FACING THE CHALLENGE
Raising ministerial awareness
Training about 1300 people each year, the Ministerial Awareness and Training team works hard to improve people’s understanding of Defence’s ministerial and parliamentary responsibilities.

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Next round of Defence planning

By Duncan Lewis

The Federal Budget was announced earlier this month and, as expected, the government has reaffirmed its commitment to return the Budget to surplus. There are many reasons for this, not the least is the global economic uncertainty that continues to affect the western world. In order to return the budget to surplus, the government has reduced public spending. All government departments have been expected to contribute to this and Defence has to play its part.

We have seen the United States and the United Kingdom make significant reductions to their defence spending, on a scale much larger than what we are experiencing, to reduce levels of sovereign debt. Increased fiscal responsibility is a reality we must face.

This will not be easy. The targets we need to meet are very challenging and there will be impacts on almost every aspect of our business. The CDF and I worked closely with the government in identifying how Defence could support its broader fiscal strategy. We are convinced that the savings chosen are able to be managed and absorbed.

There are five key areas in the Budget that must be addressed:

1. Defence capability plan
2. Major capital investment program
3. Capital facilities program
4. Administration expenses
5. Australian public service workforce

These reductions, however, will not affect our ability to support and sustain current operations. The safety and effectiveness of our deployed people is our highest priority – the CDF and I are absolutely committed to that. I will also be working with the Defence senior leadership to ensure that we do not diminish Defence’s ‘backbone’ – the enabling and supporting parts of our business that, if ignored over time, will reduce our ability to effectively conduct operations and support our deployed forces.

The new Budget also means we will have to look at changes to the structure of our organisation. You would also be aware of the intention to reduce the Defence public service workforce by around 1000 positions. I want to make it clear that this will be achieved through natural attrition to the greatest extent possible, a tightening of our recruitment priorities, and the possibility of some voluntary redundancies in targeted areas.

To support this, and ensure that the workforce is positioned to sustain these reductions, the CDF and I have tasked Steve Grzeskowiak and Air Vice Marshal Jack Grimes to lead a review which will look at how to enhance the existing reforms to shared services in order to generate further savings. We will need to recalibrate the Strategic Reform Program because of the changes to our workforce.

I will provide you with more information on this in the coming months. But we know from our journey of reform so far in Defence, that our business must continue to be more efficient and effective. It must be simplified. Accountability, planning and productivity must also be enhanced and we must reduce duplication. The Budget is another driver of that change – another imperative for reform.

I see this Budget as the beginning of the next round of Defence planning that will drive the direction of the organisation for the next several years.

We have now embarked upon the development of a new White Paper, due to be released in the first half of next year. This new White Paper development will be led by the Deputy Secretary Strategy, Brendan Sargeant. I want to emphasise that this White Paper will be managed as a part of our normal business through a fully consultative model.

Since the 2009 Defence White Paper, there have been changes to the global economic landscape and the strategic environment. The 2013 White Paper will reflect this shift. It will also look at the rebalance of the United States security contribution to the Asia-Pacific and the work that has been done to date on the ADF Force Posture Review.

The strategic planning elements of the White Paper will be carefully weighted against existing budgetary constraints and our fiscal outlook. Importantly, a guiding funding envelope will be established early in this White Paper process. An overview of the Budget is included on pages 8-17 in this edition of Defence. While there are still elements of the Budget that require further detailed planning, I encourage you to talk to your managers for further information.

“I see this Budget as the beginning of the next round of Defence planning that will drive the direction of the organisation for the next several years.”

– Duncan Lewis, Secretary of Defence
Changes to capability

By General David Hurley

The past two months have been a busy time for Defence and the ADF. As you will be aware, the 2012-13 Federal Budget is a tough budget for Defence. As a department, we have an obligation to contribute to the government’s overall Budget savings and, collectively, we are now committed to doing so. The Secretary, the Service Chiefs and I were engaged in the determination of recommendations to government regarding how Defence might make that contribution and I support the decisions that have been made. There will be changes to our current capability. From next month Army will begin reducing the scale of our mechanised capability. A number of Abrams tanks and approximately 100 armoured personnel carriers will be placed in storage. Army will maintain a reduced mechanised capability within the 1st Brigade. This may cause some aspects of Plan Beersheba, the reorganisation of Army’s combat capability, to be advanced. Within Air Force, we have decided to bring forward the phasing out of the remaining C130Hs to the end of June this year. Strategic and tactical airlift tasks will be borne by the C17 and C130J fleets until the arrival of our C130hs to the end of June this year. Strategic forward the phasing out of the remaining C130J and C130J fleets until the arrival of our C130hs to the end of June this year. Strategic

I am often asked what our order of battle will look like after transition in Uruguay has been completed and what tasks will we perform. On current thinking certain key components of our force will remain – our Spacial Forces, and a number of our embedded and institutional training staff. The focus of our advisory role will likely shift to the command level. Parts of our intelligence, surveillance and reconnaissance and intelligence fusion capabilities will also likely be required. We will be a smaller force but we will not have withdrawn completely. This was the point the Prime Minister made recently. In many respects we will be poised to respond to any direction from government to provide military support to Afghanistan after 2014. I expect a clear and strong commitment to military support to Afghanistan after 2014. This could include a smaller international military force designed to train and assist the ANSF and possibly to conduct counter terrorism operations. The new mandate for military operations by international forces will be important, a financial commitment by General David Hurley, Chief of the Defence Force

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course need to ensure that the 4th Brigade’s capability continues to improve as transition proceeds. You can expect that we will be postured appropriately to do this and that at the same time the size of our advisory task force will reduce during the transition period. The Provincial Reconstruction Team (PRT) has made progress but the work to develop civil governance structures and processes is lagging. This is not unexpected given the enormity of the task of building a nation-wide civil administration. While the work of the Uruguz PRT will be completed by the end of the transition process, it is vital that Australia remains committed to supporting development in Afghanistan, as this is essential to ensuring the gains made to date are not reversed.

I expect a clear and strong commitment to military support to Afghanistan after 2014. This could include a smaller international military force designed to train and assist the ANSF and possibly to conduct counter terrorism operations. The new mandate for military operations by international forces will be important, a financial commitment to sustain the ANSF into the future will be critical. The enormity of the challenges that face ISAF/NATO and Afghanistan should not be understated. In my conversations with the senior ISAF and Afghanistan leadership I am comforted that the difficult issues are not being ignored – they are clearly stated, with the need for hard work acknowledged, and that work is under way.

When I became CDF almost a year ago I outlined my priorities to 2014. How are we now placed to achieve them? Our ability to achieve our objectives in Afghanistan, East Timor and Solomon Islands has not been diminished by the decisions in this Budget. Provision has been made to assist Navy to address its engineering and maintenance challenges. We will continue to prepare for the introduction of new amphibious and air combat capability although the latter will proceed on an amended schedule. Army will continue its force structure changes under Plan Beersheba. Our desire to enhance and build on our strategic regional engagement will need a review of the activity levels we can sustain. That leaves my last priority, our commitment to ensuring our culture gives confidence to the Australian people that we are a just, inclusive and fair-minded organisation.

This commitment is linked to our recently released culture reform program, Pathway to Change. The need to pursue deep cultural reform across the organisation has not changed but we do need to adjust our approach. If austerity is not a word we have used previously, we need to introduce it now. As the Secretary has discussed, the Budget outcomes do not signal the end of reform. I also thank all of you for your contribution to the reform program to date.
DEFENCE will contribute $5.4 billion to the government’s fiscal strategy across the Forward Estimates, including $971 million in 2012-13.

In total, the Defence Budget for financial year 2012-13 is $24.188 billion.

There will be no adverse impact on operations in Afghanistan, East Timor or Solomon Islands, and the provision of equipment to Defence people on operations will not be affected. Likewise, there will be no reduction of military personnel.

In a statement to the Defence workforce, the Secretary of Defence, Duncan Lewis, and Chief of the Defence Force, General David Hurley, outlined the changes people can expect in light of the Budget announcement.

They say a number of reductions to the Defence Budget will affect many aspects of our business, including the Defence Capability Plan, the Approved Major Capital Investment Program, the Major Capital Facilities program, administrative support, and the number of public servants working for Defence.

"Reductions in public sector spending are necessary to meet the government’s budgetary targets, and government expects Defence to contribute to its share of savings," the Secretary and CDF say.

A number of considerations informed the Secretary and CDF’s response to the Budget.

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Chief Finance Officer Phillip Prior can vividly recall the conversation when he took up his position six years ago. He was met by the now CDF, General David Hurley, who asked “who are you and what are you going to do?”

Phillip says his answer was simple, “General, I want the finance space to be in the background as much as possible in that when you come in each day, the financial issues are known, understood and take as little of your time as possible.”

He says at that time financial statements and the budget in general was in a very unhappy state and that, “While the finance space will never be completely free of noise, it should be something we understand and are able to sensibly manage.”

This key is quality and timely financial information that can be trusted and relied upon to make prioritised choices.

Phillip thinks of financial priorities in terms of risks.

“The number one priority for us is always to support the organisation in terms of living within the budget and funding strategists and helping Defence achieve priorities when there are resource constraints,” he says.

“The vision I have for Defence’s financial management is that the leadership has all the relevant financial information and advice it needs to make resource constrained choices. At its core, this vision has a cohesive and skilled group of people in the Finance Domain who are all working to support the organisation’s goals and direction.

“Our job is to support the organisation in terms of providing quality and timely financial information and advice. Whether in relation to strategic reform or financial priorities for operations, that’s our job – to support the organisation.”

Phillip regards shared services as the best way to optimise the ability of the Finance Domain to serve the organisation more broadly.

“Shared services are the final big step in the financial management reform agenda to providing the organisation the same kind of support, no matter where you are,” he says.

