ABOVE: Men of the 53rd Battalion in a trench at their front line a few minutes before launching an attack in the Battle of Fromelles on 19 July 1916. Photo: courtesy of Australian War Memorial (AWM-H16396). INSET: Members of the Oxford Archaeology team during the early stages of the dig to recover fallen soldiers from Fromelles. Photo: Oxford Archaeology. See cover story page 18.
Editorial

Equipment, projects and capability lie at the core of the Defence enterprise. Across our organisation these three words mean many things to many people.

As you read through this edition of Defence Magazine, you’ll see we’ve focused our efforts on giving tangible examples of what these words mean and how they blend to take Defence forward.

For our friends in Chief Information Officer Group it means planning for a single, completely integrated, high-speed network that connects all fixed and deployed locations across Defence.

For those in Joint Health Command, it means setting in motion the recommendations agreed on in Professor Dunt’s comprehensive review of mental health services across the ADF.

And for Army, we’ve dedicated our cover story to a project more than 90 years in the making. Now well underway, you’ll get an archaeologist’s view of how a group of up to 400 fallen Australian and British soldiers are being expertly recovered and reidentified in preparation for their honourable burial.

Flicking through you’ll also find a pictorial spread from this year’s Anzac Day commemorations, as well as an update on the evolution of Navy’s Amphibious Deployment and Sustainment Project—an undertaking that will ultimately provide the ADF with the most capable and sophisticated amphibious warfare capability Australia has ever seen.

Jack Foster, Deputy Editor

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Ministerial changes:
At the time of going to press, Senator the Hon. John Faulkner had been sworn in as Defence Minister, replacing the Hon. Joel Fitzgibbon MP. This edition carries numerous references to the then Defence Minister and the duties Mr Fitzgibbon performed in that role.

It also contains several references to the then Minister for Defence Science and Personnel, the Hon. Warren Snowdon MP. The Hon. Greg Combet AM MP is now the Minister for Defence Personnel, Materiel and Science and the Minister Assisting the Minister for Climate Change.

Major General Mick Slater with soldiers based at Forward Operating Base Chauvel during his recent visit to East Timor. MAJGEN Slater had the chance to catch up with soldiers in both Dili and the Forward Operating Base at Dili. He also took the time to chat with soldiers from Timor-Leste Battle Group V and thanked them for their efforts during their eight-month deployment in East Timor.

Photo: LSPH Paul Berry
snapshot

Minister spends Anzac Day with troops

After an earlier stopover to visit Australian forces on deployment to the Middle East, the former Minister for Defence, the Hon. Joel Fitzgibbon MP spent Anzac Day in Afghanistan with Australian troops.

Mr Fitzgibbon attended a Dawn Service to commemorate Anzac Day at Tarin Kowt and spent time with troops at the base. He was joined by Mr Keith Payne, a Victoria Cross recipient for his courageous actions in Vietnam.

“The Anzac spirit is optimism in the courage and valor of our troops who are operating in challenging environments in Afghanistan and around the world. We should all be grateful for the efforts and sacrifices these fine men and women make on our behalf,” Mr Fitzgibbon said.

“It was a tremendous honour and privilege for me to spend Anzac Day with Australian troops on operations in Afghanistan, and to honour the sacrifices of fallen Australian soldiers with a Dawn Service here in Tarin Kowt.”

Mr Fitzgibbon also accompanied troops outside the wire, meeting with Australian and Afghan troops that are working together in remote locations in Oruzgan as well as visiting a number of reconstruction projects on which Australian troops have been working with local Afghan traders and the Afghan military.

“My visit to these areas provided a unique opportunity to see the progress being made by Australian forces in building the capacity of the Afghan National Army and helping Afghans rebuild their country,” Mr Fitzgibbon said.

Defence Budget announced

The Federal Budget was handed down on 12 May, with the former Minister for Defence, the Hon. Joel Fitzgibbon MP, announcing the Rudd Government would fund the 2009 Defence White Paper and deliver Force 2030 through a robust financial plan.

As a result, Defence will have a new funding model that will provide greater long-term funding certainty and ensure that Defence has the funds it needs when it needs them.

The funding model will impose discipline on Defence spending while ensuring Defence can purchase the military equipment outlined in the White Paper and properly support Australia’s serving women and men.

Mr Fitzgibbon said funding for the White Paper initiatives for 2009-10 include:

- Key capability acquisitions and projects such as artillery systems, replacement of light vehicles, upgraded rifles and enhancements to ADF command and control systems, satellite communications capability and counter-improved explosive device (IED) initiatives
- Commencing work on a Cyber Security Operations Centre that will require threats and provide response assistance across Government and critical private sector systems and infrastructure
- Improvements to Defence Science and Technology Organisation (DSTO) facilities, including to the Missile Simulation Centre; Remediation of Defence’s ICT
- Pay improvements for non-commissioned soldiers, sailors, airmen and women
- Recruitment and workforce stabilisation initiatives for the Navy
- Improvements to ADF health care
- Greater flexibility in ADF housing and accommodation, enhancement to mental health care, remuneration and assistance to families, and
- Remediation of ageing power, water and sewerage infrastructure across our Defence bases, and refitment of oil working and live-in accommodation.

For more detailed information on the Defence Budget, visit www.defence.gov.au/budget

Highest East Timorese honour for Army Officers

President of East Timor, His Excellency, Dr Jose Ramos Horta, recently awarded the Timor-Leste Medalla de Merito (Medal of Merit) to two Australian Army Officers for their service to East Timor during the past 10 years.

Major General (MAJGEN) Mick Slater, and Major (MAJ) Michael Stone, received the Medal at the President’s Office in Dili. The Timor-Leste Medalla de Merito is the highest recognition that can be bestowed by the President of East Timor. President Horta said MAJGEN Slater’s contribution to East Timor exemplifies the values of the Australian Defence Force and noted, in particular, his leadership of the International Stabilisation Force deployed in response to the break down in security in 2006.

MAJGEN Slater also received the Medalla Solidariedade de Timor-Leste (East Timor Solidarity Medal) during the presentation.

MAJ Stone was honoured for the unique role he played as peacemaker in East Timor during the past decades. President Horta said his profound understanding of Timorese culture and language has enabled him to promote peace and reconciliation throughout the country, gaining the respect of its people.

Both men accepted the medals at a small ceremony that was attended by guests including the Commander of the East Timor Defence Force, Brigadier Taur Matan Ruak, Australian Ambassador to East Timor, Mr Peter Hayward, and the Commander of the International Stabilisation Force, Brigadier Bill Snowy.

Defence and AusAID get strategic

Secretary of Defence Nick Warner and Chief of Defence Force Air Chief Marshal Angus Houston recently signed a Strategic Partnership Agreement with Director General of AusAID Bruce Davis that provides a framework for closer cooperation between Defence and AusAID.

The initiative advances the Government’s policies of promoting security and development, good governance and stability.

It was developed in recognition of the shared strategic interests of Defence and AusAID and the imperative for closer whole-of-government cooperation in dealing with Australia’s diverse security challenges.

The Strategic Partnership Agreement articulates the guiding principles, strategic goals, relative organisational strengths of Defence and AusAID, and coordination arrangements required for closer, effective cooperation on future activities.

Better support for ADF supporters

A series of Defence Family Forums is taking place around the country, giving families the opportunity to candidly voice their opinions on Defence and give feedback about their own experiences of the military lifestyle.

The former Minister for Defence Science and Personnel, the Hon. Warren Snowdon MP, met in Wagga Wagga for the first of the forums.

“The support provided by Defence families to our hard-working uniformed men and women is critical to the ongoing operation of the Australian Defence Force (ADF),” Mr Snowdon said.

“Wagga is the latest in a series of Forums, which has already included Darwin, Katherine, Port, Rockingham, Puckapunyal, Sydney, Adelaide and Newcastle.”

Much of the discussions thus far have related to the unique challenges associated with the mobile lifestyle of ADF members and the pressures this can have on their families; be it related to medical care, education, housing or spouse employment,” Mr Snowdon said.

Australia to assist international anti-piracy efforts

The Australian Defence Force will contribute to international efforts to combat piracy off the Horn of Africa.

The contribution will help curb piracy in the region, protect Australian and international maritime trade and underline Australia’s commitment to targeted increased engagement with Africa.

Australia will flexibly task its frigate and AP-3C maritime patrol aircraft currently based in the Middle East between anti-piracy operations and their current counter-terrorism and maritime security patrol duties under Operation Slapper. This will provide a robust and effective contribution to anti-piracy efforts while...
Twenty-four young Australians recently embarked onboard Sailing Ship Young Endeavour at Garden Island, Sydney, and set sail on her 2009 circumnavigation of Australia.

These young Australians are the first of up to 700 youth from around the country who will sail onboard STS Young Endeavour during her six-month voyage program.

Commander Australian Fleet, Rear Admiral Nigel Coates said that Sailing Ship Young Endeavour offered a fantastic opportunity for young Australians to build leadership and teamwork skills, increase their self-confidence and develop their sense of social responsibility.

“The Royal Australian Navy is proud to operate and maintain Young Endeavour on behalf of the Australian people and to be part of her 2009 circumnavigation,” Rear Admiral Nigel Coates said.

“This will be the ship’s first journey to the north and west of Australia in eight years, and presents a great opportunity for regional communities to see the ship, learn about her unique youth development program, and come onboard as she sails along the Australian coast.”

STS Young Endeavour will visit Brisbane, Bundaberg, Mackay, Airlie Beach, Toowoomba, Cairns, Darwin, Broome, Fremantle, Esperance, Adelaide, and Williamstown before returning to Sydney in December.

At each port she will embark a new youth crew, who will spend 11 to 18 days learning the technical skills required to sail a square-rigged ship, and return to Sydney.

