

Annex A - International Military – Security and Personnel Issues

This section considers the international military situation and personnel issues in order to compare the Australian Department of Defence with the international Defence community. The United States and Canada were chosen for the purpose of this comparison as they were considered to have the most comparable military forces to Australia.

The United States of America

The difference between now and 2035 will be the dramatic advances in technology and its application over the coming years. Adaptation to technological advances will be a key aspect of meeting challenges to national security. However, it was emphasised that adaptation must not be limited to the acquisition of materials and that investments in specific defence technologies should keep pace with investments made to apply technology elsewhere (that is, Health system technology applications). This would then allow for significant advances in total force effectiveness.

It was highlighted that human competency will be needed to operate, maintain, deploy, and command forces and these advanced material assets. Thus, investment in acquisition of assets may be wasted if insufficient development is paid to the human factors. Modernisation should also include enhancing processes and applying technologies in areas such as recruiting, training, educating, managing, and supporting people.

The US Navy 21 – Implications of Advancing Technologies for Naval Operations in the Twenty First Century (1988)²¹⁶ study foresaw the following trends:

Increasing system complexity.

Longer operational periods away from home ports.

High demand for high aptitude people.

A smaller, more mature and more proficient force whose members are retained longer in Service.

Increasing need for reliable, easily used equipments to reduce manning requirements.

Increasing use of intelligent machines for people.

Increasing use of advanced technology for training.

Increasing use of embedded training to deliver training to geographically dispersed forces.

216. *The US Navy 21 – Implications of Advancing Technologies for Naval Operations in the Twenty First Century*, US Navy, 1988.

*Likewise, the United States Navy and Marine Corps, 2000 – 2035 report*²¹⁷

carries many of these trends forward however, additional areas were addressed concerning medical care and quality of life. The USN and MC panel emphasised the following aspects in relation to the operational environments likely to exist in 2035 that could substantially impact on the development and management of human resources:

Service personnel will be inundated with technology and information.

Fewer people will be available or required for Navy-Marine Corp missions, but the investment in people will be greater. Individuals will have more training, autonomy, decision making responsibility, and military value.

Many operations will involve joint and or multinational forces. Service personnel will have to deal successfully with organisational and cultural diversity and to coordinate their operations with both civilian and military organisations.

Units will be dispersed, but most operations will require rapid organisation of tasks and training for preparation of deploying forces. Defence will need to be able to determine the location, level of capability (readiness) of units and individuals as well as their specialist skills.

Responsibilities for missions other than war (that is, peacekeeping, disaster relief and counter terrorism) will continue. These type of missions will require rapid, ad hoc preparations for unusual and often unforeseen contingencies.

Biological and chemical threats will increase.

The report panel also noted Eight Strategic Objectives that it believed would allow Defence to develop and maintain the human resources to address the above noted scenarios. These strategic objectives are noted broadly below but are covered in much greater depth in the source document:

Recruit a higher proportion of people with above average abilities, including already trained people through lateral entry, and retain high performers for longer periods.

Reduce the numbers of sailors required on ships and ashore, and increase their performance by investing in their professional development and well being.

Emphasise education for officers as a essential part of career development, especially education in science and engineering.

Invest more in the conversion of conventional forms of training to technology based distributed training.

Provide for significant advances in the development and application of medical technologies for reducing battle casualties and deaths.

Strive for a duty, career, and personal life environment that increases retention, enhances readiness, and promotes performance.

Invest more in people related research to support the introduction of useful new technologies and to increase efficiency.

Develop a more integrated system for managing people in response to advancing technologies, in order to increase efficiency and improve readiness.

217. *Technology for the United States Navy and Marine Corp, 2000 – 2035. Becoming a 21st – Century Force.* National Research Council; National Academy of Sciences, the National Academy of Engineering and, the Institute of Medicine. 1991. For the Department of Navy.

USA - Reserves

The increased reliance on Reserve components to support national security directly affects the civilian employers of Reserve members. US DoD have initiated projects to strengthen the relationship between Defence and civilian employers that enables better use of 'shared employees'. The DoD is fostering development programs with leading edge firms so that Reservists are fully developed and qualified by Defence but are then shared with industry. There is also a program to re-equip the Reserve and improving where they work and train.