“I’ve heard that sometimes people in finance feel like they don’t belong, or are not part of the big picture. Professionally, people need to feel like this is someone watching out for them and their career development. They also need to be informed and engaged so they can successfully fill their roles and responsibilities.”

The shared services agenda involves change, which, although daunting at times, is an important challenge that must be embraced.

“People can become accustomed to often long standing practices and ways of doing business,” Phillip says. “At this time I encourage people in the Finance Domain to consider how change can be used as a positive event that will lead to job enrichment rather than irritant to the familiar.

“It’s important to help people see the benefits of change, to help people understand that it’s worthwhile and to walk them through the process.”

Change is also seen as particularly necessary given the government’s fiscal agenda as outlined in the 2012-13 Budget.

“Europe is in financial difficulty and the United States has around $15-18 trillion worth of debt,” Phillip says. “Added to that, every western government’s defence department budget has been slashed. If you put all of that together, it is clear that Defence will continue to come under pressure to do things as efficiently as possible.”

Phillip says that reform must become part of our permanent landscape.

“The reform program will be with us forever. This message has to be loud and clear. The financial and other targets that have been set are real. They are not going to be taken away in the near to medium-term. We are in for a prolonged period of financial constants.”

Budget 2012-13

Crunching the numbers

By Alicia Porter

Chief Finance Officer, Phillip Prior, can vividly recall the conversation when he took up his position six years ago. He was met by the now CDF, General David Hurley, who asked “who are you and what are you going to do?”

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CFO talks Budget

ACCORDING to the Treasurer’s 2012-13 budget speech, Australia has strong economic fundamentals, solid growth, low unemployment, recent levels of mining investment and commodity prices still around historical highs. In this context, the government has stated it is appropriate to return the Budget to surplus.

The government’s fiscal strategy of returning the budget to surplus was a significant policy objective which required a financial contribution by Defence.

Although there can be different views as to surplus objective, the government’s reasoning was very clear. A return to surplus would allow opportunities for interest rate cuts, provide a buffer against future economic instability, and send a signal of strength to the capital markets.

The contribution by Defence was $1 billion in 2012-13 from a budget of $24.2 billion, and $1.5 billion over the budget and forward three years out of a total Defence budget of $100 billion; it was a contribution that required very careful analysis. Of Defence’s priorities by the senior leadership team in the weeks and months leading up to the Budget.

The details and workings of the government’s entire budget are often not understood by many people, but the impacts of its individual measures are of course very readily understood. To help contextualise Defence’s $1 billion fiscal contribution in 2012-13, here are some simple

Notes: These figures have been rounded down to the closest billion.
Key savings measures

- **PROJECTS APPROVED BY GOVERNMENT:** savings of $1.3 billion by rescheduling, rescoping or cancelling a small number of projects, including a two year delay to the acquisition of 12 Joint Strike Fighters following delays to the project in the United States ($900 million).

- **PROJECTS NOT APPROVED BY GOVERNMENT:** savings of $1.7 billion by cancelling a small number of projects and rescheduling and rescoping others in the Defence Capability Plan, including cancelling the self-propelled howitzer and proceeding with additional towed artillery ($220 million), and deferring later stages of the Joint Strike Fighter project ($700 million for follow-on purchases of Joint Strike Fighters in addition to the 14 already approved).

- **MAJOR CAPITAL FACILITIES PROGRAM:** $1.2 billion by deferring some priority elements of the major capital facilities program, while maintaining funding for critical upgrades and enhancements.

- **REDUCTION IN ADMINISTRATIVE COSTS:** $438 million from reductions in travel, outsourcing and consumable items.

- **REDUCTION OF 1000 PUBLIC SERVICE PERSONNEL:** $300 million from a further reduction in the civilian workforce, which is in addition to the reduction of 1000 to the civilian workforce in the 2011-12 Budget. Care will be taken in this program of reductions to not reduce standards of service in priority areas of Defence, including support to operations.

- **EARLY RETIREMENT OF THE C-130H AIRCRAFT:** $250 million from the early retirement of the aircraft to minimise costs associated with maintaining and operating the ageing fleet. Current activities undertaken by the C-130H aircraft fleet will be redistributed across the remaining Air Force air mobility fleet, including C-130Js, C-17s and the replacement for the Caribou aircraft.

- **CESSATION OF THE NAVY AND ARMY GAP YEAR:** $91 million from the closure of the Navy and Army Gap Year programs.

- **EXTENDED TRIAL OF THE ADF FAMILY HEALTH PROGRAM:** $50 million by delaying full rollout of the ADF Family Health Program, due to low take up rates.

- **WORKFORCE POLICY CHANGES:** $46 million including reductions to travel and posting arrangements.

- **MINOR CAPITAL PROJECTS:** $45 million from reduced expenditure in 2012-13 only on Navy, Army and Air Force minor capital equipment programs.

In addition to the contribution to the government’s return to surplus, decisions have been made to address changes that have occurred in the department’s resource position over the last year, which include a range of new cost pressures across the portfolio, including the following priority areas for investment:

- **Collins Class submarine sustainment**
- **Information technology remediation activities across Defence**
- **Improved housing for ADF personnel**
- **Relocation of Defence units from Moorebank to Holsworthy to allow development of the Intermodal Transport Hub**
- **Further investment in international engagement under the Defence Cooperation Program.**

To manage these internal cost pressures, Defence has reallocated and reprioritised $2.9 billion. The majority of the $2.9 billion was reallocated from savings in the Defence Capability Plan and the Approved Major Capital Investment Program, with further savings, predominately in 2012-13, from across the general departmental operating budget. These savings include:

- **Navy reprioritising its operating activities and reviewing all non-operational activities, including Navy’s international program**
- **Army reducing the use of M139A1A4 vehicles and M1A1 Abrams tanks. Some of these vehicles will be placed in temporary storage and Army will continue to review these fleets to ensure a viable mechanised capability is maintained.**

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The 2012-13 Budget will see Defence's civilian workforce decrease by 1000 positions. Deputy Secretary People Strategies and Policy, Carmel McGregor, spoke to Defence about the impact of this savings measure on her group and the workforce.

**How will the Defence Budget affect PSP Group?**

The 2012 Defence Budget has some direct implications for Defence people capability and how we do business. But first, I want to emphasise how important it is that we have an organisational structure in place that allows us to better meet the challenges of the future.

Prior to the Defence Budget, I announced the establishment of a new Defence People Group given the integration of my team within the new Chief Operating Officer structure, the movement of civilian functions from the Defence Support Group, such as the Defence Community Organisation and Defence People Solutions, and ongoing Defence reform, including shared services and the Defence culture review.

The Defence People Group will bring people functions across Defence together more effectively and position us better to respond to our key priorities. Importantly, it will allow us to better align our priorities with the needs of our key stakeholders.

Let’s focus now on the Defence Budget. From the perspective of day-to-day business, the Budget requires Defence People Group to examine and, where necessary, reprioritise our priorities, while keeping in mind our strategic priorities and understanding associated risks. It also means that we, like other Defence groups, must demonstrate financial discipline, improve our productivity, and make better use of our resources.

We are all aware by now that to help meet our savings targets, Defence is required to reduce its public service workforce by 1000 positions.

Defence People Group will be at the forefront in managing and helping to achieve these targets across Defence. We will need to work with our colleagues across all groups and services to manage these reductions in a sensible and practical way.

The Defence Budget was also supported by the announcement that the Defence White Paper will be advanced in 2013. This will become a critical priority for Defence People Group in our work to ensure that Defence has the people, skills and systems needed to generate the future force.

What projects/initiatives will be adversely affected and how will your group deal with this?

For me, the biggest impact will be on how we continue to deliver our required strategic reforms across the organisation, particularly in those areas that directly impact Defence people, such as shared services.

We cannot use the Defence Budget as an excuse to shun Defence people, such as shared services.

As part of the broader review being undertaken by Steve Grzeskowiak and Air Vice Marshal Jack Painty, Defence People Group will examine opportunities to make required savings.

How will this change the way we do business?

We all know that Defence has gone through its fair share of change over recent times. Whether we like it or not, change is with us constantly and we need to always adapt quickly, and maintain our resources accordingly.

The 2012-13 Defence Budget will result in further change in how we do our business by speeding up the pace of organisational reform.”

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Carmel McGregor, Deputy Secretary People Strategies and Policy

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### DEFENCE WORKFORCE 2012-13

<table>
<thead>
<tr>
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<td>Total Workforce</td>
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Source: Defence Portfolio Budget Statement 2012-13
Evolving Defence capability

The 2012-13 Budget has significant implications for a number of Defence capabilities. The Chief of Capability Development Group, Vice Admiral Peter Jones, spoke to Defence about the impact of the changes.

How will the Defence Budget affect Capability Development Group?

The Budget cuts will affect Capability Development Group in three main areas. First is our workforce. We will lose a small number of our public service staff as part of the departmental reduction in public servants and the Associate Secretary Capability position will not be filled.

The second area is the changes to the Defence Capability Plan. Five projects have been cancelled. Ten projects have had their scopes and funding reduced, while 52 other projects will be delayed for one or two years.

Finally, Capability Development Group will have a much smaller financial allocation to do its business. We will therefore have to prioritise and innovate to deliver on our mission.

What projects will be adversely affected and how will your group deal with this?

In total, 75 projects or 43 per cent of the Defence Capability Plan have been affected in some way. The immediate activity is to work with the capability managers and the acquisition agencies in Defence to ensure we understand the implications of the changes and make any minor adjustments that may be necessary to ensure a seamless transition to the new capabilities.

How will this Budget impact staffing levels within Capability Development Group?

At this stage I am not sure but I do not expect significant reductions in the public service strength. To try and get ahead of the curve, Capability Development Group has conducted a series of workshops commencing before the Budget to validate what functions we undertake to fulfil our mission. We will shortly complete that work – now that we know our resources and the number of projects, we will continue to progress our work.