Young Endeavour is open to Australians aged 16–23. For more information please visit www.youngendeavour.gov.au

A key insurgent commander operating in the Deh Rafshan region of the province, Mullah Qasim, was a known improvised explosive device (IED) facilitator. He was killed on May 24 during a short battle between insurgents and Afghan National Security Forces, supported by soldiers from the Special Operations Task Group (SOTG). Afghan National Security Force troops and SOTG soldiers located the Taliban insurgent leader in a remote, mountainous area of West Deh Rafshan. He and three of his insurgent followers were killed and several other suspects were captured following a short battle.

**Family Health Care trial begins**

About 2700 Defence dependants in Cairns (QLD), Singleton (NSW), Katherine (NT), Sale (VIC) and the Pibara region in WA can now access free basic health care as part of the ADF Family Health Care trial. The former Minister for Defence Science and Personnel, the Hon. Warren Snowdon MP said the initiative will provide practical support to the dependants of ADF personnel. The trial also has provision for dependants to claim up to $300 worth for non-essential dental services, which can be accessed at any dentist in Australia. Dependents registered for the trial will be issued with an ADF Family Health card which will enable them to submit claims electronically at their dental surgery. The trial will be reviewed at the end of 2010.
RAAF exercise in Malaysia

RAAF personnel and aircraft recently arrived in Malaysia to participate in Exercise Bersama Shield 2009.

The exercise aims to practice the interoperability of air, ground and naval forces under the auspices of the Five Power Defence Arrangements—involving Australia, Malaysia, Singapore, United Kingdom and New Zealand.

Eight F/A-18 Hornet strike fighter aircraft from 75 Squadron at RAAF Base Tindal and about 50 personnel worked from the Royal Malaysian Air Force (RMAF) Base Butterworth for the duration of the exercise.

An Adelaide-based Air Force AP-3C Orion crew has deployed from RAAF Edinburgh to participate in the Exercise. The Orion will be used for surveillance, anti-surface warfare, anti-submarine warfare and strike direction.

Bersama Shield 2009 was conducted over Peninsula Malaysia and South China Sea until the 25th May.

AP-3C Orion Detachment Commander, Squadron Leader (S/LDR) Baz Laiq said that the AP-3C Orion is arguably the world’s most capable maritime patrol aircraft.

“Exercise Bersama Shield 09 is an excellent opportunity to develop and confirm our traditional maritime high-end war fighting skills, whilst practising our interoperability with four other nations,” S/LDR Laiq said.

F/A-18 Detachment Commander, Wing Commander (W/CMDR) Robert Chipman said exercises such as Bersama Shield provide excellent training opportunities.

“It allows the Royal Australian Air Force to test and practise deployment capabilities so that it can operate away from its home base,” W/CMDR Chipman said.

A RAAF C-17A Globemaster provided strategic airlift, transporting Air Force personnel and equipment to Malaysia.

RAAF wreckage found in Vietnam

An Australian investigation team believes it has found the aircraft flown by the last two Australian Defence Force members missing in Vietnam.

Flying Officer Michael Herbert and Pilot Officer Robert Carver disappeared on 3 November 1971.

They had conducted a bombing mission and were returning to base when their Canberra bomber was lost without trace.

Former Minister for Defence Science and Personnel, Hon. Warren Snowdon MP said the Australian Defence Investigation Team were confident they had located the Royal Australian Air Force Canberra bomber wreckage in thick jungle in an extremely rugged, remote and sparsely populated area of Guang Nam Province, Vietnam, near the Laos border.

Mr Snowdon said the Defence team had spent a week in the isolated province gaining information and hlining in to the wreck site. While no human remains were found, several military artifacts have been discovered including a club badge which was unique to RAAF’s No. 2 Squadron.

“Those brave airmen gave their lives in the service of their nation, and locating the crash site is an important step in accounting for them,” Mr Snowdon said.

Mr Snowdon praised the work of the Defence Science and Technology Organisation in using innovative modeling techniques in order to reduce the area of interest, plus the exhaustive and skilled research and expertise of the Army History Unit in supporting the Air Force investigation.

“Valuable assistance has also been given by a number of former North Vietnamese and Viet Cong soldiers and their commanders as well as many local villagers, and their compassion and commitment in assisting us is humbling,” Mr Snowdon said.

Mr Snowdon said the next step would be a thorough archaeological dig which will confirm whether there are any human remains at the crash site.

Iraq rehabilitation mission to end

Defence will conclude its military commitment to the rehabilitation of Iraq on 31 July 2009 marking the end of a mission that commenced on 20 March 2003.

Following the withdrawal of Australian combat troops in 2003 and the relocation of the Australian National Headquarters from Baghdad, Australia’s commitment to Operation Catalyst has consisted of personnel employed in non-combat roles within coalition headquarters. In 2009, there have been around 85 such personnel deployed in Iraq.

The Chief of the Defence Force, Air Chief Marshal Angus Houston, said Australia could take great pride in the enduring contribution that the Australian Defence Force had made to the future of Iraq.

“Australian troops have provided important support to security and stabilisation operations, and have been responsible for the training of approximately 33,000 Iraqi Army soldiers, including specialist training in logistics support and counter insurgency operations,” Air Chief Marshal Houston said.

The cessation of Operation Catalyst does not include 106 ADF personnel providing protection for Australian diplomatic staff and the Australian embassy in Baghdad under Operation Kruger, nor two ADF officers serving with the UN Assistance Mission for Iraq under Operation Riverbank.

“The Australian Defence Organisation greatly appreciates the support and assistance received from coalition partners and the people and Government of Iraq during the ADF’s deployment on Operation Catalyst,” Air Chief Marshal Houston said.

“The Australian Government, and the Department of Defence in particular, look forward to maintaining a strong and robust Defence Cooperation Program with Iraq into the future.”
out of adversity people excel, and in this circumstance many people excelled, not only as individuals but also as part of a team. I am very proud of all of them."

-- Commander NORCOM, Commodore (CDRE) David Gwyther

"This operation is an awesome example of what you can achieve when the players involved muscle up and brush aside the jurisdictional issues and get on with it," he said. "No-one passed away in the evacuation process and that's because of the fantastic work done by all concerned across all agencies Commonwealth and State and of course the team on the Front Puffin. I thank every one of them for a top job.

Out of adversity people excel, and in this circumstance many people excelled, not only as individuals but also as part of a team. I am very proud of all of them," he said.
Reform vital to future capability

The savings will be delivered sustainably, through cost cutting and significant changes to the way we do business. Changes that mean in about five years’ time Defence’s processes, systems, technologies and approaches to work will look very different from the way they do today.

And here I want to make it clear that the reform to this stream will not compromise capability, safety or quality to save costs. The reform is about delivering improved capability by getting rid of the costs of inefficiency and duplication.

This is a major initiative that will involve Navy, Army, Air Force and the Defence Materiel Organisation working closely together in a collaborative, constructive and consultative way. We’ll also work closely with industry.

Theinventory element of the smart sustainment reform will deliver $1 billion in savings during the next decade by increasing the efficiency of Defence’s maintenance and supply chain processes and reducing inventory costs and holdings.

The maintenance element of this reform stream will realise the Defence Materiel Organisation’s aim to become more business-like. It’s been the vision of the Kinnaird and Mortimer reviews, and the Strategic Reform Program will deliver it by imposing commercial discipline on procurement and sustainment processes and introducing more efficient maintenance techniques.

The reform will be undertaken in a planned and structured way during the next five years. All major fleets of military equipment across the three Services will be carefully scrutinised to identify possible efficiencies in the way they are operated, supported and maintained.

The future Defence that is fundamentally different, in some parts unrecognisable, and so much better for it.

Looking after the mental health of our people

As the Chief of the Defence Force, you have heard me say time and time again that nothing is more important to me than the health and well-being of the men and women of the Australian Defence Force.

Our work can be dangerous and demanding and our service can come at a price. A very large aspect of our duty of care to Defence people is centred on mental health management. It is impossible to escape the fact that on many of our operational deployments, our people are exposed to conditions that may lead to psychological trauma.

Great work has been done on our Mental Health Strategy since it was launched in 2002. We have instituted programs aimed at promoting good mental health and preventing stress wherever possible.

However, in Defence we are always looking to improve and for some time I have been concerned about whether we have adequate staffing and resources for mental health support, the possible impact of extended military deployments on the mental health of our people, and the willingness of our members to seek treatment for mental health conditions.

For these reasons, I welcomed the Government’s decision to commission Professor David Dunt to conduct an independent review of mental health care in the ADF. In undertaking this review, Professor Dunt compared our current ADF mental health support services against best industry practice. His analysis also included the transition process from Defence to the Department of Veterans’ Affairs (DVA) and the extent to which mental health services are meeting the needs of serving and transitioning ADF members.

Professor Dunt’s recommendations include:

- expanding resilience training and mental health education;
- improved access for Reservists to post-deployment support; and
- a review of policy and guidelines for ADF medical employment classifications to better manage deployments. He also asked the continued military service of those with mental health illness; the further expansion of rehabilitation; and return to work programs and enhanced transition services for members leaving Defence.

Defence agreed in full to 49 of his 52 recommendations and we agreed in part with the remaining three.

We must now implement these recommendations. I have directed Joint Health Command to work with the single Service and non-Service groups to develop a comprehensive plan to achieve 10 major goals. Further details about these goals can be found on the DefWeB.

I would like all Defence people to be seized with the importance of this initiative. Mental health is a vital component of the ongoing health and well-being of ADF men and women. I think Professor Dunt for his significant efforts in producing this important review. I am confident that his review will lead to an improved mental health support system for our people.
ADF remembers service to nation

On the 94th anniversary of one of Australia’s first military actions, past and present members of the ADF paused to remember those who had contributed to all Australian military operations.

The Chief of the Defence Force, Air Chief Marshal Angus Houston, said Anzac Day was a time to reflect on the contribution made by all our past and present service men and women who had displayed great courage, discipline and self-sacrifice in choosing a life of service to their country.

“Today we honour the courage and sacrifice of those who have contributed so much in shaping the identity of this proud nation,” Air Chief Marshal Houston said.

