

# WE ARE ARUNTA.

There are no passengers in Arunta. We each have a vital role to play – our ship mates rely on us, and we are up to the task.

Our team is able to work together as one to achieve both personal and team milestones – we respect and enable each other. Our Ship and our ship mates before ourselves.

Arunta is built to fight, and we will to use her full potential, we must be mentally and physically ready to conquer any challenge.

It will be tough, but each of us have each other's backs. Never criticising, blaming, or complaining - each of us are putting in the work and doing what we say we will. Each of us leading by example.

In Arunta we know that we are responsible for our actions, accountable for our results and own our mistakes.

By setting these standards – trusting and respecting each other and holding each other to account – we meet the demands placed on us as a team, and will relish in each other's success.

This is where we draw our line with our shipmates and ourselves – through this attitude and these behaviours we will deliver our fighting capability

## WE ARE A WARSHIP AND OUR JOB IS TO DEFEND AUSTRALIA

### RESPECT.

I WILL DO WHAT NEEDS TO BE DONE TO MAKE MY SHIP A BETTER PLACE FOR MY SHIP MATES.

### RESILIENCE.

THE TASK AHEAD OF ME IS NEVER GREATER THAN THE STRENGTH WITHIN ME.

### ACCOUNTABILITY.

I WILL BE IN CONTROL OF MY PREPARATION AND MAKE THE OUTCOME MINE.



**NAVY**



# HIGH-FUNCTIONING TEAM FRAMEWORK

Navy people deserve to be a part of a team that brings out their best.

When people are at their best, the Navy is at its best.

The High-Functioning Team Framework (HFTF) is a hybrid model of the attributes of high-functioning teams as identified by prominent and contemporary researchers, social scientists, and organisation development experts. It is not intended to be comprehensive; rather, it provides an integrated model that captures the key characteristics and attributes of high-functioning teams.



## OUR VALUES

SERVICE | COURAGE | RESPECT | INTEGRITY | EXCELLENCE

It is important to note that for the purpose of this framework, the phrase “high-functioning” was chosen quite deliberately to describe the ideal team. Many leaders falsely attribute the label of “high-performing” to teams that achieve the mission or accomplish goals; however, this excessive focus on results may come at a high cost: safety, individual and team well-being, or efficiency. Ultimately, a focus on results to the exclusion of all other considerations is unsustainable and in contradiction to Our Values and Behaviours.

The purpose of this document is to help you quickly identify behaviours in yourself as a leader and your team members by asking questions associated with each element of the HFTF. We encourage you to actively use these questions in your team discussions.

## **Social Mastery**

Social Mastery is “the development and application of emotional and social competencies to generate high functioning individuals and teams who achieve results with and through our people”. Simply put, it is how we achieve our goals, together. This foundational skill underpins the ability for team member's to effectively manage themselves and relationships with others. A high level of social mastery amongst individual team members provides the foundation for effective team interactions.

Do I/do team members:

- Recognise, understand, and manage own emotions to respond appropriately to the situation and adapt to changing circumstances?
- Schedule time for personal reflection to better understand my emotions and patterns of own behaviour? For example, after an activity do I take time to write notes/think/talk to others about what went well and might I do differently next time?
- Consistently and actively seek out opportunities for personal development? Have team members been coached? Mentored?
- Use self-awareness and empathy (the ability to take the perspective of another person, recognise emotion in the other person, and understand the other's experience) to achieve effective interactions?

## **Effective Communication**

The ability to communicate with each other underpins all elements of a high-functioning team. A team is at its best when it maintains a consistent focus on constructive communication. They are also prepared to review their communication when it is not working.



Do I/do team members:

- Talk and listen in roughly equal measure, keeping contributions concise?
- Maintain high levels of eye contact and engage in energetic conversation?
- Talk with people, not at them?
- Seek feedback to confirm that the message was understood as intended?
- Actively listen to others by paraphrasing and requesting clarification to understand the speaker?
- Adapt communication styles and methods to suit different individuals/audiences?