How will this change the way you do business?

I believe one has to focus on the opportunities that a more constrained Budget and the new White Paper presents to Capability Development Group. The change in circumstance only strengthens the need to be more efficient and innovative. Fortunately, we have talented people and the framework of the Capability Development Improvement Program to enable the group to operate in a smarter manner.

The Capital Investment Program comprises the Defence Capability Plan, the Approved Major Capital Investment Program, the Capital Facilities Program and other capital purchases.
New Defence White Paper

Changing circumstances both nationally and internationally have influenced the government’s decision to bring the next Defence White Paper forward.

A NEW Defence White Paper is to be delivered in the first half of 2013.

Prime Minister Julia Gillard and Defence Minister Stephen Smith made the announcement on May 3.

Former Defence Secretaries Allan Hawke and Ric Smith, and Paul Rizzo, who led the development of the plan to address problems in the repair and management of the amphibious and support ship fleet, will form a ministerial advisory group to assist in the development of the 2013 Defence White Paper.

In a joint statement, Julia Gillard and Stephen Smith say there have been a number of significant developments internationally and domestically since the 2009 White Paper, which are influencing Australia’s defence posture, future force structure and Defence Budget.

According to the statement, these are most appropriately addressed through a new White Paper:

“The government is committed to making strategic, risk-based decisions about Australia’s long-term national security and defence needs.”

This means the government needs to periodically and methodically review the future capability requirements of the ADF to ensure that they are appropriate to changing circumstances, according to the Minister.

As outlined in the 2009 Defence White Paper, this process involves a new White Paper at intervals no greater than five years.

On a five year timetable, the next paper is not due until this time in 2014.

However, because of the significant developments internationally and domestically since the 2009 White Paper, including the ADF’s operational drawdown, the ADF Force Posture Review and the ongoing effects of the global financial crisis, the government is bringing the schedule forward.
GENERAL MANAGER SUBMARINES

DEFENCE Secretary Duncan Lewis has appointed David Gould to the new position of General Manager Submarines. The position will focus exclusively on the oversight of all existing and future materiel-related submarine activities in Defence.

David Gould will work in the Defence Materiel Organisation and report to the Chief Executive Officer, Warren King.

In addition to working closely with the Chief of Navy, the General Manager Submarines will work across government and industry as a project integrator to pull together the remanufacture and support of the existing submarine fleet and the project to replace the Collins Class submarines.

As a result of the creation of this new position, the previously announced position of Associate Secretary (Capability) will not progress.

DEFENCE Secretary Duncan Lewis has appointed David Gould to the new position of General Manager Submarines.

**Future Submarine moves forward**

IN A significant boost to future submarine capability, the government is to provide $214 million for the next stage of the Future Submarine Project.

The funding, announced on May 3, will go towards further detailed studies and analysis to inform the government’s decision on the design of Australia’s new submarine.

In a joint statement, Prime Minister Julia Gillard, Defence Minister Stephen Smith and Defence Materiel Minister Jason Clare state the 2009 White Paper outlined the government’s commitment to acquire 12 new Future Submarines to be assembled in South Australia over the next three decades.

“The Future Submarine project will be the largest and most complex Defence project ever undertaken by Australia,” the statement says.

“With this complexity comes risk. That is why it is essential to continue to take a measured and careful approach to the early stages of planning and design.”

“It is also essential to learn from experience with the Collins Class to avoid repeating mistakes of the past and to minimise risks. This includes the maintenance and sustainment of the Future Submarines.”

This is why the government is conducting a review into the sustainment of Australia’s Collins Class submarines, led by John Coles.

“The Coles Review involves a detailed examination of complex engineering issues associated with submarine sustainment and support from international experts and companies in this field,” the statement continues.

Government is considering four broad options for the Future Submarines, including:

- an existing submarine design available off-the-shelf, modified only to meet Australia’s regulatory requirements
- an existing off-the-shelf design modified to incorporate Australia’s specific requirements, in relation to combat systems and weapons
- an evolved design that enhances the capabilities of existing off-the-shelf designs, including the Collins Class
- an entirely new developmental submarine.

The government has ruled out the option of a nuclear submarine.

The funding will inform the final decision on the design and workforce requirements for the Future Submarine, and identify and address risks.

The studies will be conducted across three broad areas: design studies, scientific and technological studies, and the Future Submarine Industry Skills Plan (see opposite).

For more information visit the Defence Minister’s website.
New era in military law

By Squadron Leader Tim Saunders

PARLIAMENTARY Secretary for Defence, Dr Mike Kelly, opened a new purpose-built building to house the ADF Military Law Centre and the military node of the Asia Pacific Centre for Military Law at Victoria Barracks in Sydney on March 29.

Coming in under budget, the building took 12 months to construct and contains a 40-seat lecture theatre with audio-visual support, four 10-seat syndicate rooms with audio-visual support, a dedicated 14-terminal computer room, and office accommodation.

Head Defence Legal, Mark Curnutt, says Dr Kelly, who was an Army legal officer at the time, was instrumental in the conception and formation of the Military Law Centre and Asia Pacific Centre for Military Law.

"Dr Kelly served as the inaugural director of the Military Law Centre," Mark says.

At the opening ceremony, the Parliamentary Secretary acknowledged the contribution of Professor Tim McCormack of the University of Melbourne Law School, a renowned expert on international humanitarian law and military justice, who was also instrumental in establishing and developing the Asia Pacific Centre for Military Law and was its inaugural civilian director.

"We hoped that through courses and seminars we could facilitate cooperation among military forces of the Asia-Pacific region in the research, training and implementation of the laws governing military operations," Dr Kelly says.

"What better way to promote greater understanding of, and increased respect for, the rule of law in all aspects of military affairs than through this unique partnership of a military training organisation and a civilian law school."

The current director of the Military Law Centre and Deputy Director of the Asia Pacific Centre for Military Law, Group Captain Ian Henderson, says through the dedication and commitment of all previous and current staff, courses that have existed since the 1990s continue to be improved, innovative training methods incorporated, and new challenges addressed.

"The completion of the building will be instrumental in the centres maintaining their existing reputation as two of the leading military academic centres of their kind in the Asia-Pacific region," Group Captain Henderson says.

Supply chain improvements in Middle East area of operations

By Natasha Planigian

IMPROVEMENTS to the operational medical and dental supply chain have seen a reduction in annual logistics ICT system transaction volumes of more than 40 per cent from 2010 to 2011.

A pharmaceutical officer was deployed to the Middle East at the end of 2010 to establish a Class VII medical and dental warehouse. Combined with the introduction of purpose-built facilities for medical stores, this provided an opportunity for people from Joint Health Command, Joint Logistics Command and the Defence Materiel Organisation to implement changes to the operational medical and dental supply chain.

The new facilities have enabled the establishment of third-line holdings of Class VIIIs in theatre. Medical demands are now consolidated and tasked to the Force Support Unit and other hospitals from third-line holdings or ordered from a number of sources determined by the pharmaceutical officer.

Director General Supply Chain Branch in Joint Logistics Command, Brigadier Peter Daniel, recognises the efficiency and reduced waste of the Class VIII management.

"The consolidation has achieved efficiency and reduced waste, ensuring best use of available resources to achieve our mission," Brigadier Daniel says.

"These outcomes are great examples of the various elements of Defence working together to achieve tangible improvements to the Defence supply chain."

The Defence Materiel Organisation prime vendor contract provides pharmaceuticals to garrison pharmacies in Australia. The expanded use of this contract to provide direct delivery of pharmaceuticals to the cargo consolidation point at Moonabank in Sydney for on-forwarding to the Al Minhad Air Base has improved lead time for supply of stock by four to six weeks.

Local procurement has also been introduced for simple medical consumables, further reducing the movement burden on strategic airframes and freeing up space for specialised items only available from the National Support Base.
Afghanistan transition

By Corporal Max Bree

Mid-2013 should be the “crucial point” when international forces could move away from major combat operations and into a supporting role in Afghanistan, according to Prime Minister Julia Gillard.

The Prime Minister made the comments during an address to the Australian Strategic Policy Institute in Canberra on April 17.

“When this transition is complete, Australia’s commitment in Afghanistan will look very different to what we have today,” the Prime Minister says. “We will have completed our training and mentoring mission with the [Afghan National Army’s] 4th Brigade.

“We will no longer be conducting routine frontline operations with the Afghan National Security Forces.

“The Australian-led Provincial Reconstruction Team will have completed its work and the majority of our troops will have returned home.”

The Prime Minister’s announcement comes as Afghan National Security Forces in Uruzgan province continue to plan and conduct complex operations with support from Australian mentors.

But the Prime Minister points out the International Security Assistance Force had made clear this would not mean the end of all combat, combat support or training.

“To maintain full responsibility for security in Afghanistan after 2014, the Afghan National Security Forces will need the right support – including funding and training – from the international community,” she says.

The Prime Minister says she would argue strongly for continued international support and insists Australia is prepared to pay a fair share.

“We are prepared to consider a limited Special Forces contribution – in the right circumstances and under the right mandate.

“There may be a continuing role to train the Afghan National Security Forces to conduct, and to work alongside them in carrying out, counter-terrorism operations in Afghanistan.

“Australia will also be prepared to provide niche training to the Afghan National Security Forces after 2014.”

At the time of printing, the Prime Minister was scheduled to attend the NATO summit in Chicago in May, where transition progress will be reviewed and plans mapped out on the way ahead.

In a joint statement on April 19, Foreign Affairs Minister Bob Carr and Defence Minister Stephen Smith state all International Security Assistance Force member countries “must continue to be present in support of the Afghan National Security Forces and the combat ready to do so until transition is finally complete at the end of 2014”.

“A capable Afghan National Security Force is critical to the success of our international mission and a stable Afghanistan,” the statement reads.