Across all Australian military campaigns, more than 1.8 million Australians have enlisted into the Services to serve their country in times of need. Of these, more than 102,000 have died as a result of their service, more than 225,000 were wounded, and more than 34,000 were held as prisoners of war.

Most of our deployed service personnel are in Afghanistan, other areas of the Middle East, East Timor, Solomon Islands and on border protection duties in Australia’s maritime domain. Smaller numbers are deployed in Iraq, Egypt, Sudan and Darfur.

Air Chief Marshal Houston said the Anzac spirit lived on in the hearts and minds of all Australians. “Today we honour the courage and sacrifice of those who have contributed so much in shaping the identity of this proud nation,” Air Chief Marshal Houston said.

After a moving Dawn Service, soldiers from the 1st Mentoring and Reconstruction Task Force enjoy a traditional Australian Anzac Day game of two-up in Afghanistan.

Corporal Emily Dutton of Brisbane forms part of the Catafalque Party during the Anzac Day Dawn Service at Camp Phoenix, East Timor.

LEFT: (L-R) 20-year-old Aircraftwomen Jade Evans and Jessica Johnson from 37 Squadron were shown a photo of WW2 veteran May Thomson, ex-Women’s Australian Auxiliary Air Force (WAAAF), a photo taken on Anzac Day when she was 20 years old.

ABOVE: HMAS Sydney’s ship’s company at a dawn service held at sea to commemorate Anzac Day off the east coast of Australia.

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The sun rises during Anzac Day Dawn Service ceremonies at Garden Point, Paynesville, Victoria.

Corporal Emily Dutton of Brisbane forms part of the Catafalque Party during the Anzac Day Dawn Service at Camp Phoenix, East Timor.

ABOVE: Major Jay McLeay, NZ Army, with his son Carson McLeay after the Dawn Service at the Australian War Memorial.

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After the oil-spill off the coast of Queensland in March, many were understandably concerned when Defence had plans of unloading fuel across the golden sands of Cowley Beach, north Queensland, in May.

Knowing this, project manager for the Army's towed flexible fuel barge system, Major (MAJ) Stephen Wagener, made sure key environmental stakeholders were on site during a recent test and evaluation of the system. And with Defence and Great Barrier Reef environmental managers out in force, it was never going to be a walkover.

Phil Kukis is one of those responsible for safeguarding the environment of the Great Barrier Reef Marine Park.

"The reef is a unique and environmentally-sensitive area. We must work closely with Defence to ensure their activities are well managed and that any impacts on the marine environment are minimised," Phil said.

The towed flexible fuel barge system was a rapid acquisition from a British supplier during lessons learned from the East Timor intervention in 1999. Its biggest component is a 30 metre floating sausage-shaped bladder, which is self-sealing against small arms fire.

The bladder is loaded offshore from a Navy tanker and then towed to a moored raft near the beach. From there, its 100,000 litres of fuel – 24 hours supply for a mechanised Brigade – can be pumped up to 20kms inland. Colonel (COL) Andy Adams from the Directorate of Combat Services Support Development said the system is not really necessary until you really need it.

"Then it is vital," COL Adams said. "Apart from military operations it is more likely to be used during humanitarian and disaster relief, because shore infrastructure might be completely destroyed by earthquake or tsunami."

The towed barge system has possible environmental issues at several levels according to Defence’s Assistant Director of Environmental Impact Management Tim McIlay.

"Firstly we are talking about transporting 100,000 litres of fuel in plastic bags – admittedly, very high-tech plastic bags," Tim said. "We need to consider the pollution risks and how to manage them. Secondly, if things go wrong, we need to consider remediation – how to treat it."

For Tim and fellow environmental managers these latest trials are clearly a feather in the cap for the maturing DMO process.

"Early engagement means that environmental issues are factored in from the early stages, which means far fewer headaches later,” Tim said.

"Getting us all here has been a real achievement for [project manager] MAJ Steve Wagener."

Department of the Environment senior manager Chris Murphy agreed.

"We are keen to know the risk manageability of any consequences. It’s good to be involved very early on,” Chris said.

Rockhampton-based Defence regional environment manager, Tennille Danvers said it was a great opportunity to observe military capability and understand the requirements for environmental mitigation.

"We have never yet transferred fuel across the beach at Shoalwater Bay,” Tennille said. "We now have a much better understanding of the implications. It’s been good to be involved in the test evaluation process – during, rather than after."

MAJ Wagener said the job of the test and evaluation process is to find faults which can then be fixed, including environmental ones.

"Our watchdogs liked the system because it means far fewer headaches later,” Tim said. "Early engagement means that environmental issues are factored in from the early stages, which means far fewer headaches later."

"Winch system will reduce hand-dragging by soldiers

Better coupling system for fuel hoses

Better hydraulics, improved ease of operation

Improved cleaning and clearance of pipes

Now fail-safe on discharge valves

Environmental managers from various agencies at Cowley Beach for trials of the towed flexible fuel barge system.

Under the Green Microscope

Environment managers at the Cowley Beach test and evaluation were from:

■ Department of the Environment
■ Great Barrier Reef Marine Park Authority
■ Maritime Safety Queensland
■ Defence Environmental Impact Management Directorate
■ Army HQ Manager, Environment and Training Areas
■ Army HQ Environment Officer
■ DGSS regional representatives

Planned System Improvements

■ Bigger raft – easier to work on
■ Improved mooring and anchoring
■ Better pumps for faster discharge of fuel
■ Can now pump from 400m offshore (doesn’t need a perfect beach)
■ Winch system will reduce hand-dragging by soldiers
■ Better coupling system for fuel hoses
■ Better hydraulics, improved ease of operation
■ Improved cleaning and clearance of pipes
■ Now fail-safe on discharge valves

The 100,000 litre fuel dracone is laid out whilst a nose cone pump is changed out prior to deploying the fuel bladder and fuel delivery system at Cowley Beach.

Photo: LS Paul McCallum
More than 90 years on, and after years of extensive research, five burial pits have been discovered at Fromelles in an area situated behind what were once German lines. These pits are believed to contain the remains of up to 400 Australian and British soldiers.

Now well underway, the project to expertly recover and identify this group of courageous soldiers will see they are finally buried with honour and dignity.

Based in France for the duration of the recovery, Fromelles Project Manager Lieutenant Colonel (LTCOL) James Brownlie said he and his team remained busy coordinating the effort on behalf of the Chief of Army, as well as working to meet the needs of the British Government, the UK Ministry of Defence, the French Government, and the Commonwealth War Graves Commission (CWGC).

“It’s an honour for me to come to work everyday and try and get to the point where the service and sacrifice of so many people can be recognised by the modern ADF,” LTCOL Brownlie said.

“It was 93 years ago, and that’s a hell of a long time, but I’m just proud to be able to assist in identifying and honouring the otherwise unknown individuals who gave their lives for our country. "In the Army, if something happens to you, you get looked after. It might take a while, but we will always look after our own. And that’s what I feel like I’m doing, looking after my own."

Before starting the dig, the Army identified and listed 191 Australian WW1 soldiers believed to be among those buried, and in mid 2008 undertook a limited excavation of the suspected group burial site.

“The Australian Army works under a Defence Instruction that states there be no speculative searching for our war dead unless there is compelling circumstantial evidence pointing to a likely location,” LTCOL Brownlie said.

Given the information available, it is impossible to be absolutely certain who is buried at Fromelles, however we, and many other historians and interest groups believed the list provided a solid enough foundation for further investigation.”

With this, permission for the recovery was granted and after an extensive tender process, UK-based experts Oxford Archaeology were awarded the dig contract based on their ability to meet the unique requirements of the project.

“It was decided that the Australian and British Governments will share the cost of the Pheasant Wood excavation, which is expected to take up to six months depending on several factors including the weather, soil conditions and the actual number of remains recovered,” LTCOL Brownlie said.

Working to complete the recovery by September 2009, Oxford Archaeology project manager Dr Louise Loe said she was both honoured and excited to be working on such a historically significant project.

“We have invested a great deal in planning for this, the Australian, British Governments and the Commonwealth War Graves Commission even more,” Dr Loe said.

“We are deeply honoured to be undertaking such an important task—to recover the remains of individuals who sacrificed their lives and to lay them to rest in a cemetery that is befitting of this. I hope that this will bring closure to those families who lost their loved ones.”

We are deeply honoured to be undertaking such an important task—to recover the remains of individuals who sacrificed their lives and to lay them to rest in a cemetery that is befitting of this. I hope that this will bring closure to those families who lost their loved ones.

– Oxford Archaeology Project Manager Dr. Louise Loe continued p.20 >
Cover Story: The proposed plan for the new Commonwealth War Graves Commission cemetery to be built at Fromelles. Photo: Oxford Archaeology

Above: Rising sun collar badge uncovered in Fromelles in May 2008.

Although this is the first WW1 dig for Oxford Archaeology, they will be drawing on extensive experience gained from working on other war-time sites such as the WW2 labour camp, Le Glacenar, in France, which was set up soon after D-Day in 1944. “The camp housed German Army and Navy POWs, employed first in the rebuilding of the bombed harbour facilities and town of Cherbourg and later as dockworkers handling Allied war material,” Dr Loes said.

“This was an experimental project in that we were looking at ways to combine traditional archaeological investigation with official history and personal testimony, on sites of relatively recent importance.”

The archaeological group has also excavated numerous graves, prehistoric to modern. Of these, the most similar to Fromelles was the Roman mass grave excavated at London Road, Gloucester—a site containing about 91 individuals.

“Although many centuries apart, this Roman mass grave site was very similar to the grave at Fromelles,” Dr Loes said.

“The soil was like sticky clay, bodies were entangled with each other and there were numerous artifacts that had to be carefully associated with individuals.

“Individuals on our dig team have also worked on mass graves on atrocity crime investigations in Bosnia, Kosovo, Iraq and Guatemala.”