## **Shared Vulnerability**

Courage requires vulnerability. Vulnerability is the willingness to be your authentic self; to face uncertainty, to take risks and to face emotional exposure. Shared vulnerability requires everyone in your team to provide a safe space where people can be authentic and truthful.

Do I/do team members:

- Openly admit mistakes, weaknesses, or shortcomings?
- Ask for help and/or input from my/their team members?
- Feel comfortable discussing elements of personal life to create meaningful connection?
- Remain authentic in their interactions?
- Offer and accept apologies without hesitation?

## **Psychological Safety**

Psychological safety is the belief that it is safe for interpersonal risk taking within the group. Group members have a sense of belonging to the group because it is a safe space for people to be themselves and they can speak up as required – with relevant questions, ideas, or concerns – without being shut down harshly or suffering personal rebuke.

Do I/do my team members:

- Ensure the entire team is included and everyone has a voice?
- Encourage an environment where all team members feel they can take appropriate risks, ask questions and share thoughts?



- Offer a safe space to fail and learn (where appropriate)?
- Have a deep understanding on when there is zero tolerance for risk-taking?
- Interact face-to-face, both formally and informally?
- Sincerely welcome and thank people for delivering bad news or giving tough feedback?
- Give one another the benefit of the doubt before arriving at a negative conclusion?
- Express appreciation? (Saying “thank you” sincerely and often)
- Call out and correct inappropriate or unacceptable behaviour? (What’s ok, what’s not ok?)
- Recognise and celebrate important milestones, (i.e. accomplishments, birthdays, arrivals, etc.)
- Have fun?

## Professional Competence

High-functioning teams strive to ensure that team members are suitably qualified and experienced for their role in the team while respecting each member’s level of professional competence. High-functioning teams provide support and opportunities for team members to develop their technical mastery.

Do I/do my team members:

- Actively seek out feedback for improvement from all team members, through a variety of methods?
- Create opportunities for development of technical mastery?
- Create opportunities for development of all kinds (not just within the workgroup)?
- Provide a range of development opportunities to all members of the team?
- Assist each other to work towards a standard of excellence?
- Have a genuine interest in the development of my team members?

## Trust

Sharing vulnerability, creating psychological safety, and fostering competence are the building blocks of trust. Trust is the confidence among team members that their peers’

intentions are good, and that there is no reason to be protective or careful around the group.

Do I/do my team members:

- Assist each other to identify weaknesses and methods to improve?
- Look at mistakes as opportunities for learning and development?
- Ask for help or provide constructive feedback?
- Offer help outside my/their area of responsibility?
- Verify our assumptions? Do we ask questions, preventing team members from jumping to conclusions about the intentions and aptitudes of others?
- Have difficult conversations with each other as required?
- Enjoy working with and spending time outside of work together?

## Productive Conflict

Built upon a solid foundation of trust, team members feel safe to engage in robust debate with the aim of critical thinking and problem-solving while avoiding personal attacks.

Do I/do my team members:

- Feel comfortable to disagree with or constructively challenge the suggestions and ideas of others, including those of the leader?
- Respectfully provide critical analysis of issues without judgement or without taking it personally?
- Actively seek diverse views, thinking styles and different ways to achieve outcomes?
- Avoid personal attacks in team meetings?
- Speak directly to a team member with whom they disagree – rather than talking/complaining about them to another team member?

## Commitment

Once a team has engaged in productive conflict to decide the best course of action, all members will have **clarity** and **buy-in** to the agreed way ahead for the team; this is irrespective of personal opinions on the matter.

Do I/do my team members:

- Have a clear understanding of what the team's goals are?

- Have a clear understanding of how the team will achieve those goals?
- Wholeheartedly commit to achieving team goals regardless of personal opinions?
- Invest time and effort in to achieving team goals, regardless of personal gain?

## Accountability

The most effective means of maintaining high standards within a team is peer pressure; team members must be willing to hold each other mutually accountable by calling out poor performance or behaviours that undermine the team's trust in each other.