“The Afghan National Security Forces must be of a size and structure required to consolidate and build on the security gains we have made and must be maintained at a size sufficient for the critical tasks ahead, at least until 2015.”

Greening Pine Gap

By Laura Jones

THE Joint Defence Facility Pine Gap has started generating power from natural gas in a move that is both cost effective and environmentally friendly.

Since Pine Gap’s construction 45 years ago, the facility has generated all of its power with diesel-fuelled generators. The new natural gas pipeline is Pine Gap’s first physical connection to an energy utility outside the facility.

Pine Gap, which is located 30km outside Alice Springs in the Northern Territory, is a joint Australia-United States intelligence collection facility that contributes to the national security of both nations by providing information on terrorism, the proliferation of weapons of mass destruction, and military and weapons developments. Through Pine Gap, Australia also supports the United States in its ballistic missile early warning program by hosting a space-based infra-red system relay ground station.

In March last year, Defence signed a 15-year contract with the Northern Territory Power and Water Corporation to supply natural gas to Pine Gap. The pipeline linking Pine Gap to the existing Darwin to Alice Springs pipeline was constructed by APA Group under contract to Envestra Limited.

At the time Defence was negotiating the contract, Pine Gap’s engineers were installing four new dual diesel-natural gas generators in the facility’s powerhouse.

The new generators ran on diesel fuel until the pipeline was commissioned and now form the backbone of Pine Gap’s more efficient power generation.

Constructing even a short length of gas pipeline in the Australian outback was no mean feat and was not without inevitably outback incidents.

Construction crews had to deal with outback wildlife like snakes and dingos. At one stage, a large bushfire burned up to Pine Gap’s perimeter fence, threatening not only Pine Gap’s property but the unfinished gas pipeline and gas pressure reduction station.

A construction crew had to be called out in the middle of the night to move their trucks and equipment from the fire front, and also helped the Alice Springs volunteer bushfire brigade prevent further spread of the fire towards Pine Gap.

Fortunately, the pipeline construction right-of-way made a firebreak that protected the not-yet-buried pipeline.

Deputy Secretary Intelligence and Security, Steve Mekkin, and US government counterpart Bruce Carlson, attended a recent commissioning ceremony for the new pipeline, marking a new era in power generation for Pine Gap.

Library consolidation

IN LINE with strategic reform, the Defence Library Service is consolidating its library services, shifting from hard copy to online, improving integration of the library search functionality, and improving service delivery.

Twelve under-utilised libraries will close and three – Kokoda Barracks, hMAS Wellington and Blamey Barracks – will transition to part-time hours.

Library staff and client feedback informed the library reform program, as well as detailed analysis of the libraries’ activities, usage of online publications and resources, organisational and personnel movements within Defence, and recent developments in the library and information management and publishing industries.

For more information visit the Defence Support Group website on the DPN.

LIBRARY CLOSURES
April
Robertson Barracks and HMAS Rangituk
May
Victoria Barracks Melbourne and Oakay
June
Simpson Barracks and Orchard Hills
July
hMAS Albatross and Gaza Ridge Barracks
August
HMAS Watson and Leuenin Barracks
September
HMAS Waterman and RAAF Base Williamtown
US troops arrive in Top End

THE military partnership between Australia and the United States has entered a new era with the first rotation of US Marines arriving in Darwin on April 3.

The 200 marines of Fox Company, 2nd Battalion, 3rd Marine Regiment, joined with members of the 5th Battalion, Royal Australian Regiment, for the first time in an official ceremony at Robertson Barracks on April 4.

The rotation is part of enhanced cooperation measures between Australian and US forces, announced by Prime Minister Julia Gillard and US President Barack Obama during the President’s visit to Darwin on November 16 last year.

Defence Minister Stephen Smith says the marines will spend six months in Australia conducting training activities both independently and alongside Australian soldiers.

“We’re staging [the rotations] over essentially a five or six-year period and we’ll progressively increase the number of marines on the rotation,” he says.

“We’re starting with between 200 and 250, and each year we’ll increase that.”

The initial rotation of a US Marine Corps infantry company does not include heavy equipment, vehicles or aircraft. In coming years, a Marine Air Ground Task Force of up to 2500 personnel will rotate through the Northern Territory for six months during the dry season.

The US personnel will use existing Defence facilities for accommodation and training, but no US bases will be established on Australian soil.

The Minister says the marines’ arrival is an historic moment in the Australia-US relationship.

Engineering and technical commitment

DEFENCE and the Association of Professional Engineers, Scientists and Managers Australia recently signed a joint communiqué articulating a commitment to work together to support engineering capability in Defence.

The joint communiqué reaffirms to the public service and technical workforce the terms of reference for the review that Defence has also established a Technical Regulatory Frameworks Workforce Review joint working group, which is reviewing the challenges facing Defence’s engineering and technical workforce.

The working group has representatives from the Defence Materiel Organisation, Navy, Army, Air Force, the Defence Science and Technology Organisation, and Defence Workplace Relations. Union representatives are from the Association of Professional Engineers, Scientists and Managers Australia, the Australian Manufacturing Workers Union and the Australian Services Union.

The review will be conducted in three stages. Initially, it will examine whether public service people exercising technical authority within a technical regulatory framework are doing so in a manner consistent with their classification level.

More broadly, the review will consider issues of attracting, developing and retaining engineering skills. The review will also consider whether the association’s proposal to introduce a broadband or a separate salary structure for engineers and other technical professionals would meet Defence requirements.

To reinforce Defence’s commitment to engineers and the technical workforce, the terms of reference for the review have been included at Annex I of the recently approved Defence Enterprise Collective Agreement 2012-2014.

“Spitfire pilot laid to rest

SPITFIRE pilot Sergeant William James Smith has been laid to rest with full military honours at Cassel Cemetery in France, 70 years after his final mission.

Sergeant Smith, born in 1917, was last seen engaged in a dogfight with enemy aircraft 20,000 feet over the English Channel during a bomber escort mission with 452 Squadron on May 9, 1942.

A film crew producing a World War II documentary in Harfleur, France, discovered his aircraft and remains last October.

The reinterment ceremony on April 19 was attended by Sergeant Smith’s family and foreign and Australian dignitaries. General Jean-Luc Crochard and Air Vice-Marshal Mark Skidmore represented the French and Australian air forces respectively.

The ceremony included rifle volleys by Australia’s Federation Guard, the laying of wreaths, recital of The Ode and the Last Post, and Rouse bugle calls.

Air Vice-Marshal Skidmore presented Sergeant Smith’s younger brother, Bert, with a folded RAAF Ensign as a symbol of his brother’s sacrifice.

“I am thankful for the service and sacrifice of Sergeant Smith,” Air Vice-Marshal Skidmore announced at the ceremony.

“I am honoured to attend and see that he has received a burial with the dignity and respect he deserves.”

Director Defence Workplace Relations and Chair of the Technical Regulatory Frameworks Workforce Review, Louise Memmolo (left), holds the joint communiqué alongside the Head of Navy Engineering, Rear Adm. Mark Drill (centre, red), the Chief Executive Officer of the Defence Materiel Organisation, Warren King (center, blue), and the Executive Officer of the Association of Professional Engineers, Scientists and Managers Australia, David Smith (right).

Photo: Flight Sergeant John Carroll
First for career management agencies

FROM July, service elements of Navy, Army and Air Force career management agencies will be co-located at a newly leased building at Brindabella Park in Canberra. It is the first time all career management elements of the service career management agencies will be co-located.

The Director of ACT Office Accommodation, Brett Morris, is coordinating the project.

“We now have seven leased sites at Brindabella Business Park,” Brett says.

“Our new building, BP29/31, was previously occupied by the Department of Employment, Education and Workplace Relations.

“As a part of lease negotiations with the building owners, the Canberra Airport Group, we agreed a floor plan layout and remodelling works, which are currently under way.”

The building will accommodate 800 people across the three services, along with a small civilian contingent.

Navy will reside on the ground floor and share half of the first floor with Air Force, which will also occupy all of the second floor. Army will occupy the third and fourth floors.

“We have had ongoing consultation with the three services, and BP29/31 has been tailored as much as possible to meet the career management agencies’ needs,” Brett adds. The project is being run by the Defence Support Group in conjunction with a delivery element from the Chief Information Officer Group, which will provide and install all active ICT equipment.

“We expect delivery of the building from the Canberra Airport Group and Construction Control around the end of May,” Brett says.

“We’ll then give the Chief Information Officer Group delivery arm a free run of the building to deploy all of the ICT kit and complete the final touches.”

Dedicated ICT promotion board rooms for each service are being built into the layout. These spaces will be where the service promotion boards sit when deliberating on promotion decisions for ADF people. The rooms will be equipped with an impressive array of ICT equipment enabling board members to reduce their reliance on paper.

Assistant Secretary Property Services, Mike Healy, praises the project.

“We are proud to be delivering this new capability, giving our career management agencies a centralised building they can call home,” Mike says.

ADF shines on Bersama Shield 2012

FIVE HUNDRED and sixty ADF people recently joined with navies and air forces from Malaysia, New Zealand, Singapore and the United Kingdom for Exercise Bersama Shield 2012.

Commander of the Australian contingent, Wing Commander Louis Nuttycombe, says the exercise is part of the Five Power Defence Arrangements – enhanced relationships and interoperability with partner nations.

“Training in exercises such as Bersama Shield is important for our people to obtain key skills, work as a combined force and build relationships with other Five Power Defence Arrangements partners,” Wing Commander Nuttycombe says.

Australia contributed 12 aircraft, including Wedgetail, AP-3C Orion, B300 King Air and F/A18 aircraft, along with HMAS Ballarat and HMAS Collins. Twenty ADF people formed part of the multinational exercise headquarters in RMAF Butterworth.

Wing Commander Nuttycombe says Bersama Shield is an important training exercise for Air Force and Navy to maintain its key capabilities.