A group of 30 specialists, among them forensic archaeologists, anthropologists and traditional archaeologists, will continue the painstaking recovery process using small, delicate tools such as hard tweezers and soft brushes to carefully excavate each individual skeleton until it is fully exposed.

“The excavation of mass graves follows basic principles used in traditional archaeology,” Dr Loes said.

“These include accurate recording in three dimensions, and recognising and recording stratigraphic relationships to ensure that the context of the human remains is fully understood. “It will take time to unravel what we find and match up items with individuals and body parts,” Dr Loes added that scientific approaches used during the dig will ensure that they can confidently match buried materials, such as badges and dog tags, with an individual.

“I am sure there will be moments when members of the team will find this experience an emotional one, especially as discoveries of these particular personal items are made,” Dr Loes said. “But this is vitally important because the identification of the soldiers buried here is the paramount aim of this project.”

Recording forms will then be completed, photographs taken and the precise position of the bones accurately recorded in three dimensions using digital survey.

“The same processes will apply to any artifacts found with them,” Dr Loes said. “The survey data will help us interpret the location and orientation of skeletons, bones and artifacts, which will vary, and thereby allow us to confidently know which bones and artifacts belong with which individuals.

“Skeletons and artifacts will be assigned a unique number which will stay with them until they are re-buried. That way, we can confidently retain the integrity and continuity of the evidence, from group burial to individual grave in the CWGC cemetery.”

Following the excavation, the skeletons and artefacts will be carefully transported to the forensic laboratory which is adjacent to the site. Here these items will undergo the critical stage of cleaning, consolidation and analysis to determine their identity. “Examinations will be supported by radiology and samples will be taken from the human remains for DNA testing,” Dr Loes said.

“The project will be successful if we can give these men a military burial knowing that we have done all we can to identify them and having treated them with full reverence and respect.”

In what will be the first CWGC cemetery in 50 years, the remains will then be reinterred in individual graves to be known as the Fromelles (Pheasant Wood) Military Cemetery. Fittingly, a special mass grave for all the soldiers will be erected on the CWGC site.

“In the coming months, we will work closely with other organizations such as the CWGC and the National Centre for Forensic Science, to identify these men and improve our DNA testing methods,” Dr Loes said. “These include accurate recording in three dimensions, and recognising and recording stratigraphic relationships to ensure that the context of the human remains is fully understood. “It will take time to unravel what we find and match up items with individuals and body parts,”

Army register
Army has established a register for those who believe that a relative of theirs may be buried at Fromelles. Members of the public are encouraged to enter their details online or via the public inquiry line 1000 019 019. The register will form a base from which links to current living relatives may be made if identification of remains is possible.

Defence Support Group (Defence Support) supports the Defence organisation by delivering products and services to meet the outcomes defined by our customers, with clear lines of responsibility and accountability to ensure we can get the job done. Defence Support provides essential services and support to more than 90,000 ADF personnel, APS employees and contracted service providers where they work, train and live.

What is the Base Accountabilities Model?

The Base Accountabilities Model (BAM) provides a clear separation of responsibility for base management and support services from responsibility for capability. It allows the Services and other Groups to focus on their core capability outcomes and other deliverables whilst ensuring Defence Support provides high quality support services.

The model aims to ensure better engagement between all the Groups and Services at both base and a national level. Developing and implementing the model is providing a great opportunity for Defence Support to work closely with customers and develop solutions to better use Defence resources to provide improved support for Defence capability. The BAM operates under a hierarchy of agreements. At the highest level, the Memorandum of Arrangements sets out the principles under which Defence Support, the Services and Groups will work cooperatively together.

- The Customer Supplier Agreements (CSA) and base level Base Support Agreements (BSA) will formally set out the support services delivered by Defence Support to each of its Service and Group customers.

Under this model, each location will have its own local management forum – a Base Management Forum (BMF) – to deal with base-wide support management and services. This is to be a collaborative working arrangement with representation from Defence Support and customer Groups/Services at each forum.

What does BAM mean for you?

Whilst it will be business as usual for as far as the products and services Defence Support delivers are concerned, the BAM aims to improve the efficiency and effectiveness of base management and support delivery. There will be a shift to more consistent and standardised base support - with Defence Support providing greater coordination support for day-to-day requirements of a base.

“The model, approved by the CEO and the Secretary and endorsed by the Chiefs of Service Committee, expects the commitment of all military and civilian staff to make the Base Accountabilities Model a success by engendering trust with each other, being outcome-focused and flexible,” Martin Bowles, Deputy Secretary Defence Support said.

“The new model includes performance reporting and management mechanisms to allow Defence Support, in consultation with its customers, to continue to refine and develop its products and services to provide the best possible support to meet customer requirements,” Martin Bowles said.

Defence is a large and complex organisation, with 14 Groups and Services that all conduct different business. Sometimes the lines between the various Groups and Services can become blurred.

“This model gives customers greater visibility of how Defence Support does business, and provides an opportunity for Defence Support to work with customers in the development of their requirements to ensure a better collaborative outcome for all.”

The Defence Support Base Support Manager (BSM) on each base will remain accountable for the delivery of base support management and services including the integrated delivery of agreed support services. Similarly, the Heads of Residential Units (HRU) will remain responsible for the delivery of their capability, operational support, force generation and other Group/Service-specific products or services.

A senior military officer from the primary service on the base will be appointed as a Senior ADF Officer (SAO). The SAO’s appointment is additional to this senior officer’s normal role and provides broad leadership to all military personnel in the base and works closely with the BSM to facilitate the smooth running of the base.

When is BAM coming to you?

Since July 2008, BAM has been trialled at three Defence trial sites – HMAS Stirling, Western Australia; Lavarell Barracks, north Queensland; and RAFA Amberley, south Queensland. The model is now being rolled out across all Defence bases and establishments. The roll-out will be completed by end of 2009.

How can you find out more?

Presentations on the model are currently being held at major bases across Australia. Details are in Defgram 130/2009 - Base Accountabilities Model - information website and notice of presentations. Further information is also available on the BAM website http://intranet.defence.gov.au/defencemagazine.
Bright future for Defence industry

Young engineers and project managers of the future are gaining an insight into Defence and defence industry through a new national sponsorship by the Defence Material Organisation (DMO) of the Re-Engineering Australia Foundation (REA).

Some 30,000 students in more than 240 Australian high schools now have the opportunity to take a closer look at Defence capability while participating in REA’s amazing competition that encourages young engineering and project management innovators.

Through the sponsorship of REA, DMO is now supporting the F1inSchools competition that gives Year 7 to 12 students first hand experience with project management and engineering.

REA organiser and engineer, Michael Myers said he’d been blown away by the quality of work the high school teams produced each year.

“It’s very high and it keeps getting higher,” Michael said. “When you see the work these kids are turning out, it’s absolutely world class. I doubt there are five engineers in the country using computational fluid dynamics, and we’ve got thousands of kids doing it.

“In a sense we’re just opening the door and letting the kids go. The results are absolutely staggering.”

DMO’s three-year sponsorship of the not-for-profit REA is part of the Industry Skilling Enhancement Program package (ISPE) announced by the Government late last year, with the overall objective to boost Defence and defence industry through a new national sponsorship by the not-for-profit REA.

DMO’s three-year sponsorship of the not-for-profit REA is part of the Industry Skilling Enhancement Program package (ISPE) announced by the Government late last year, with the overall objective to boost defence industry skilling and the Defence Industry Skilling Improvement Program (ISPI) announced by the Government late last year.

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“ICT touches each and every person in Defence. When it works well, it enables great results. When it works badly, it causes delays and prevents successes. It’s the ultimate example of why Defence can’t function properly with a broken backbone,” Mr Warner said.

For ICT, this backbone refers to the less visible parts of the Defence business, such as business systems and processes, information management and supporting ICT technologies.

One of the first steps in fixing the ICT backbone was to appoint Defence Chief Information Officer Greg Farr as the Coordinating Capability Manager for all of Defence’s ICT.

The appointment will oversee the entire ICT portfolio across Defence to ensure that there is greater visibility and improved accountability for all ICT stakeholders.

“Hopefully what the Coordinating Capability Manager can do is make sure that we are all working towards the priorities the Secretary and CDF have set out for the whole of Defence, whether it’s major projects or minor projects, business as usual or sustainment activities,” Mr Farr said.

At the moment, there are a large number of systems all operating independently. The new changes will see an information environment that is architecturally integrated giving Defence the ability to take advantage of new technologies and more easily share information.

“We want to have a place where people feel they are part of the Defence family and have access to information. We want the system to be able to talk to each other and be cooperative,” Mr Farr said. “We don’t want to waste time and money with a system that can’t talk to other systems.”

The appointment of the CIO as Coordinating Capability Manager will have positive flow on effects to other groups such as Defence Materiel Organisation (DMO) and Capability Development Group (CDG).

Defence Magazine spoke to Head of DMO Electronic Systems Division Shireane McKinnie and Head of Capability Systems Air Vice Marshal Brian Plenty about what the appointment will mean for their respective Groups.

From a DMO perspective, Ms McKinnie is looking forward to the developments and sees the changes as being an important reaffirmation of the CIO’s role within Defence as well as an opportunity for IT Architectural Standards being developed.

“When we are specifying requirements for new equipment that we buy, we need to do this against an architectural framework but at the moment there isn’t one. We are looking forward to the development of this, hopefully with CIO coming up with a work plan for when they’re going to be able to deliver on these standards,” Ms McKinnie said.

“Getting our Enterprise Architecture documented is critical as it addresses our organisational ICT maturity in both strategy and governance. It does this through standardised business processes, clear information management requirements, and approved supporting technologies,” Mr Farr said.

AVM Plenty said the appointment presents great opportunities and is looking forward to a greater integration between CDG and DMO staff work.

“The changes are about getting better processes in place because we’ve been doing things to a large degree in the right fashion and heading in the right direction but there are improvements that can be made. There will be more certainty about what staff know they’ve got to do, to what level and at what stage,” AVM Plenty said.

