dealt with the same issue. The subsequent meetings that took place proved very valuable. Basically there was an entire HQ International Security Assistance Force (ISAF)<sup>1</sup> process we weren't aware of for engaging the Afghan Government, and plenty of paperwork involved.

All the effort in understanding the process and the liaison resulted in a JTF633 instruction that was approved by CJTF633. With this in place, we stand a much better chance of staying on top of this issue in future and will not be so

<sup>1</sup> The ISAF is a NATO-led security mission in Afghanistan.



From left to right: Squadron Leader Stacey with Major Krupa, the incoming Joint Logistics Command Liaison Officer in Karin Towt, Afghanistan.

**Did you know?**

Headquarters Joint Task Force 633 (HQJTF633) – Provides the in-theatre command and control of all ADF elements deployed throughout the MEAO on operations SLIPPER and KRUGER.

It is commanded by the Commander of Joint Task Force 633 (CJTF633), Major General John Cantwell, AO.

impacted by the loss of corporate knowledge when personnel rotate out.

**Did you experience any language barriers? Was it necessary for you when travelling around to each of the task groups to have an interpreter?**

My role was not directly engaging locals like some other roles involve. However, as I was engaging contractors quite a bit there were some discussions with locals, but nothing that involved me using an interpreter.

**Were there many opportunities to interact with locals? If so, what left a lasting impression on you?**

As anyone who has been to Afghanistan knows there are some

local markets that run regularly. It was always a bit of fun bartering to get a good deal with the locals but what I remember the most was three little boys all trying to out do each other one day when selling their jewellery. They were good little salesmen but what was quite memorable was their photo identifications. Each had their own photo but they all had the name 'Good Boy'.

**If and when you managed any downtime, what did this consist of?**

There wasn't a lot of down time per se, as the work is pretty constant. The daily entertainment

was probably the gym, followed by dinner but there's not a lot else to do. I'd occasionally watch a DVD before going to bed but it ended up, a lot less than planned. Oh and can't forget the occasional 'Near Beer'<sup>2</sup>.

**How were you able to keep in contact with your family? How often were you able to do this?**

By phone and email mainly. As I was travelling around the MEAO quite a lot it was easy for me to go weeks without speaking to anyone back home. I don't have kids, but the guys who did were able to use Skype to keep in regular contact.

**How has this experience been able to directly assist/ enhance your usual role in the DMO?**

It has given me a greater appreciation for the MEAO supply chain; where the kit has to move through, the conditions it is used in etc. Like I said earlier, it could be easy sitting in an office back in Australia to become removed from where the kit is eventually going to and where it's being used. Having had the opportunity to walk the ground in Afghanistan gives a greater appreciation for some of the challenges of operating some distance from Australia.



*A forklift moves under the fuselage of an Australian C-17 Globemaster to deliver another pallet of cargo, bound for another location in the Middle East Area of Operations.*

**Describe a typical day for you while on deployment.**

If I was in the HQ, it would be dealing with issues as they came up, meeting with contractors regularly throughout the week to discuss more issues as well as briefs to attend. When I was on the road and liaising with each Task Group, I would fit in and around their schedule but I maintained a regular routine of spending a day with different staff in each Task Group to deal with whatever issues were on the go. My trips always produced a lot of notes, so I would try and keep on top of these by typing my notes up each night, as when I got back to HQ I would always debrief the boss both in HQ and back in Australia.

**Roles and responsibilities of the Joint Logistics Command Liaison Officer (JLCLO) in the Middle East Area Operations (MEAO)**

- Assisting Headquarters Joint Task Force 633 (HQJTF633) and Headquarters JLC to resolve logistic support issues concerning the flow of materiel between Australia and the MEAO.
- Providing advice and feedback to JTF633 TGs on logistics procedures and working cooperatively to identify friction points.
- Reviewing supply chain effectiveness in relation to items arriving and departing the MEAO.
- Monitoring JTF633 in-theatre practices to ensure TGs raised demands correctly in accordance with the Logistics Support Order.
- Liaising with JTF633 TGs and confirming that Logistical Information Systems were being used correctly and assist in training where shortfalls existed.
- Assisting HQJTF633 with Logistical Planning and supply chain review activities.
- Providing advice to TGs on the use of Operational Contracts and maintaining liaison with primary contractors.