“The exercise provided participants with high complexity training opportunities in a multinational environment,” he says.

The Five Power Defence Arrangements was signed in 1971 and is the longest standing multilateral arrangement in south-east Asia.
As a model for running an effective business, shared services is not a new concept. Standard in the private sector for many years, once fully implemented, shared services will streamline Defence business and lead to a far more effective, robust and professional organisation, with clearer processes, less duplication and better outcomes.

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Way of the future

By Alisha Welch

Shared services reform is going full steam ahead within Defence, and driving this change in the Finance Domain are First Assistant Secretary Financial Management and Reporting, David Spouse, and Assistant Secretary Financial Services, Ben Wright. They recently took time out to speak to *Defence* about why a shared services model is critical in the finance space and across Defence, and how implementation is progressing.

All a model for running an effective business, shared services is not a new concept. Standard in the private sector for many years, once fully implemented, shared services will streamline Defence business and lead to a far more effective, robust and professional organisation, with clearer processes, less duplication and better outcomes.

Continued page 32
In May 2011, Defence Minister Stephen Smith announced that further reform was required to rationalise Defence’s corporate overhead function. The next month, Defence engaged McKinsey and Company to review this part of Defence business and, in September, the McKinsey Review of Shared Services was agreed by the Defence Committees, providing the catalyst for change within a number of areas: finance, human resources, non-material procurement, information and communication technology, security, communication and public affairs, legal, infrastructure and logistics.

In the Finance Domain, owned by the Chief Finance Officer (CFO) and instituted on April 2 this year, the implementation plan is complete and shared services act as a model for governing financial services across Defence is well under way.

First Assistant Secretary Financial Management and Reporting, David Spouse, says in line with shared services, the CFO Group will soon be structured differently to better reflect new ways of doing business.

"From July 1, CFO Group will have two divisions," David explains. "Mike Gibson will head up Resource Assurance Division, focusing on budget planning and management and financial reporting, and the Financial Services Division, focusing on financial services, shared services implementation, systems, governance, skillling and professionalisation."

One significant change has already occurred.

"CFO has reached an agreement with the Defence Support Group (DSG) regarding the transfer of the accounts payable, receivable, credit card management, and finance processing functions," David says. "This means management systems and about 180 people will move from DSS to CFO. Most of those people work in the regions."

David makes it very clear that communicating to people affected by the organisational change is a key priority.

"We are running workshops and talking to all people in the Finance Domain around the country," he says. "So far we have spoken to more than 900 people, explaining that shared services is good news not only for the organisation, but for individuals as well."

"Change is always a challenge for some people – many people are very loyal to their particular group and don’t want to ‘belong’ to another. The message we are promoting is that people aren’t losing that connection or loyalty; they are gaining another team.

Assistant Secretary Financial Services, Ben Wright, says since he started in the role six months ago, he has noticed a positive change in people's attitudes towards shared services reform.

"Initially some people were quite reserved and questioning how the changes would improve the way they operated," Ben says. "However, over the past six months people have started to get on board – they are beginning to understand what’s in it for them and the organisation. They are more engaged because we’ve been spending a lot of time in consultation, sitting down and addressing their concerns face to face. People accept that, while we may not have all the answers just yet, we are doing what is best for Defence."

According to David and Ben, shared services in the Finance Domain will allow Defence to deliver finance services in line with better practice and the way many other large businesses have been delivering finance services for some time.

"We need people to be engaged and receptive to new ways of doing business," Ben continues. "A lot of people we have spoken to around Defence are very supportive of the concept. They see benefit in what we are doing and can see that the replication which currently exists across the 13 groups and services is not the most effective way of doing business."

"Shared services will link the finance process from the policy development stage through to service delivery."

David says that resistance to change is normal in any large scale reform initiative.

"We have been talking to people about the reasons behind shared services reform," he explains. "We’ve researched how large, complex private sector corporations do business, like BHP, Woolworths and the Commonwealth Bank, and the direction in which Defence is moving really is the standard way of doing business."

An example David regularly uses when trying to explain the logic behind shared services is that currently the finance due diligence assessment has identified more than 29 different ways a bill in Defence can be paid.

"Ideally there should only be one way of paying a bill across the department," David states. "We want to encourage people to have open minds and contribute ideas on how things can be done in the most efficient way possible."

"Across Defence, we need to be as effective, efficient, ethical and economical as possible. Finance people are service providers and a customer-service focus is essential to our success."

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"Across Defence, we need to be as effective, efficient, ethical and economical as possible;" he adds. "Finance people are service providers and a customer-service focus is essential to our success."

Ben makes the point that shared services reform is not being managed externally.

"It’s a program that is being driven internally and it’s only going to be as good as people make it. It’s about us all determining how we can make our business better, then it’s up to us to implement it and make sure it works.

"We know where we want to go and how we do it is up to us."

"Across Defence, we need to be as effective, efficient, ethical and economical as possible. Finance people are service providers and a customer-service focus is essential to our success."

"Shared services will standardise systems and processes so, when people change jobs in the Finance Domain, they won’t have to learn a whole new set of skills and will have more time to do their actual jobs," Ben adds.

In the context of the Defence Budget where an additional $1000 reduction in the public service workforce was announced, David says the financial and personnel constraints Defence is under strengthen the need for shared services reform. This is also reflected in the Secretary and CDF Budget message where the Secretary states that ‘the Chief Operating Officer, Simon Lewis, will take the lead in pursuing APS reductions, which will to a significant extent be taken as a result of broader shared services reforms across Defence’. For more information about finance shared services, visit the SharePoint site at http://cas/CasTeamWeb2010/ODRF/ find/dt/ODRF/SitePages/Home.aspx.
NAOMI has worked for Defence since 2008. She began as a Departmental Liaison Officer (DLO) in the middle of last year, and has worked as an intelligence analyst at the Defence Signals Directorate, had a secondment to the Department of Foreign Affairs and Trade, and spent time in a senior policy role within Strategic Policy Division. Becoming a DLO has been on Naomi’s “to do” list since she joined the public service.

“IT IS QUITE A PRIVILEGE TO WORK IN THIS ROLE,” Naomi says. “BEFORE I CAME INTO THE POSITION, I IMAGINED IT WOULD BE AN EXCITING PLACE TO WORK AND THAT I WOULD GET A PICTURE OF HOW DEFENCE FITS IN AT THE WHOLE OF GOVERNMENT LEVEL. IT HAS DEFINITELY LIVED UP TO MY EXPECTATIONS.

“IT IS A FAST-PACED ROLE AND, AT TIMES, VERY STRESSFUL. I GET TO USE MY PROBLEM-SOLVING SKILLS EVERY DAY AND HAVE DEVELOPED A DEEPER UNDERSTANDING OF DEFENCE AND THE INNER WORKINGS OF GOVERNMENT.”

Being a DLO means being the primary conduit between the department and the ministers’ offices.

NAOMI says there is no such thing as a “typical day.” The DLO role involves tasking the department with briefings and submissions, sourcing information on issues relevant to the day, answering queries from the public, and Members of Parliament and Senators, as well as providing advice to the department on the preferences and priorities of the Minister and his office.

“In Mr Smith’s office, the DLOs are integral in preparing the Minister for his attendance at Question Time during Parliamentary sitting weeks, and also as a senior minister attending Cabinet and Committee of Cabinet meetings like the National Security Committee and Expenditure Review Committee,” Naomi says.

“EVERY DAY IS DIFFERENT, DEPENDING ON WHAT IS HAPPENING IN THE DEFENCE SPACE, THE MEDIA AND ON THE WORLD STAGE.”

Being a DLO is challenging and Naomi is responsible for getting the relevant information to the Minister in a timely fashion.

“MR SMITH LIVES IN PERTH AND LIKES TO SPEND AS MUCH TIME WITH HIS FAMILY AS POSSIBLE,” she says. “HE IS REALLY ONLY IN CANBERRA WHEN PARLIAMENT IS SITTING, BUT, WHEREVER HE IS, WE HAVE TO OPERATE AS ‘BUSINESS AS USUAL’. THIS MEANS MINISTERIAL SUBMISSIONS, MEDIA RELEASES AND OTHER CORRESPONDENCE MUST BE FORWARDED TO HIM FOR HIS ACTION WHEREVER HE MAY BE – WHETHER THAT’S IN PERTH, LONDON, BRUSSELS OR AFGHANISTAN.”

“I REMEMBER AT ONE STAGE WE HAD MINISTERIAL SUBMISSIONS GOING TO DUBAI, BANGKOK AND LONDON ALL WITHIN 48 HOURS. EVENTUALLY ALL THAT PAPERWORK WILL MAKE ITS WAY BACK TO CANBERRA, BUT IT CAN BE A CHALLENGE TO MAKE SURE THE INFORMATION YOU HAVE SENT GETS TO THE RIGHT PERSON, IN THE RIGHT PLACE AND AT THE RIGHT TIME.”

“EVERYTHING WE DO IS ABOUT THE PROVISION OF EVIDENCE BASED INFORMATION TO THE MINISTER IN A TIMELY MANNER.”

Fulfilling the role of a DLO requires commitment and long hours, particularly while Parliament is sitting. Naomi says she knows this when she accepted the role and has a very supportive network of family and friends.

“The DLO role is about being available 24/7 as you may be needed by the Minister or the department at any time,” she says.

“DLOS ARE PROVIDED WITH BLACKBERRY PHONES AND DREAMS TOKENS, WHICH MAKES OUT-OF-HOURS COMMUNICATION EASIER.”

“IT IS A FAST-PACED ROLE AND, AT TIMES, VERY STRESSFUL. I GET TO USE MY PROBLEM-SOLVING SKILLS EVERY DAY AND HAVE DEVELOPED A DEEPER UNDERSTANDING OF DEFENCE AND THE INNER WORKINGS OF GOVERNMENT.”