Mr Farr understands the importance of the role he has been given but is looking forward to the challenges he is facing.

“The reform and remediation program will take time. It will be staged and prioritised over several years to achieve short, medium and long-term business outcomes for Defence. But there is a sense of urgency to move forward now... We have a lot of work to do and a lot of committed people that are getting on with it.”

– Chief Information Officer Greg Farr. Photo: Bryan Doherty

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– Head of Capability Systems Air Vice Marshal Brian Plenty. Photo: Clinic unbinder

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The ADF mental health system has been given an $83 million boost over the next four years to improve its programs and services in response to a comprehensive review by independent public health specialist, Professor David Dunt.

Released in May this year, Professor Dunt’s Review of Mental Health Care in the ADF and Transition through Discharge highlighted the successes and gaps in the delivery of mental health programs and transition services and made 52 recommendations for improvement.

The Chief of the Defence Force, Air Chief Marshal ACM Angus Houston, has already committed to delivering 49 of those 52 recommendations, and partially agreed to the other three recommendations.

“Since 2002 we’ve improved the way we care for the people who have mental health problems,” ACM Houston said. “But it is quite clear from Professor Dunt’s report that more work needs to be done.”

MAJGEN Alexander the Joint Health Commander and Surgeon General of the ADF will lead the implementation of the reform program.

Following the release of the report he said that Defence will be expanding existing mental health programs and creating new ones focusing on depression, anxiety and operational mental health issues.

“We recognise the important role of family, and our new mental health programs will include family participation in providing mental health support to members, as early intervention is key to successful mental health care,” MAJGEN Alexander said.

“In Defence, we all have a role in supporting our mates.”

Director of Mental Health, Lieutenant Colonel &TCOL Stephanie Hodson, hosted Professor Dunt during his time at Defence and said that it was a learning experience for both parties.

“Professor Dunt came in as a public health physician and knows a lot about what a good system should be, but he didn’t know a lot about the military so it was nice to have a fresh perspective,” LTCOL Hodson said.

“We do make people do dangerous things, and therefore we have to do everything we can to give our personnel the ability to be able to cope with those events.

“Even with all the preventative work we do, we have to ensure we have all the right support networks to look after them.”

Professor Dunt said the ADF’s commitment to its mental health strategy compared favourably to military forces in other countries and Australian workplaces, but added that the present situation reflected a lack of funding and resources at the directorate level and in regional mental-health teams.

He also cited the need for more psychologists as a major area for improvement.

“There is a need for a significant increase of site psychologists as well as more efficient use of these people,” Professor Dunt said. “There is a need for greater involvement of medical officers and doctors in mental health and there should be more training both at initial induction as well as after that.”

Aiming to improve those and other areas outlined in the Review, specialist regional mental health teams will be set up to address more complex cases, and a new, national ADF mental health centre will be created that will incorporate innovative on-line training, a health and research programs, as well as broader access to mental health care for ADF members.

“By our very nature we have people everywhere, so when you’re somewhere like Darwin and you cannot get access to a mental health specialist, our proposed national centre in Sydney through tele-psychiatry options will make sure you get an assessment,” LTCOL Hodson said.

“This centre will have a mental health work force focusing on running outpatient group treatment programs, tele-psychiatry and training of mental health professionals. They will support the mental workers that will make up the new regional mental health teams which will coordinate regional activities and to make sure we really get in there and do more preventive work with personnel on the ground.

“We will also have an enhanced work force numbers nationally at a local level to reinforce the current support network.”

LTCOL Hodson said that one of the ADF’s flagship mental health initiatives, resilience training, referred to as Battle SMART (Self Management and Resilience Training), will also be strengthened as a result of the Dunt Review.

“We like to make people more resilient in the ADF,” LTCOL Hodson said.

“Some of us haven’t had good role models that teach positive thinking skills and other stress management skills, so Battle Smart has been developed to ensure that every individual deployed has a toolbox of really critical stress management skills including positive thinking.”

“None of this is rocket science but it’s like learning to play tennis—you’ve got to practice it.”

According to LTCOL Hodson, the response to the Dunt Review has been extremely positive but she was adamant that it was only the beginning of the reform effort.

“There are a lot of commanders and health professionals that are worried about the impact of our operational tempo and who are very keen to get involved and be a part of something that will help our members and their families,” LTCOL Hodson said.

“Good mental health support is fundamental to people enjoying their military career and performing really well as it eventually being able to enjoy a career outside the ADF.”

“We expect mental health casualties like we do physical casualties, it is a part of what we do, but this review will result in better preventative strategies and mental health services when they come home.”


Defence has formulated a robust implementation plan that will result in the best possible mental health outcomes and transition services for our ADF men and women.

This plan includes:

• improved mental health governance and policy
• enhanced mental health workforce
• improved mental health training for ADF personnel and providers
• enhanced prevention strategies including better research and surveillance
• enhanced mental health rehabilitation and transition services
• greater involvement of families in the mental health programs and support for ADF members, and
• better facilities from which mental health services will be delivered.
Private Reece Jowers from the Darwin-based 7th Battalion Royal Australian Regiment maintains a secure watch as troops from the Monitoring and Reconstruction Task Force 1 patrol the streets of Tarin Kowt, Afghanistan. Photo: Corporal Ricky Fuller

Enhancing the Land Force

By Alan McGrath

The Enhanced Land Force (ELF) initiative is a $10 billion commitment by Government that will increase Army’s numbers to 31,000 and provide new equipment and facilities for around 3000 additional ADF personnel. ELF is being implemented in two stages. The first stage primarily focuses on the relocation of the 3rd Battalion of the Royal Australian Regiment (3 RAR) from Sydney to Townsville and the accelerated growth of 7 RAR in Darwin. The second stage involves re-establishing 9/9 RAR in Brisbane.

 Defence Support Group’s Infrastructure Division’s role is to develop the facilities and infrastructure required for ELF to support the ADF; ranging from modern unit working accommodation and headquarter buildings, to living in accommodation for students, to enhanced weapons ranges and training facilities at several bases and training areas across Australia.

Infrastructure Division’s Director for the ELF Facilities Project, Richard Tanzer and his small team faced a considerable challenge, defining, developing and then delivering the facilities and supporting infrastructure required for a range of these new enhanced capabilities. “Our strategy for the development and delivery of the facilities and infrastructure was driven by the Army’s needs for new training and working accommodation,” Mr Tanzer said.

“We are also now pressing hard to complete the development of the stage two project and we plan to refer the stage two facilities project to Parliament later this year,” Mr Tanzer said. The ELF project team is now involved in the planning, environment and heritage staff of Infrastructure Division, and a wide range of Army and Air Force stakeholders, all made critical contributions to the project.”

The project development activity culminated in the ELF facilities project team referring their project to the Parliamentary Standing Committee on Public Works (PWC) in November 2008. In March 2009, the PWC reported to Parliament which cleared the works to proceed.

“The project, estimated to cost $793.1 million, included the modern purpose-built facilities and supporting infrastructure for 3 RAR in Townsville. “3 RAR’s new facilities will be similar to functionally effective facilities enjoyed by 1 RAR and 2 RAR in Townsville since 2004,” Mr Tanzer said.

“Unfortunately, there is no opportunity to relax and enjoy this success, as we now have to implement the stage one project and progress the equally complex stage two project.”

“A lot of inputs were needed into this complex infrastructure project, one of our earliest tasks was to identify all key stakeholders in the project, encourage their input, and ensure their input was timely and accurate.”
A new directorate has been set up within Defence’s Counter Improvised Explosive Device (IED) Task Force to ensure Defence personnel are protected against chemical, biological, radiological and nuclear attacks.

Now almost fully staffed, the Chemical, Biological, Radiological and Nuclear (CBRN) Directorate is responsible for the coordination of Defence’s CBRN capability, ensuring that Defence can operate effectively within a joint, multi-agency or coalition environment. To achieve this, the Directorate’s goals are to:

- monitor Defence’s current CBRN capability and coordinate the identification of future Joint CBRN capability needs;
- develop Joint policy advice for Defence on CBRN issues;
- provide a conduit for working-level engagement between Defence, Commonwealth and State/Territory Governments on Defence CBRN capabilities, and
- enhance Joint CBRN interoperability.

The CBRN Directorate will also be a principal agent of the CBRN Steering Committee, chaired by Major General (MAJGEN) Dave Chalmers, Head Joint Capability Coordination Division in Vice Chief of the Defence Force Group.

“CBRN provides Defence with a single point of coordination for Joint CBRN matters and will perform important joint capability development of an offensive CBRN capability. The CBRN Directorate will align processes and functions across Defence’s broad CBRN capability, providing a single point of contact within the organisation for Joint-endorsed Joint Defence CBRN policy, focusing on the development, maintenance and operational employment of Joint Defence capabilities within a CBRN threat environment. The Defence Capability Plan has also acknowledged the importance of CBRN in developing joint capability. The main CBRN capability projects are Joint Project 2110 (JP2110), which aims to improve the ADF’s defensive CBRN capability through the protection of personnel from the strategic, tactical and physiological impacts of exposure to toxic industrial hazards and CBRN weapons. By anticipating, training and equipping for these eventualities, operations are able to continue in CBRN environments. JP2110 Phase 1 has two sub-phases:

- Phase 1A involves the purchasing of MISTS/COTS chemical and radiological point detectors that are either already in use within the ADF or are the latest model of an in-service item;
- Phase 1B has a broader scope, and will address the five main elements of CBRN defence – detection, identification and monitoring; warning and reporting; physical protection; hazard management; and medical support.

Located at Canberra’s Campbell Park Offices, the CBRN team can provide you with CBRN advice and help you with the coordination of CBRN-related training needs and communications activities.

CBRN Directorate Contacts:
Mr David Lawson, Director CBRN
Mr Eric Stevenson, Assistant Director CBRN
Mr Shane Williams, Deputy Director CBRN
Ms Stephanie Kimonides, Senior Adviser CBRN Communications

Group Mailbox
CBRN.Directorate@defence.gov.au

Intranet Site
**International logistics support**

Australia’s Defence logisticians pride themselves on being able to provide the ADF with the necessary supplies and services for operations and exercises worldwide.