<sup>2</sup> A malt beverage that does not contain enough alcohol to be considered an alcoholic beverage; the alcohol by volume usually is under 0.5 per cent.

# FIVE YOUNG TEENS INSPIRE WHOLE SCHOOL

The F1inSchools Technology Challenge —of which the DMO is the major sponsor— is having a dramatic effect in high schools across the country. One in particular, Ashcroft High School in Sydney, is at the centre of a dramatic shift that is having a positive effect on young people who are 'stepping out and making decisions'.

Industrial Arts teacher Lee Miller says this year they have started something that has never been done before at the school.

"We have launched a Year Nine engineering class and this is purely as a result of the interest that has been generated by the F1inSchools program," Lee said.

"We have 22 students in our first intake. Half of them are girls.

"They are using the CATIA design software and our science teacher is teaching them about aerodynamics and engineering formulas.

"The students are very excited and are coming to class during their lunch and recess. We're already looking ahead to launching Year 11 and Year 12 engineering classes in 2011."

Ashcroft High School is new to the F1inSchools Technology Challenge however success has come quickly. Its Year Nine team, TRS, made it through to the national finals. (The Nationals were held in Melbourne during March with TRS winning the Best Industry Collaboration prize.)

Lee says the five team members; Dennis Nguyen, Reece Williams, Nguyen Hoang, Sandy Le, and Corrina Baars, have become 'heroes' to their peers and triggered an amazing change in attitudes across the school.

"Talking to the teachers we are seeing a definite change in our students not only towards science and maths, but also in all of their study habits.

"They have become keen in other subjects more than ever before and their results are improving as is their behaviour in the classroom."

Lee says the unique hands-on format of the technology challenge is a huge attraction to kids of all ages.

"The students see something practical, they see how they can interact and solve a problem. They're not strong at reading from books but they are keen to get in front of a computer and have a go.

► *They were doing work not taught until the second year at university. The engineers couldn't believe how quickly these 13 and 14-year-olds picked up new skills*

"We have kids lining up at the classroom door at lunchtime wanting to see what is going on. They offer to help out. We just had a group of Year 12s stay back after school to set up the race track so that TRS could test their latest car design."

Lee says those in the technology challenge are not treated like geeks or brainiacs by their peers. Some of them have other interests like sport

and dance. They are your average well-rounded students but they have decided to 'have a go' and it has earned them a lot of respect.

"Something I have encouraged which is really great to see is students teaching students. TRS has taken the lead and are teaching other students how to use CATIA, and they in turn will go on to teach the next group that comes in. The students are fast learners when they work with their peers.

"They really take notice and listen," said Lee.

"As a teaching style it is better than me standing at the front of the room talking about it or doing a demonstration. The kids are very much hands-on and they love being in teams. If someone is struggling the others get in and help them out."

Lee already has four new teams for the 2010 competition including



Ashcroft High TRS team students working on their F1 models that are conceptualised, designed and tested as part of the program.



Some of the F1 car designs that were created by the Ashcroft High TRS team.

an all-girl team, with Year Seven students asking if they can join teams or form their own.

► ***We are seeing a definite change in our students not only towards science and maths, but also in all of their study habits.***

The effect is also spreading further afield to the Ashcroft community. Local businesses are sponsoring TRS to cover costs but,

more importantly, the team members have been provided an opportunity that has not been seen by any of the teachers at the school before.

TRS visited a local engineering company to learn about what they do and some of the students sat down in front of their computers to try out an unfamiliar type of Computer Aided Design software. Within minutes they were creating files and carrying out complex tasks.

“The engineers were stunned,” Lee said.

“They told TRS that they were doing work not taught until the

second year at university. The engineers couldn’t believe how quickly these 13 and 14-year-olds picked up new skills.”

As Lee remarked: “Five little kids have changed a whole school!”

The DMO is the national sponsor of the not-for-profit Re-Engineering Australia which coordinates the F1inSchools Technology Challenge.