– NAOMI BOCCOLA, DEPARTMENTAL LIAISON OFFICER
Naomi says the work-life balance situation is different for DLOs depending on which Minister or Parliamentary Secretary they work for, and it is something people should consider carefully before applying for the role.

Easing the strain is the fact that DLOs receive an allowance of around $15,000 to compensate for the longer and irregular hours they are expected to work. Defence people can also make life easier for DLOs by providing timely advice to ministerial offices.

“The Minister often asks for specific information from the department by a certain date or time for important reasons,” Naomi says. “He may need to answer a question from the media or from other parliamentarians during Question Time.”

“As a DLO it is important to clearly and accurately communicate with the department, especially when a request is particularly urgent. That way the Minister will only have to ask once for what he needs and hopefully get it in the timeframe required. If anyone is ever in doubt over an issue, they should feel free to call or email – we are here to help and provide advice whenever we can.”

Naomi says the Ministerial Awareness and Training team within Ministerial and Executive Coordination and Communication Division also runs some helpful courses to help people communicate effectively with the Minister’s office. (See page 18.)

“I encourage any person who has a requirement to communicate with the Minister or his office to attend the suite of courses available,” she says. “The Directorate of Ministerial and Parliamentary Liaison Services can also help people when developing and submitting ministerial submissions and correspondence.”

Being a DLO broadens a person’s strategic knowledge across the entire department and gives them a rare insight into the inner workings of the “Defence machine”, according to Naomi.

“It is such an interesting position and you build strong relationships with people both within the department and ministers’ offices,” she says. “It can be a little frenetic on most days but it is all made up by the unique experience of sitting in a senior minister’s office.”

For more information visit the Ministerial and Executive Support Branch website on the DRN.
The Ministerial Awareness and Training team has some of its course titles to better align with its intents and learning outcomes.

The Defence Ministerial Writing course has been re-named Ministerial Awareness and Writing. This internally facilitated course is aimed at Australian Public Service Level 5 – Executive Level 1 level people and military equivalents. It provides an overview of the machinery of government as well as writing conventions for preparing key ministerial documents such as submissions, representations and question time briefs. Courses are conducted throughout Australia and are open for nomination on Campus.

The externally facilitated Developing Complex Submissions course has been successfully market tested and is now being re-launched as Advising government and Ministers. This course is aimed at EL1 – EL2 people and military equivalents, who want to expand their briefing skills to provide better quality and timely advice to government and ministers. It is a dynamic and interactive one-day course facilitated by Robert Doyle, principal consultant with the Nous Group and current Lord Mayor of Melbourne. This course is also open for nomination on Campus.

The complexity of Defence’s relationships with its ministers and parliamentary secretaries, as well as the organisation’s place in Australia’s parliamentary framework, is something all Defence people have a responsibility to understand. Fortunately, the Ministerial Awareness and Training team is here to help.

TRAINING about 1300 people each year, the Ministerial Awareness and Training team works hard to raise the awareness of Defence’s ministerial and parliamentary responsibilities and improve people’s skills in ministerial liaison and communication.

The team’s director, Manda McFarlane, says improving ministerial awareness across the department is the key to improving the quality and timeliness of the advice Defence provides to its ministers and parliamentary secretaries.

“Improving people’s understanding of ministerial and parliamentary business ultimately improves the flow of advice and information between ministerial offices and the department,” Manda explains.

“Our ministers and parliamentary secretaries are very busy people and can have other pressing responsibilities within government outside of the Defence portfolio. This can sometimes reduce the amount of time they are able to spend on Defence matters at a particular point in time.

“It is common for people to underestimate the amount of time it can take to get a ministerial answer and people can get frustrated when things don’t go according to their plans. We try to help people understand the machinery of government better and encourage them to take these external factors into account when planning their clearance timelines.”

To do this, the team manages a suite of courses and information sessions aimed at raising awareness and improving skills across the department, from junior staff levels right through to senior leaders. Manda says her team also works with individual areas to provide tailored training.

“In the past, we have run specific training for Infrastructure Division within the Defence Support Group, a number of courses for the Defence Material Organisation and, every year, we run courses for people on the various graduate development programs across the department.”

She says a lot of people regard ministerial matters as a little mystifying and, as a result, can be a little reserved in coming forward and asking for help.

“We are very happy to work with people and are always looking for people who want to learn because that’s why we’re here. Being part of Ministerial and Executive Support Branch, which manages all parts of Defence’s ministerial and parliamentary business, we have a great insider’s perspective of the challenges and workloads of all the ministers and parliamentary secretaries, so we are ideally suited to bridge the gap.”

Towards the end of last year, the team began looking at ways to improve the courses it provides. Manda says during the first half of this year they will focus on bringing to fruition many of the improvements identified, so people can access a completely refreshed package of courses by the middle of the year.
These improvements include a new-look workshop for executive level staff to hone their ministerial advisory skills, the introduction of parliamentary discussion forums aimed at providing senior leaders with an opportunity to explore significant issues facing Defence and its ministers with a panel of high-level guest speakers, and a permanent training solution for dealing with the issue of parliamentary privilege and accountability.

"Another exciting prospect for 2012 will be the introduction of a course on writing specifically for Cabinet," Manda says. "Writing Cabinet submissions is a totally different beast and very complex. So being able to provide a course to help people with this aspect of ministerial writing has been a long held aspiration that is now starting to take shape."

A number of skills are required to effectively operate at the ministerial level, and Manda thinks the most important are having a strategic focus and excellent consultative skills.

"A good strategic perspective of what's happening within Defence and government as a whole certainly helps when it comes to providing good advice," she says.

"People can sometimes get focused on the issues within their own work area and don't effectively communicate how their work feeds into one or more of the broader strategic objectives of Defence or government, which is what ministers and parliamentary secretaries need to know."

"Effective consultative skills are also a requirement for anyone providing quality ministerial advice. You may write the greatest submission in the world but it won't make it to the minister's desk if you haven't consulted with all the necessary stakeholders in the matter."

With much on the agenda for the Ministerial Awareness and Training team this year and beyond, Manda is confident her team will continue to provide first-class training for Defence people and encourages everyone to consider how they can improve their ministerial awareness and liaison skills.
Building community support

By Karla McCormack

Communication and Media Branch is Defence’s direct link between the media and the department. In addition to managing the organisation’s involvement in the busy daily news cycle, the branch offers training to the whole of Defence in media awareness, writing and interviewing techniques.

A CRITICAL part of maintaining Defence’s strong standing with the Australian community is being able to work effectively with the Australian media to tell its stories. Assistant Secretary Communication and Media Branch, Elenore Eriksson, says Defence is a large and complex organisation rich with stories the media wants to hear.

“We get given many opportunities to talk about the great work we do and how we make a difference in people’s lives,” Elenore says.

“The challenge for us in Defence is presenting the information in a way that meets the media’s needs in terms of timeliness, plain language and content.

“Communication and Media Branch offers a range of courses to help people understand how the media operates and to develop the necessary skills to best communicate our business.”

Three different media-related courses are available to help people gain these skills. They each start with providing an overview of how the media works, including their deadlines and expectations. The newest course focuses on developing skills in writing for the media, which includes drafting media responses, talking points and media releases. The second concentrates on developing media interview techniques, while the third is a customised course usually delivered to one or two senior people for a particular purpose, such as a major announcement.

The contract for the provision of these courses was recently awarded to Media Manoeuvres. The company won the three-year contract through an open tender process and will deliver the courses nationally.

“The new Defence Media Awareness and Writing course is an area where we can make the biggest contribution in helping people write for this very specific purpose,” Elenore explains.

“While people may be very competent writers in the Defence environment, writing for the media is very different to drafting briefs, minutes and ministerial submissions.

“Our writing course will give people practical guidance on how to prepare talking points, media releases and responses to media enquiries. This isn’t about ‘dumbing down’ the information, rather, it’s about explaining something to someone as if it’s the first time they’re learning about it.”

Elenore says the people who have the greatest expertise in a particular area should be drafting the information.

“The day starts with people having mixed skills and experiences with the media, by the end of the day people are more comfortable with knowing how to best prepare themselves or others for an interview.”

continued page 44
This was the case recently with the first Defence Media Awareness and Skills course offered for 2012. The group of public service and ADF people had varied experience with the media but, after being guided through the practical exercises during the day, they felt they could confidently apply their new skills in their work.

“There is no substitute for real world experience when working with the media,” says Melissa Moss, who works as the assistant base support manager at RAAF Base Williamtown.

Public Affairs Officer, Major John McPherson, offers similar feedback, saying the lead trainer’s extensive media experience contributes greatly to the quality of the training.

“These courses are critical to skilling our people in working with the media,” Elenore says. “Coupled with the Ministerial Awareness and Writing courses offered by our colleagues in Ministerial and Executive Support Branch, they’re part of an important toolkit for supporting our ministers and the Defence senior leadership group.”

The schedule for the Defence Media Awareness and Skills course and Defence Media Awareness and Writing course is available on the Communication and Media Branch website on the DRN.
DESPITE the reform under way, Lieutenant General David Morrison states that, first and foremost, supporting Army’s deployed people, and preparing soldiers for operations, remains his key priority as Chief of Army.

He says Army needs to maintain its focus on operational service, continually learn lessons and feed that back into forthcoming operations, something that relates directly to Plan Beersheba – a major program that will shape the Army of the future.

Plan Beersheba is the next phase of the Adaptive Army initiative and will adjust Army’s force structure so it can generate capability, conform to strategic guidance and meet the challenge of contemporary warfare. It incorporates lessons learned over a decade of continuous operations.

“Army has spent a lot of time in recent years getting its learning loops right,” Lieutenant General Morrison says.

“We break these up into short, medium and long-term loops. At the tactical level, the focus is on the short-term. At the strategic level, the focus is on Force2030 and ensuring Army is structured appropriately to support that.”