And with the ADF having recently entered into several Mutual Logistics Support Arrangements (MLSA) with Defence organisations from a range of other nations, the Australian Defence Force can now get support from other nations should the need arise. MLSA are the principal strategic-level arrangements through which the ADF affects military-to-military transfer of logistics support during operations, exercises and other contingencies, including humanitarian assistance and disaster relief.

With an MLSA in place, Defence logisticians supporting Australia’s operational commanders can expeditiously request supplies and services such as the signature Defence Force and the ADF can reciprocate as required. Examples might be fuel, tyres, rations, spare parts. Reimbursement is either by cash, exchange in kind or exchange of equal value.

In April 2009, Commander Joint Logistics, Major General (MajGen) Grant Cavenagh, on behalf of the ADF, signed two new Mutual Logistics Support Arrangements with Indonesia and Italy.

“These and other formal international Logistics Agreements and Arrangements give the ADF greater flexibility in securing logistics services and support in contingencies,” MajGen Cavenagh said.

The MLSA with the Indonesian Armed Forces, known as TNI, covers the exchange of mutual support in Military Operations Other than War (MOOTW) including HA/DR operations.

Support Arrangements with Indonesia and Italy.

Major General (MajGen) Grant Cavenagh, on behalf of the ADF, signed two new Mutual Logistics Support Arrangements through which the ADF effects military-to-military transfer of logistics support with other nations, the Australian Defence Force can now have logistics support in contingencies,” MajGen Cavenagh said.

Support in Military Operations Other than War (MOOTW) including HA/DR operations.

“New arrangements as well as one with Germany. The MLSA is one of the first initiatives progressed between the ADF and TNI under the Joint Statement on Defence Cooperation signed by the Chief of the Defence Force and TNI’s Commander in Chief General Djoko Santoso in January this year.”

MajGen Cavenagh signed the MLSA with MajGen Alessandro Montuori, Chief of the Logistics Department, Italian Defence General Staff while both were attending NATO meetings in Brussels.

The Italian Republic is a member of the Multinational Interoperability Council (MIC) along with the United States, Canada, United Kingdom, France, Germany and Australia. It is intended for the ADF to have logistics arrangements with each of the MIC member countries.

Meeting in Canberra last September, the former Minister for Defence, the Hon. Joel Fitzgibbon and French Defence Minister Morin, highlighted the particular benefit of a future MLSA for Australia–France defence cooperation in the South Pacific. Negotiations are progressing towards finalising that arrangement as well as one with Germany.

The New Generation Navy (NGN) initiative is being implemented as part of a fundamental reform of Navy leadership, training and culture. Its vision is to have an Australian Navy renowned for excellence in service to the nation.

Chief of Navy Vice Admiral (VADM) Russ Crane said the NGN initiative was critical to Navy’s future. “New generation Navy is my number one priority,” VADM Crane said. “Why do we need it? Simply put, while we continue to deliver on our long and proud history, we need to make a change of course to deliver on our future capability.”

With more than 500 personnel now consulted, the NGN team have been busy building naval bases and assets across the country, explaining their task and seeking input from personnel of all ranks.

While Navy’s new structure would attract the most interest at first, VADM Crane said cultural change was the most pressing NGN priority.

“I cannot understand the importance of changing Navy’s culture,” VADM Crane said.

Structurally, VADM Crane will receive four primary reports for the four critical areas for Navy to address. To achieve this Navy will be re-formed into two commands:

- **Navy Strategic Command** will be led by Deputy Chief of Navy and be responsible for capability, engineering and personnel, and

- **Fleet Command** – which will take charge of the development of the fleet, managing people at the force level and allow Navy to focus on force generation.

Training and support will come under Fleet Command and Navy will consolidate the current seven Force Element Groups (FEGs) into three (Surface Forces, Undersea Forces and Fleet Air Arm). The structure is intended to optimise the management of people and equipment and address the breakdowns in the current training process.

Navy Systems Command is being abolished. VADM Crane said while it had achieved a great deal in the past nine years, times had moved on.

“Hard decisions need to be made,” VADM Crane said. “But I am concerned that their long-term sustainability cannot be guaranteed unless we act decisively. The challenges facing Navy’s submarine force today may well be felt by the wider Navy in the years to come, unless we put our people first.”

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

By easing the strain on submariners and increasing crew numbers, VADM Crane’s goal is to have a fourth crew operating by the end of 2011. VADM Crane said one aspect of Navy which will not change is the Navy values.

“Honor, Honesty, Courage, Integrity and Loyalty sum up what the New Generation Navy program is seeking to achieve,” VADM Crane said.

Want to know more? www.navy.gov.au

Breaking it down: The NGN initiative encompasses three pillars:

- **Cultural reform** – For Chief of Navy Vice Admiral (VADM) Russ Crane, this remains his most important NGN reform. NGN aims to change Navy into an organisation which makes and executes strategic decisions, supports people during and beyond their service, and empowers them to make a respected contribution.

- **Leadership and ethics** – Navy must work towards a principles-based organisation that identifies, grows and supports leaders of integrity who honour their people.

- ** Structural reform** – Navy must streamline accountability and focus on the generation and training of Navy’s capability.

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“I cannot understand the importance of changing Navy’s culture,” VADM Crane said. Structurally, VADM Crane will receive four primary reports for the four critical areas for Navy to address. To achieve this Navy will be re-formed into two commands:

- **Navy Strategic Command** will be led by Deputy Chief of Navy and be responsible for capability, engineering and personnel, and

- **Fleet Command** – which will take charge of the development of the fleet, managing people at the force level and allow Navy to focus on force generation.

Training and support will come under Fleet Command and Navy will consolidate the current seven Force Element Groups (FEGs) into three (Surface Forces, Undersea Forces and Fleet Air Arm). The structure is intended to optimise the management of people and equipment and address the breakdowns in the current training process.

Navy Systems Command is being abolished. VADM Crane said while it had achieved a great deal in the past nine years, times had moved on.

“Hard decisions need to be made,” VADM Crane said. “But I am concerned that their long-term sustainability cannot be guaranteed unless we act decisively. The challenges facing Navy’s submarine force today may well be felt by the wider Navy in the years to come, unless we put our people first.”

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

By easing the strain on submariners and increasing crew numbers, VADM Crane’s goal is to have a fourth crew operating by the end of 2011. VADM Crane said one aspect of Navy which will not change is the Navy values.

“Honor, Honesty, Courage, Integrity and Loyalty sum up what the New Generation Navy program is seeking to achieve,” VADM Crane said. Want to know more? www.navy.gov.au
The Amphibious Deployment and Sustainment Project JP2048 will provide the ADF with the most capable and sophisticated amphibious warfare capability Australia has ever seen, as well as an increased ability to support Australia’s neighbours in large-scale peacekeeping, disaster relief and humanitarian operations.

The new Canberra class Amphibious Assault Ships (designated LHDs), supported by the Strategic Lift Ship, will conduct amphibious assaults, raids, withdrawals and demonstrations. This is not just a Navy ship, but a joint Navy and Army capability. The LHDs and their landing craft will be jointly owned by Navy and Army.

The acquisition under Joint Project 2048 is administered by the Amphibious Deployment and Sustainment Program Office, which is part of the Defence Materiel Organisation (DMO). ADF personnel will be part of a world-class amphibious warfare capability, making for an exciting future.

The total amphibious capability will provide a combined arms battle group of more than 2000 personnel, providing landing force, helicopter operations, logistics, command and intelligence as well as other supporting units including:

- space and dock strength sufficient to carry around 100 armoured vehicles, including M1A1 tanks, and 200 other vehicles (about 2400 lane meters)
- Hangar space for at least 12 helicopters and an equal number of landing spots to allow a company group to be simultaneously lifted and projected ashore
- 45 days endurance for crew and embarked force including sustainment, medical, rotary wing and operational maintenance and repair support to these forces while ashore for 10 days
- Command and control of the land, sea and air elements of an Amphibious Task Force
- the ability to conduct simultaneous helicopter and watercraft operations in a wide range of environmental, and
- a hospital facility comprising two operating theatres, high, medium and low-dependency wards, dental, x-ray, pharmacy and administration facilities.

How will the LHDs be built?

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L3 Communications Pty Ltd and will be also responsible for enabling a large part of the Embarked Force’s C4ISTAR capability and a range of air traffic control and watercraft control capabilities.

The first steel cut occurred on 22 September 2008, with the initial release of HMAS Canberra (LHD01) and Adelaide (LHD02) anticipated to be completed in 2014 and 2015 respectively. These vessels, which will be home-ported in Sydney, will provide a significant increase in the ADF’s amphibious capability and be the largest warships the Navy has ever had, displacing approximately 6000 tonnes more than the aircraft carrier HMAS Melbourne.
A more adaptive organisation that is better able to generate and prepare land forces for contemporary and future conflicts is the new-look Adaptive Army being implemented in 2003.

Army is undergoing its most significant organisational and cultural changes in a generation. This will see new approaches to training and education, improved technology and better management of land material being embraced, making Army more relevant and responsive to the challenges of the future.

We must ensure that Army’s structures and processes are appropriate for the challenges we face – now and in the future.

― Chief of Army Lieutenant General Ken Gillespie

A key characteristic of the Adaptive Army is that it must continually review and adapt to remain fit for the changing environment. For Defence there are exciting times ahead as the Army evolves in order to continue achieving operational excellence and the Chief of Army is looking forward to seeing the changes fully realised.