USA – Defence Civilian Workforce

Over 50% of the US Defence Department workforce will be eligible for retirement in 2007. Concerns are held in already critical skill areas such as science, health care, acquisition and engineers. The challenge to manage a transition of the workforce, to recruit the needed talent, and to develop, nurture and sustain the remaining workforce has been acknowledged.

Canadian Armed Forces

The Canadians in their *Military HR Strategy 2020 Facing the People Challenges of the Future*²¹⁸ (Section 2 *The Emerging Personnel Environment*) have developed their environmental futures to consider a number of future plausible scenarios and from this developed a range of HR measures under a strategy framework. The Canadians undertook environmental scan processes and applied these to their HR Strategy development. They begun by noting what they knew to be true; that is, demographic profiles; advances in technology and continued globalisation. These 'true' understandings generally reflect the details researched above for the United States and for the Australian aspects noted in the earlier section.

The Canadians have also considered the type of Defence Missions they will face in 2020 foreseeing both International and Domestic operations across a myriad of complex security environments. They note the increasing requirement to integrate single Service capabilities into joint and combined forces tailored to address specific situations and objectives. They noted that there are a number of trade offs to be considered. Relief and Humanitarian Operations would call for large numbers of personnel with generic skill sets while High Intensity Operations call for large numbers of personnel with mission specific skill sets suitable for combat trained teams.

The Canadians also realise that in the Domestic environment they will need to maintain both their unique and complimentary capabilities with other agencies to be able to respond appropriately to nuclear, biological, chemical, sober and/or terrorist incidents. Additionally, they highlighted the challenge in integrating with other agencies to perform domestic security roles.

Table 60 lays out the broad situational elements of plausible scenarios considered by the Canadians. The table contextualises the breadth of future scenarios that a 'western' nation may face and the underlying aspects that may need to be considered with regard to developing broad human resource strategies to cope with these plausible developments.

The Canadians looked at a four sided model to develop the scenario considerations. The first side is a New Economy approach based around strong economic growth and demand for new technologies coupled with high levels of innovation. The opposite side of the model is Old Economy with a weakening economy, limited use of technological developments and limited innovation. The other sides likewise reflect each other; Low International involvement with a domestic focus verses a High International involvement and Global focus.

218. *Military HR Strategy 2020. Facing the People Challenges of the Future*. Department of National Defence, Canada 2002.

The Australian Context

The Canadian Armed Forces broad model approach has been developed into a table format (see Table 60) for their Scenario One model. This table approach has been further developed for the Australian context to include the various personnel aspects (external chapters) into a summary table (see Table 61) to provide the 'Future Australian Personnel Environment 2005-2025'.

Table 60 Canadian Scenario One - Emerging Personnel Environment.

Situation	Canadian Scenario One
World Security	Increasing unstable, frequent and violent conflict. Terrorism remains.
Economic	International and local competition is strong. Recruitment and retention of workforce is significant challenges.
Social	Fast paced, globally oriented, technological engaged society – enjoy relative economic prosperity. Strength in diversity; liberal attitudes, less willingness to conform, rejection of authority and distrust of business.
Business	Rapid innovation and advances in science – technology make equipments obsolete. Continuous learning and partnerships with educational institutes and industry established. Organisations are flatter and less hierarchical to manage rapid change. Decision making delegated to most appropriate level to take advantage of changes.
People's	Greater proportions of younger people are technologically orientated. Highly skilled people are opportunity seeking – jobs offering professional and personnel development opportunities are preferred. High value on own personal well being, a balanced approach to work-lifestyle is achieved, employees demand high level of personnel welfare, autonomy and flexibility.
Military Force	Maintains both International and Domestic security forces with high levels of interagency integration. High levels of operational and personnel tempo. Equipment and technological obsolescence is persistent problem.

Note. 1: Table developed by Mr John Hearps, DSPPR.