Lieutenant General Morrison says Plan Beersheba also relates to the medium-term learning loop, focusing on Army “after Afghanistan” and what the organisation should look like to be robust and relevant into the future.

“Plan Beersheba is very much grounded in the types of operations we’ve been doing for the last 13 years – since East Timor in 1999,” he says.

“But it goes further than that. It recognises that we can’t benchmark ourselves against the Taliban. We need to be a capable land force and we need to have a clear view about how our force structure should be placed to support the ADF’s broader maritime strategy.”

An integral part of Plan Beersheba involves restructuring the Army’s three regular brigades and linking the six reserve brigades to these, which the Chief believes will enable the reserve brigades to travel through a force generation cycle alongside their regular counterparts, as well as give reserves greater access to equipment and training opportunities.

Plan Beersheba also focuses on developing Army’s amphibious capability, as Lieutenant General Morrison explains.

“The maritime environment has underpinned Australia’s defence strategy for more than a century,” he says.

“Much work is being done within Defence to ensure the ADF’s amphibious capability is well executed when the Landing Helicopter Dock ships enter service in the middle of this decade.

“The growth in amphibious capability will be a fundamental change to the ADF and of great benefit to the nation. We’ll be able to project a military force when and where required and I am impressed by the work being done now to ensure that happens successfully. The cooperation between Army and Navy has been groundbreaking.”

While Plan Beersheba is focused on Army’s future capability, the Chief reiterates that his primary focus remains on supporting troops on operations across the globe. With the ADF preparing to transition from Afghanistan and the security situation in East Timor benign, Army’s operational future may be somewhat uncertain but Lieutenant General Morrison says there remains much to do.

“I can’t foretell the future, but we will work hard to make sure we’re as ready as possible for whatever may confront the nation,” he says.

Regardless of where soldiers have been deployed over the last 13 years, whether in Afghanistan, Iraq, East Timor, Solomon Islands or serving on United Nations and humanitarian missions in various theatres, Army’s people have proven to government and the public just how capable they are.

“There is a strong legacy of commitment, professionalism and capability that is the foundation of who we are and what we do. It is an important part of the Australian culture – the promise to protect our nation and its people.”

“I believe our soldiers, sailors and aircrew are ready for whatever we face,” he says.

Chief of Army, Lieutenant General David Morrison.

Like the entire Defence organisation, Army is in the midst of significant reform, focused on operational preparation and transition, structural change and diversity, all centred on ensuring Australia’s land force is capable of meeting the challenges of the future. Chief of Army, Lieutenant General David Morrison, recently spoke to Defence about Army’s progress on these fronts and more.

Proven and capable

By Alisha Welch

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Chief of Army, Lieutenant General David Morrison. Photo: Corporal Mark Doran

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Government announced the removal of gender restrictions on all ADF roles in 2011. Since then, much commentary has focused on when and how the significant changes will be implemented. Chief of Army, Lieutenant General David Morrison, makes it very clear that he supports the integration of the Army workforce wholeheartedly.

“In certain forums, the issue of gender tends to focus immediately on a single topic,” he says, “which is opening up areas of Army that have been excluded to women on the basis of gender. But this is only one facet of changes that are taking place in Army’s workforce.”

In saying this, the Chief believes Army is way behind the rest of society in relation to the number of women in the organisation’s ranks.

“We need a more diverse workforce, we need to have many more opportunities for women, and more women as part of Army. At the moment only 10.1 per cent of Army is female and it has been that way for well over a decade. This tells me we are well behind where we should be.

“What we are trying to do is increase the number of women in Army and that means getting our recruiting messaging correct – and I don’t think we have that where it needs to be just yet.”

The Chief says Army will also look at the way it conducts initial training at places like the Army Recruit Training Centre at Kapooka and Royal Military College Duntroon, and then make sure women are offered the broadest range of jobs possible.

“I think the policy around opening up all roles to women is well and truly on track,” he continues, “and we will have that in place by 2013. In saying that, seeing this through to fruition will take time.”

From left, Corporal Katie Lockwood, Sergeant Sam Lund, Sergeant Bernadette Serong and Terri, an interpreter, make up a Mentoring Task Force Female Engagement Team. They are pictured here in the Karrmisan Valley, Afghanistan. Chief of Army, Lieutenant General David Morrison, says Army needs a more diverse workforce with more opportunities for women.

Photo: Able Seaman Jo Dilorenzo
Embracing change

By Claire Starkey

The Directorate General Technical Airworthiness is making changes to the way it does business, in line with the strategic reform agenda.

IN AN environment adjusting to the rapid changes initiated by strategic reform, the Directorate General of Technical Airworthiness – Australian Defence Force (DGTA-ADF) has embraced the opportunity this period of change presents.

Director General Technical Airworthiness, Air Commodore Terry Saunder, says he is “acutely aware” of the need to be more responsive to the evolving needs of his organisation’s partners.

“We need to ensure DGTA-ADF is not perceived as a cost driver but, rather, a valued partner trusted to assure technical integrity and technical airworthiness are not compromised during the broader reform agenda,” Air Commodore Saunder says.

DGTA-ADF is a hub for specialist technical resources providing critical services and advice.

“I am extremely proud of our contribution to the provision of technical integrity and airworthiness across Defence aviation,” Air Commodore Saunder says. “I will never compromise the quality of service we provide but we are faced with an increasing workload for which additional resources will simply not be available.”

As a first step, DGTA-ADF is redefining its business strategy to incorporate the objectives of its reform program. Feedback from partner organisations will be sought and analysed.

“We can no longer only look internally to improve the value we offer to our partners,” Air Commodore Saunder says. “We need to capture and understand the external perspective as a regulator and service provider.”

This external perspective will then serve as the reference point for DGTA-ADF as it examines every facet of its business to develop a set of initiatives to lower costs and increase output efficiency.

To help prioritise the work, three principles define how the reform activity will be measured:

- the assurance of sustainable cost conscious technical integrity and technical airworthiness
- the increase of value to partner organisations through timeliness and improved knowledge management
- the enhancement of DGTA-ADF’s ability to work in partnership with all Defence groups to deliver reform and achieve targets.

As a fifth directorate, DGTA-ADF will leverage the existing culture of continuous improvement that has previously delivered significant internal change. A distinguishing element of this latest reform program will be the collection and consideration of input from partner organisations. Reform within the current regulatory framework is specifically targeted and, to support this activity and accelerate improvement, DGTA-ADF has established a fifth directorate to facilitate harmonisation of regulations and communicate the actual regulatory constraints.

DGTA-ADF will also develop a business model to meet Defence aviation needs into the future.

“The reform program presents us with an opportunity to improve the way we function,” Air Commodore Saunder says. “We need to seize this opportunity to reposition ourselves to leverage the excellent technical capability within the team and further contribute to broader reform.”
IT has been a busy start to 2012 for the Defence Science and Technology Organisation (DSTO) with trials of two projects in the Capability and Technology Demonstrator (CTD) Program and a two-week international field trial held in far north Queensland.

For two weeks in March, staff from DSTO participated in a trial to test the effectiveness of 18 types of current and experimental camouflage uniforms in the hot and humid conditions at the Army Jungle Training Centre in Tully, Queensland.

Ten soldiers from Army’s 3rd Brigade modelled the uniforms for the researchers in the first-ever NATO trial held in Australia.

Chief of DSTO’s Human Protection and Performance Division, Simon Oldfield, says researchers used multispectral image recording and panoramic photography techniques to measure camouflage effectiveness.

“The trial, and our membership of the NATO task group looking at camouflage, enables Australia to have access to knowledge, tools and methodologies that will inform future camouflage requirements,” Simon says.

Camouflage patterns for military uniforms have been developed to trick the human eye so soldiers are indistinguishable from the background. But a growing number of sensors can ‘see’ in parts of the light spectrum where people cannot. Designing camouflage for a wide variety of terrains, and testing it to see how effective patterns are across the visual, ultraviolet, infrared and radar bands of the electromagnetic spectrum is therefore crucial to increase survivability.

Another successful CTD Program demonstration took place at Puckapunyal in Victoria in March. The technology, developed by Sentient and known as ‘Desert Owl’, detects ground change and makes it easier to see and track moving objects at distances difficult for human eyes.

The Desert Owl software suite uses live video feed from a stationary, sweeping camera on the ground vehicle, which can be moving at up to 60km an hour, and factors in lighting and environmental changes.

Land Operations Division Chief Technology Officer, Vinod Puri, says Desert Owl can detect and track moving targets down to a few pixels in size.

“This cues operators to small, slow-moving and hard-to-see targets in difficult terrain,” Vinod explains. “It can also detect stationary objects that may have moved since the camera was first directed at that location by comparing previously recorded images with the current sweep.”

Defence scientists recently tested a range of new technologies that can help save the lives of sailors, make soldiers less visible, and improve situational awareness.

By Karen Polglaze
Saving lives now and in the future

By Angela Hamilton

Lieutenant Colonel Michael Reade was announced as the Chair of Military Surgery and Medicine in September last year. He took time out to speak to *Defence* about what his role involves and why it’s important for Defence.

The Chair of Military Surgery and Medicine is a critical new role for Defence. Lieutenant Colonel Michael Reade will lead the joint trauma research program between the University of Queensland, Defence and the Royal Brisbane and Women’s Hospital, focusing on the unique requirements of Defence in pre-hospital care, trauma, burns and surgery.

Michael’s academic and professional experience is as wide and varied as it is impressive. He is a specialist intensive care physician and anaesthetist, and holds a Doctorate from the University of Oxford, a Masters in Public Health and has 22 years of active service in the Army Reserve, including deployments to the Balkans, East Timor, Solomon Islands and Afghanistan.

Now employed in a full-time Defence position established at the University of Queensland, he works part-time as an intensive care physician at the Royal Brisbane and Women’s Hospital. In addition to his research, as an Army officer within Joint Health Command, part of his role is to help ensure the translation of best-practice trauma care into the ADF.