Evidently, this is only the tip of the iceberg. The organisational changes that have already occurred (such as HQ 1st Division becoming a Functional Command) and those about to occur (such as the implementation of mission command, so we need to address this situation."  The Adaptive Army initiative was born from the work done by a team of planners from across the Army that developed and was given a range of options to ensure that Army can raise and prepare land forces more effectively and efficiently. A key characteristic of the Adaptive Army is that it must continually review and adapt to remain fit for the changing environment. For Defence, there are exciting times ahead as the Army evolves in order to continue achieving operational excellence and the Chief of Army is looking forward to seeing the changes fully realised. Until now, much of the implementation of Adaptive Army has been structural change. However, this is only the tip of the iceberg. The organisational changes that have already occurred (such as HQ 1st Division becoming a Functional Command) and those about to occur (the establishment of Forces Command on 1st July 2009) are designed to enable a broader range of changes in the Army. For example, the establishment of Forces Command will allow Army to introduce the new Army Training Continuum. This provides a unified approach to individual and collective training under a single command, and more closely aligns Army’s training continuum with the traditional deployments and preparation for contingencies.

"These changes will allow us to be a better Army and it will position us well to respond to the requirements of Government," LTGEN Gillespie said. "Through 2009 and beyond we will continue the development of a hardened, networked, adaptive – and above all – ready Army."
By Squadron Leader Timothy Anderson

At its peak, the unit was housing and feeding in excess of 700 people at a time as they waited their turn to be processed through the evacuation handling centre.

- RMAF Butterworth’s Executive Officer SQNLDR Timothy Anderson

“Many people in Australia, even within Defence, may not be aware of Australia’s ongoing support to operations and exercises at the Royal Malaysian Air Force (RMAF) Base at Butterworth in Malaysia.

The RAAF took up residence at Butterworth in 1958 before Butterworth was handed over to Malaysia in the late 1980s. During this time, the base has remained the location of one of the very few permanent operational overseas units in the ADF—the Air Force’s No 324 Combat Support Squadron (324CSS). RMAF Butterworth’s Executive Officer, Squadron Leader (SQNLDR) Timothy Anderson said that although a constant flow of deployments through Butterworth on a weekly basis provides 324CSS with the majority of its workload, regional contingency and crisis is where the unit provides one of its greatest contributions to Australia’s national interest. “Nowhere was this more evident than in the immediate aftermath of the Asian tsunami in 2004,” SQNLDR Anderson said. “Butterworth, and 324CSS, became the centre of gravity for the relief and evacuation operations that followed the devastation.”

Even though parts of nearby Penang Island were awash from the tsunami, 324CSS supported a constant stream of RAAF aircraft delivering supplies and evacuating the displaced and the injured from the region.

“At its peak, the unit was housing and feeding in excess of 700 people at a time as they waited their turn to be processed through the evacuation handling centre.”

SQNLDR Anderson said that tens of thousands of Australian servicemen and women have passed through Butterworth on posting and deployment during the 51 years, as well as thousands of spouses and children.

“As well as delivering significant operational outcomes for Defence, all of them have taken away an understanding and appreciation of the culture of this unique country,” SQNLDR Anderson said.

There have been several changes to the nature and conduct of operations during the past 50 years, and this is reflected in the way combat support to air operations is now conducted at Butterworth and across the region. “Whereas once there were in excess of 3,000 Australian uniformed personnel, the number now is much closer to 90,” SQNLDR Anderson said. Twenty-five years ago, the RMAF maintained frontline fighter squadrons of the Mirage IIO at Butterworth, where today there are no permanently assigned RAAF flying squadrons. Instead, Butterworth has become a key ADF deployment base for multilateral exercises under the auspices of the Five Power Defence Arrangements with the UK, New Zealand, Singapore and Malaysia.

“The job of supporting these deployments falls to 324CSS, whose mission is to represent Australian national interests in South East Asia by providing deployed combat and domestic support. Although in terms of permanently posted RAAF personnel the unit is quite small, it has developed a highly integrated combat support model that utilises a unique mix of RAAF personnel and locally employed civilians as well as support from the RMAF.”

“This model is employed across the combat support spectrum at Butterworth, incorporating refuelling operations, logistics support, air load and unload, personnel services, force protection, messing and catering, and health support,” SQNLDR Anderson said.

“This support is delivered not only to deploying flying squadrons but also to the Australian Army’s permanent Rifle Company detachment at Butterworth.”

324CSS remains a cornerstone of RAAF and ADF operational capability in the region, and the men and women who work at this permanently deployed unit aim to keep it that way, and to see out another 50 years of combat support to air operations in the region.”
DeFenCe sCIenCe AnD teCHnoLogy oRgAnIsAtIon

from the laboratory

to the battleground

By Brooke Sharpley

When it comes to leading-edge technology and ground-breaking science, Australian industry and academia have it in spades.

Australia’s defence industry is innovative and robust and its researchers are amongst the most respected in the world.

But how can a new technology find its way out of the laboratory and into an arena where it can exhibit its potential to enhance Defence capabilities? Enter the Capability and Technology Demonstrator (CTD) Program.

The CTD Program, funded from the Defence Capability Plan and managed by the Defence Science and Technology Organisation (DSTO), is a collaboration between industry and Defence to deliver a demonstration of the capability potential of a new technology.

CTD Program Director Andrew Arnold said the Program provided the necessary funding and project management support for industry to develop promising proposals – proposals that can demonstrate how a technology can significantly enhance ADF capability.

“These demonstrations allow Defence to assess the potential advantages and risks associated with acquiring the technology and implementing it as a Defence capability,” Mr Arnold said.

Established in 1997, the CTD Program has funded more than 85 technologies proposed by universities, government bodies, small-to-medium enterprises (SMEs) and larger established industry members.

Promoting industry capability

While the primary purpose of the CTD Program is to examine the technology of Australian industry, there have been some examples of significant DSTO technology being developed in partnership with industry.

An example of DSTO-developed technology successfully licensed to industry and exploited under the CTD Program for mutual benefit is the Joint Direct Attack Munition – Extended Range (JDAM-ER) project.

The Joint Direct Attack Munition (JDAM) is a tail kit that converts free-fall unguided bombs into precision-guided weapons. The tail section contains a GPS/INS guidance system that directs the JDAM bomb to the selected target.

Enabling the 500 pound JDAM-guided weapon to glide towards long-range targets is the JDAM-ER wing kit, developed by Hawker de Havilland under the auspices of the CTD Program and based on DSTO technology.

The range of the launch aircraft’s fire-and-forget capability can be extended to in excess of 55 kilometres, allowing the JDAM-ER to launch at a safe distance from the target.

“After two successful demonstrations, first under the CTD Program and then under the new CTD Extension Program, the JDAM-ER is now being considered for final development for commercial production, which will lead to an operational product,” Mr Arnold said.

“The JDAM-ER Program is an excellent example of how DSTO-sourced technology can lead to ongoing collaborative activity and the development of an effective Defence product.”

Through the CTD Program, DSTO played a significant role in creating jobs, especially in the high technology and advanced engineering areas. The Program provided good support for several high-technology companies.

The CTD process

The CTD Program runs on an annual cycle, starting around April each year. Defence announces the opening of a new round of funding and calls for initial proposals from industry. These initial proposals are evaluated by Capability and Technology Development Group (CTD) review panels, with a further round of assessment criteria, and promising projects are allocated a sponsor (usually a subject matter expert from DSTO) to conduct the detailed preparation of a demonstration proposal.

In order to be considered for progression to contract as a demonstrator, proposals must satisfy each of the following criteria:

- potential to provide a new or enhanced capability to Defence
- potential to transition into service demonstrated high degree of technical innovation of strategic importance to Defence
- potential to enhance Australian Industry capabilities, and awareness of project management considerations, including associated costs and risks.

Following submission of the detailed proposals, usually around November, the CTD Review Panel assesses and ranks the projects. The Defence Capability Capability Committee then makes a recommendation to the Minister for Defence to review in March.

The final list of successful projects is usually announced around April or May, and proposals can expect to be contracted for demonstration and receive funding in July.

It is important to note that the CTD Program is not a grants program, nor is it a guarantee of future work or Defence acquisition. Transition to capability is influenced by several factors, including the successful demonstration of the technology in line with agreed target performance measures, the technical maturity of the demonstrated technology, and its alignment with a Defence capability need.

Investing in the future

“In these difficult economic times, it is important for Defence to continue to support Australian industry by investing in local small-to-medium enterprises,” Mr Arnold said.

Since its inception, the CTD Program has seen more than $116 million invested into furthering technology and innovation in Australian industry, with a further $11 million soon to be allocated to the successful 2009/10 Round 13 projects.

Additionally, the new CTD Extension Program will see an additional $20 million per year invested in fast-tracking successfully demonstrated CTDs toward acquisition in high-priority areas.

The program also has a number of funding initiatives aimed at assisting SMEs with the costs of defining their concepts and preparing detailed proposals,” Mr Arnold said.

“Collectively, these initiatives help to ensure that smaller Australian industry members have a fair opportunity to participate in the Program, and retain a competitive edge in the global market.”

The CTD Program plays a crucial role in ensuring Australian industry, particularly SMEs, as well as government agencies and universities, have a chance to exhibit their research in a way that best demonstrates how it can be of value to Defence.”

“Through the Capability and Technology Demonstrator Program, Defence is able to see how leading edge technology can be integrated quickly into existing, new or enhanced replacement high-priority capabilities.”

For further information on the CTD Program: www.dsto.defence.gov.au/ctd/
Decision making in Defence involves a complex and sometimes confusing array of rules and powers. Employees and supervisors have expressed their concerns with the process and a difficulty in understanding their responsibilities.

Where do people-related decision making power come from? For APS employees, power is given to the Secretary of Defence under the Public Service Act 1999. For ADF members this power is given to the Chief of the Defence Force under the Defence Act 1902. Powers can also be found in the Defence Collective Agreement 2009-2012 (DeCA).

**Example 1**
A Branch is undergoing change that will involve reorganisation of functions, as well as minor changes to employee duties. The Branch will be relocated to another floor in the same building but no one will be without an ongoing job as a result of the change. The Branch Head decides to consult with employees and appoints a change manager to institute an ongoing communication process and develop a staff transition plan for the implementation of the change.