The 2009 national finals were held in Melbourne in March, with the winning teams going on to compete in the world title in Singapore next September.

## GET READY FOR THE SADI PROGRAM

The Skilling Australia's Defence Industry (SADI) Program provides funding to companies and industry associations for training and/or skilling activities in trade, technical or professional skills sets where that training is linked to a Defence Capability.

Companies are encouraged to begin planning their training and/or skilling activities for the financial year 2010-11 ahead of the first application round opening in June.

**\$10.7 million will be available to qualifying companies and industry associations for training and/or skilling activities to be undertaken 1 July 2010 to 30 June 2011. This funding will be offered on a rounds basis with the first round to be announced shortly.**

Further information will be made available the day of the announcement.

**Enquiries can be directed to the new SADI hotline: 1800 651 292**



## G-WAGONS ARRIVE

**A**t 2.00pm on Thursday 28 January 2010, Sargeant Darrel Taylor reversed off the car transporter at Victoria Barracks Melbourne and became the first Australian Defence Force (ADF) member to drive an ADF owned Mercedes-Benz G-Wagon on Australian soil.

The G-Wagon's journey started several years ago with the raising of Project Land 121, more often known as the Overlander Program. This was to see Mercedes-Benz Australia/Pacific Pty Ltd awarded the contract for Phase 3 of the project on 29 October 2008.

Exactly a year to the day from contract signature the then Director General Land Vehicle Systems Brigadier David O'Brien, accompanied by, Australian Ambassador to Austria His Excellency Mr Michael Potts, accepted the first two Australian G-Wagon prototypes at Graz, Austria on 29 October 2009.

Even as this was occurring nine other prototypes could be seen in the background undergoing final preparation for shipment to Australia. Shipped aboard the Don Quixote they arrived in Melbourne on 27 December 2009 and were transported to Mercedes-Benz Mulgrave to undergo quality checks, inspection, and checks against the



From left to right: Chief Finance Officer Mercedes-Benz Australia/Pacific, Mr Kai Rauf; Head Land Systems Division, Major General Grant Cavenagh and Managing Director of Commercial Vehicles Mercedes-Benz Australia/Pacific, Mr Ken Matthews



Captain Jan Lim and Sargeant Darrel Taylor prepare for testing at Victoria Barracks Melbourne.

Department of Infrastructure and Transportation's Australian Design Rules requirements.

The official handover of the nine G-Wagon prototypes occurred at Mulgrave on 27 January 2010 when a team from the Project, Joint Logistic Unit (Victoria) Bandiana and Mercedes-Benz worked through the acceptance requirements and formally signed the acceptance documentation.

The following day the vehicles were transported to Victoria Barracks Melbourne and Sargeant Taylor achieved his milestone.

The vehicles delivered to Victoria Barracks Melbourne were to serve a dual purpose; firstly to complete a number of Verification and Validation activities utilising ADF members to demonstrate vehicle entry and exit whilst wearing and carrying a range of typical equipment, including body armour, Chemical, Biological, Radiological, Nuclear and Explosive response capabilities (CBRNE) and a variety of weapon configurations. Additionally the opportunity was taken for the Head of Land Systems, Major General Grant Cavenagh, and the Director General Land Vehicle Systems, Brigadier Rohan Boyer,

to meet with senior managers of Mercedes-Benz Australia/Pacific including the Chief Finance Officer, Mr Kai Rauf and the Managing Director of Commercial Vehicles, Mr Ken Matthews and accompany them on an inspection of the vehicles. During the day the opportunity was taken to open up the display to permit all personnel in Victoria Barracks Melbourne to look over the vehicles and ask questions of the project office staff and Mercedes-Benz.

The vehicles are now located at Accredited Test Services in Monegetta where they will continue with testing for a further six months. Additional trials have also taken place in Graz, Austria where a team consisting of the DMO, Land Engineering Agency (LEA) and the Contractor recently completed fit-outs for a new communications system in each of the G-Wagon variants. Combined with the outcomes of Verification and Validation this will enable the first production vehicles to meet our Defence Forces' needs.

The project remains on-line to conduct training and deliver the first production vehicles into units in mid 2011.