Michael says the Defence applications of trauma medicine have some challenges – such as the need to work far away from large, established hospitals.

“In solving some of these problems, the Defence trauma research program will have benefits for civilians living in rural Australia as well,” Michael explains.

“For example, one of our first research projects will be to evaluate platolets – the cells that help blood clot – that have been frozen to extend their storage life from five days to two years. If we find the frozen platolets are effective, smaller hospitals (including deployed ADF hospitals) will for the first time have access to this life-saving intervention.”

“My appointment brings together the two parts of my professional life that, until now, have existed mostly in isolation or in competition for time. Over the last few years I’ve spent one to two days a week as a reserve medical officer, while at the same time working in a full-time clinical and university position. The Defence Chair is allowing me to combine these two areas of professional expertise in the one job.”

Michael is proud to say the Chair of Military Surgery and Medicine isn’t the only initiative that Defence has implemented to develop medical staff expertise and deliver world class evidenced-based medicine.

“Under the health reforms commenced by former Chief of Joint Health Command, Major General Paul Alexander, and continued by Rear Admiral Robyn Walker, the ADF introduced a full-time military surgical team at the Royal Brisbane and Women’s Hospital, and full-time military doctors started specialist training programs here,” Michael says.

“This is the first time in many decades we have had a surgical team in the full-time component of Defence, complementing that which we have relied on for many years in the reserve.”

Commmencing in the role, Michael knew it would deliver many opportunities to advance the science of trauma medicine. Along with opportunity, he also expected challenges, including gaining the support of Defence and the Australian civilian trauma research community.

“As it’s turned out, just about everyone I’ve met with has been very keen to embark on collaborative projects – to the point that I am now having to prioritise my time to work the best that’s likely to have the greatest benefit for wounded ADF people,” he says.

“The greatest opportunity will be to continue to find trauma medicine and surgery research groups around the country who can see benefit in working with Defence as a partner in their research. Also, the collaborations we’ve established with major defence trauma research institutions in the United States and United Kingdom mean we now have a more developed ‘seat at the table’ in discussions of innovations related to combat casualty care.”

Taking advantage of the collaborative opportunities is dependent on Michael’s strong ability to overcome workforce cultural differences. However, he knows that by working with Defence’s cultural intent of “we are trusted to defend, proven to deliver, respectful always” he can achieve collaborative success.

“Throughout my Defence service I’ve felt these values were those of the organisation. My position acts as a link between civilian healthcare and Defence, and I hope my role will be to further strengthen these values within Defence health and Defence as a whole.

“I think there is a wonderful opportunity to bring these various organisations together and, while not taking away from their individual successes, allow them to produce better research and clinical practice than would have been possible had they continued to work in isolation.”

Photo: Department of Defence

Lieutenant Colonel Michael Reade, pictured here on deployment in Afghanistan, has been appointed the Chair of Military Surgery and Medicine.
Base Accountabilities success

By Brigid O’Grady

THE Base Accountabilities Model, conceived in 2007 to improve lines of accountability and responsibility on Defence bases, is now considered business as usual.

The Chiefs of Services Committee agreed to proceed with Defence-wide implementation in 2008. Director General Base and Customer Support Services, Brigadier Peter Short, says while it took about three years to implement, Base Accountabilities is no longer a concept or a project but how Defence manages its domestic bases.

“It is not unreasonable that it took some time to implement,” Brigadier Short explains. “As a management system, Base Accountabilities represents a major cultural change for everyone.

“There was enormous complexity within this task given the substantial inter-service cultural differences, and differing needs from base to base according to the capability and diversity of base customers. We were also conscious that we kept what already worked well on bases.”

A key objective of the Base Accountabilities Model was to ensure that accountabilities were clearly defined and devolved to the lowest appropriate level, and that governance arrangements specified Service Chief and Group Head responsibilities and mutual obligations under an agreed Defence business model.

“One of the most important tasks in achieving the Base Accountabilities Model objective was separating the service and group responsibilities from base support and Defence Support Group responsibilities,” Brigadier Short explains.

“This means that the services and other groups can focus on their core capability outcomes and other deliverables while Defence Support provides high quality support services.”

Base Accountabilities is governed by a hierarchy of arrangements. At the highest level, the Memorandum of Arrangements sets out the principles for services and groups to work cooperatively with Defence Support. Under that there are the customer supplier agreements and base level base support agreements, which set out the relationship between capability delivery and the support services delivered by Defence Support to each service and group.

“The result is visibility of enabling support provisions, consistency in delivery, and the ability to effect change when a need no longer exists or a shift is necessary,” Brigadier Short says.

Each base is now managed by a base support manager from Defence Support who is responsible for the day-to-day management of base enabling support, such as hospitality and catering, maintenance and accommodation. As well, the CDF now appoints a senior ADF officer for each base to ensure that military people conform with base standing instructions. A monthly base management forum is co-chaired by the senior ADF officer and base support manager, which brings base-level representatives from groups and services together with Defence Support.

According to Brigadier Short, the collaborative approach is critical to ensure that base enabling support is focused on capability in a prioritised manner.

“With competition for resources increasing, commanders cannot assume that every need will be fulfilled, and support providers get information to help them concentrate on what is really important,” he says.

Base support managers provide support management and services through Defence Support line management. They also coordinate whole of base security, emergency management and work health and safety plans.

Brigadier Short says senior ADF officers provide leadership to military people, as well as coordinate and lead designated ADF matters, including assuming command of the base during a serious security or emergency incident.

“It requires willing cooperation or it will fail,” he says. In November last year, Defence Support held a Base Accountabilities ‘lessons learnt’ workshop that identified areas that could be improved.

“We tasked the issues and developed strategies to fix them,” Brigadier Short says.

As a result, the Base Accountabilities Improvement Project will streamline base security, emergency and work health and safety instructions, reporting and incident management, as well as increase education, and training tools and assurance mechanisms.

Brigadier Short says Base Accountabilities are now busines as usual.

“Every base will still have issues to manage, however, the load will now fall to the base support manager, releasing senior ADF officers to concentrate on the provision of capability.

“From an enabling support perspective, there is no secret that the most effective bases are those bases with a healthy collegiate approach.”
Making the transition

Pauline Reynolds is Director Coordination in the Defence Science and Technology Organisation, although she hasn’t always been a land lubber. She joined the public service in 2006 after 20 years as a Navy officer, and says the transition from the ADF to the public service, while rewarding, wasn’t as easy as she envisaged.

How long did you spend in the ADF and in what Service? When did you join the public service?

I graduated from the Australian Defence Force Academy in 1988 and completed an Honours year in 1989. As a Navy officer I trained at HMAS Creswell and HMAS Cerberus before being posted back to Canberra in what is now the Navy Staff Power Centre. In the following years I had postings to Sydney, Perth, Darwin, Canberra and Creswell at Jervis Bay. As a Training Specialist I was involved in developing and evaluating Navy training and in running some of the Navy’s leadership and management training schools. At different times I also worked in the Chief of Navy’s office as the Staff Officer Research and in CDF’s office as Staff Officer Administration. I was working in what was then the Directorate of Naval Officers Postings in Canberra when I decided to leave the Navy. My first public service job was in what is now the Defence Coordination Centre. From there I moved to my present role as Director Coordination in the Defence Science and Technology Organisation; a job I still thoroughly enjoy.

What made you choose to discharge from the ADF and join Defence as a civilian?

After 20 great years in the Navy it just felt like it was time. My husband had left the Navy a few years earlier and was working in Defence as a public servant. I was looking at having to take a posting outside of Canberra and we didn’t want to be ‘married separated’ – so I started looking for civilian jobs. It seemed a very natural thing to look within Defence. I knew the environment, the structure, the culture and I believe in what Defence and its people do. I’ve never regretted my decision.

How did you find the transition? What were the main challenges and how did you overcome them? Do you think your ADF service made the transition easier?

The transition wasn’t as easy as I thought it would be. The military is very strongly hierarchical and rank-based, for obvious reasons. I struggled at times with the less structured public service hierarchy. I wasn’t really used to a more relaxed vibe between senior leaders and their subordinates, but I liked it. I pretty quickly learnt to relax more though, go with the flow and have fun while getting the job done – then things quickly fall into place. On a completely shallow level, I loved the fact that I now had an excuse to buy more clothes and shoes!

How has your ADF service benefitted your civilian career in Defence? What skills/experiences have you been able to draw upon?

I think the biggest benefits I derived from my Navy career were the leadership and management skills I was taught. Communication, respect, consistency, inclusiveness and openness go a long way towards creating a collegiate work environment and good team spirit and I hope I manage to model those values in my Navy and public service careers. Being familiar with Defence and how it works was a big advantage too, as was being able to draw on a wide network of contacts across the department.

What advice do you have for ADF members considering a civilian career in Defence?

Don’t expect it to be the same as being in uniform, because it isn’t. You need to appreciate that the way you managed your military staff may not work or be appropriate for managing and interacting with your public service staff. I think it’s a really good way to keep contributing to the organisation which provided me with a fantastic first career, albeit from a different perspective.

Are you still in the reserve? If so, how does this benefit your civilian career?

I try and complete at least 20 Navy Reserve days each financial year. I enjoy ‘dipping my toe in’ and contributing something back to Navy. It can be hard to fit the days in around my civilian job because, obviously, someone has to cover my job while I’m away in uniform. My Navy workplaces have always been very flexible and understanding regarding when I can do reserve days and when I can’t. I think that, a lot of the time, they’re just thankful to be able to get someone in to do a job they don’t have the permanent resources to complete. Keeping my Navy contacts and experience current has helped me build a good network of contacts which can come in very handy in my civilian role. As a civilian, I think it also helps me retain an appreciation for what our uniformed colleagues are doing.
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