**Example 2**
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**Example 3**
An employee applies for leave. During this leave period the employee’s supervisor has been directly-conferred to power to make all people-related decisions. The supervisor assigned this power without consulting and providing feedback to the employee throughout the performance cycle to ensure they were not performing at the required standard. Under the Performance Management and Development Scheme (PMD/S), supervisors should consider these principles to help the employee balance their work and life priorities, as well as organisational needs. The supervisor needs to assess the employee’s role in the project and the need to have them participate in the launch, the employee’s motivation and commitment to the project if leave is rejected; and, whether alternate leave times can be arranged.

The impacts of decisions can be wide spread and have consequences that may not be seen on a conscious level.

**Example 4**
An employee needs training. The one day training course is to be held in Canberra. Being outside Canberra on a remote base in Queensland, the employee will need to travel. The employee seeks supervisor approval to travel to Canberra the night before the training course. The supervisor denies this request on the grounds that an overnight trip is not reasonable. The result is that the employee has to catch a train at 7am from Brisbane to make a flight to Canberra for a 9am start.

This is a poor decision and not recommended as it could potentially have numerous consequences, including an elevated risk to the employee’s health and safety, lower employee morale and attachment, lack of employee motivation and higher costs to Defence associated with Time Off in Lieu and Flextime. If the supervisor agrees the training is required, they have a responsibility to ensure funds are available for the course and associated costs, including travel.

For further information on people-related decision making, visit http://intranet.defence.gov.au/hrw/ or contact Defence Workplace Relations.

**Decision making in people management**
A common concern raised by supervisors and employees alike is how to make good decisions. Making good decisions can be achieved using this simple process:

1. As a decision maker – read, know and understand your power
2. Comply with the rules or principle
3. Consider all relevant factors and criteria
4. Make your decision on the merits of each case in view of the facts
5. Be impartial
6. Apply procedural fairness
7. Appropriately protect the applicant’s privacy
8. Be consistent (where situations allow)
9. Don’t delay decisions, and
10. Keep records and use the checklist
Defence civilian helps with new beginnings

By Jack Foster

A recent encounter on a busy Adelaide street will remain a defining moment in Leanne Storey’s professional career.

Working as an International Policy Officer within Defence’s Strategy Executive, Leanne was deployed to Iraq in 2008 as part of a team sent in to help permanently resettle a designated group of Iraqi Locally Engaged Employees (LIEs) and members of their family unit, at risk because of their engagement with the Australian Government.

Almost six months on, the team had a unique opportunity to get an update on their progress as part of a series of meetings that were held around Australia. Happy to witness some tangible outcomes from the work she had done, Leanne was also given some surprising news.

“The Reservists assisting us really understood the policy and were really glad to be a part of what we were doing,” Leanne said. “This was also a unique deployment in that it was the first time civilians had been deployed to an operational theatre to address a specific policy issue. It was all very new.”

Although the ADF had records of most of the locals who had worked with ADF forces, there were still many others that needed to be located. And so with the assistance of an interpreter, little business cards were given out to the local population with an email address and mobile number.

“Even with the cards, we found overwhelmingly that word of mouth worked best,” Leanne said.

Each day, after dodging armoured vehicles on the way to breakfast at the mess, Leanne would call the Iraqi man and his wife formed part of a group of more than 400 others who had been employed by, or were closely connected with, ADF elements in Iraq mostly as translators and interpreters.

“Some of their children were very ill and they would have never been able to get the appropriate medical help if they had stayed in Iraq,” Leanne said.

“I saw a side of the Iraqi population that many would not get to see, and I am very grateful for that.”

~ International Policy Officer
Leanne Storey

Set up as more of a chat than a screening process, they would give advice on eligibility of the scheme, and the Reservists would conduct medical assessments for families in support of the issuance of visas.

“We had people coming in to chat with us, literally in tears because all they wanted to do is to get their children to a place where they were safe and their kids could have a good education,” Leanne said. “Some of their children were very ill and they would have never been able to get the appropriate medical help if they had stayed in Iraq.”

To prove that they had worked with our ADF forces, many of the Iraqis brought with them certificates and letters of recommendation from previous ADF Commanders.

“I have honestly never read a bunch of more glowing recommendations, the letters these ADF Commanders took time out to write were just amazing,” Leanne said.

“The team would then take any other evidence of employment and an ADF legal officer would check certificates and paperwork and sign off the documents as being genuine.”

“If we had not been able to prove that they had worked with us, the ADF credibility would have been called into question.”

“DIAC would then assist Iraqi employees and their family members by processing visa applications, providing them with travel documents and referral to settlement service providers.”

The Iraqis then departed their home country on an ADF aircraft before transferring to commercial transport for the long flight to Australia. Now resettled throughout most capital cities in Australia, these LEEs are entitled to the full suite of on-arrival support as is provided to refugees resettled under the existing humanitarian program.
AustRIAn PeAcEBeeKPInG MeMORIAL

In 1947, four Australian Defence Force officers became the world’s first formal peacekeepers when they were deployed to the Dutch East Indies under the UN Commission in Indonesia (UNCI). It was the start of a continuous commitment by Australia to peacekeeping operations across the globe.

Today, more than 1000 military, police and civilian personnel from a number of Government agencies are deployed around the world continuing this fine tradition. Regrettably 12 Australians have died whilst on peacekeeping operations and many have been injured.

In 2006, a committee was formed in response to growing community desire to erect a national memorial to commemorate the courage, sacrifice, service and valour of Australian peacekeepers, past, present and future.

Committee membership includes representatives from theADF, the AFP and serving and retired associations from around Australia with a charter to build the memorial. The Federal Government donated the first funds towards the cost and allocated a site for the memorial on Anzac Parade in Canberra.

Working with the National Capital Authority, the committee commissioned a national competition to seek a suitable design. The response was excellent and four contenders were invited to develop their designs further.

The chairman of the project committee, Major General (Ret’d) Tim Ford AO, said the memorial has two main elements.

The first is a glowing passage of light that is a powerful entry for the memorial. The passage is two massive monoliths, raised slightly off the ground. They make up a monumental structure that is the right size for Anzac Parade. The pathway between the two polished cubes glows with an intense golden light. This evokes the Australian peacekeepers’ role and their help to local populations.

Visitors then come to the second main element of the memorial, a courtyard of intimate size and feel, surrounded by Australian trees. Written in the paving are words evoking the qualities and sacrifice of Australian peacekeepers and across the back will be a long horizontal beam recording the many peacekeeping missions in which Australians have served. Beneath the beam will be an inclined plane to receive wreaths and other mementoes. This inner space will be suitable for both formal ceremonies and smaller scale commemoration. It will also be a place of quiet reflection on personal experiences and the significance of peacekeeping.

The project committee hopes to have the memorial erected during the next 12 months, but before calling tenders for its construction it will need to have raised the necessary funds. To date, a number of companies have made significant donations, as have many serving and veterans’ groups and private individuals, but more is needed to ensure the project is able to stand on its own two feet and provide the level of services and infrastructure to the population that they really hadn’t been able to before. That was really the end game for us.

How has your time in the Air Force helped you in this project?

It was the first opportunity I’ve had to deploy in a senior position on joint operations. I found my senior command positions to be the best thing and the interaction that allowed me to have with other senior commanders and personnel within Army and Navy.

In Iraq I would spend a lot of time with senior US commanders and staff within the US-led multinational force in Iraq. So you would be liaising with everyone from the intelligence, ops and the plans staff on a daily basis and attending all of the planning meetings.

I think Australians tend to punch above their weight and be much more generalist and capable across a whole breadth of skill sets. We have, to a man, very high performers in our embedded positions. The US and Iraqis were very grateful of the quality of people we were providing in particular; demanding and important staff positions.

What were some of the highlights of your deployment?

One of the major highlights is the general feeling that we as an ADF do the job particularly well. I took a lot of pride as a senior staff officer/ deputy commander in looking at the guys and girls in the Navy, Army and Air Force at a tactical level. The quality of the people we send and the work they do and their ability to relate to the Iraqis and Afghans is something that I don’t think a lot of forces are able to bring to the table at the level we are.

I enjoyed being part of a major war fighting operation. But the big thing I took away was the quality of the young kids we have over there – they’re bloody brilliantly actually.

Did you bring back any lessons learned?

If I can be a little controversial, I don’t think we have all the enablers we needed to go in there and do the job in a holistic way. We can’t bring every capability that’s available, but if we are going to deploy we need to support a significant ground manoeuvre force that is doing reasonably high grade offensive operations in Afghanistan, as well as some of the work the special forces are doing against the senior insurgent leadership, then we really need to do this with the whole package. We need to bring a strong niche capability to the table without having to rely on coalition partners for other capabilities when they are available because there are times when you get very short notice to do something and if you don’t have this key enabler, then you can’t do it.

What are some of the things Australian forces are doing really well in the Middle East Area of Operations?

In Afghanistan, it comes back to our ability to interact with the locals. I think we have a lot better relationship with local people than most of the other coalition forces. Particularly, what we do in the Tarin Kowt bowl such as the trade training work and providing skill sets and then leveraging off those skill sets. For instance, when we were looking to build something we would employ Afghan contractors and would very strongly encourage them to employ the younger kids that we have put through our trade training schools. It gives them a viable lifestyle.

We also partner very well with the Afghan security forces and particularly with the OMNCLTS [Operational Mentoring and Liaison Teams], who are held up as shining examples of how to do these things.

In the Air Force, there’s no doubt we have very responsive aircraft and our AP-3Cs are doing an absolutely outstanding job in the overland EER role. Overall, Navy, Army and Air Force do a really good job.

For a very small defence force, I love to quote what Air Marshal Geoff Sheppard (former Chief of Air Force) used to say: “We’re little, but we’re not little league.” We’re a small force but we can play with the big boys and can very easily deploy into the highest level of capability that any military in the world can bring to the table without having to re-learn completely how we do our business.