Do I/do team members:

- Provide frequent raw, honest, and informal feedback with the aim of improving performance (avoiding 'sandwich' or 'bathtub' feedback)?
- Schedule regular formal and informal progress reviews?
- Set and meet clearly defined deadlines and key deliverables?
- Hold each other accountable rather than rely on the team leader as the sole source of discipline?
- Identify potential problems quickly by questioning one another's approaches without hesitation?

## Results

Positive outcomes are achieved by maintaining an uncompromising focus on all the elements of the high functioning team framework. Much can be achieved by the team when individual performance is applied with the team's goals in mind. Teams that can identify and articulate the collective agenda will more successfully harness the efforts of team members, ensuring resilient and enduring outcomes.

Do I/do team members:

- Celebrate *collective* achievements?
- Use language that is predominately "we" not 'I'?
- Achieve objectives but not at the expense of the team or its individuals?
- Talk positively about the team, its processes, and the end results?



## Purpose

Purpose is consistently and regularly orienting the team towards the importance of a shared goal with respect to individuals, the team, and the organisation. It means clearly articulating the “why”: how each individual’s role and the team’s collective efforts contributes to achieving Navy’s mission and being in service.

Do I/do team members:

- Articulate how individual roles impact team and organisational outcomes?
- Discuss and can explain why your team exists?
- Understand how my/their role and the team’s role impacts Navy’s mission?
- Understand how my/their role and the team’s role contributes to Plan Pelorus outcomes?
- Explain who relies on and benefits from the team’s work?
- Discuss and implement methods to improve performance so I/they can better serve customers/beneficiaries?

## Cultivate a Growth Mindset

Having a growth mindset is the belief that you can always further develop yourself and that your development is achieved through consistent effort, effective strategies, and seeking assistance from others.

Do I/do team members:

- Apply sustained effort to personal and team growth?
- Continue to work towards goals despite hurdles, actively demonstrating grit and perseverance?
- Identify and apply effective strategies for personal and team growth?
- Seek assistance from others to support our own/our teams learning journey?
- Provide a safe space for trial and error?
- Believe that we can always improve and develop ourselves?

## REFERENCES

Bradberry, T. and Greaves, J. (2009). *Emotional Intelligence 2.0*, San Diego: Talent Smart

Brown, B. (2012). *Daring Greatly, How the Courage to be Vulnerable Transforms the Way We Live, Love, Parent and Lead*, UK: Penguin

Coyle, D. (2018). *The Culture Code*, UK: Penguin

Dweck, C. (2016). What Having a “Growth Mindset” Actually Means. *Harvard Business Review*, <https://hbr.org/2016/01/what-having-a-growth-mindset-actually-means>

Edmondson, A. (2018). How fearless organisations succeed. *Strategy + Business*, <https://www.strategy-business.com/article/How-Fearless-Organizations-Succeed?gko=63131>

Lencioni, P. (2002). *The Five Dysfunctions of a Team, A Leadership Fable*, San Francisco: Josey-Bass

## RECOMMENDED VIEWING

### Viewing

Netflix: *Call to Courage* with Brené Brown

YouTube: Building a psychologically safe workplace – Amy Edmondson

TED Talk: Brené Brown, “The Power of Vulnerability”

TED Talk: Carol Dweck, “The Power of Believing That You Can Improve”

TED Talk: Simon Sinek, “How Great Leaders Inspire Action”

***We love feedback! If you have suggestions for improvement, would like more information or would like to share your experience using this model with the DNC team, please e-mail:***

[navy.unitculture@defence.gov.au](mailto:navy.unitculture@defence.gov.au)

Version 1.1 – May 2021



The slide features a header with the text 'DMUSN' in a large, dark blue font against a background of white clouds. Below the header is a list of five bullet points. The first two points have sub-bullets. The last two points include hyperlinks. At the bottom of the slide is a dark blue banner with the Royal Australian Navy crest on the left, the word 'NAVY' in white, and a list of values on the right.

## DMUSN

- People and Culture
  - Mission and Philosophy
- Band Vision and Mission Statements
  - [Royal Australian Navy Band | Royal Australian Navy](#)
- Culture is how we interact
  - Teamwork and inclusion – Social Mastery
- MPC [Pages - Maritime Personnel Community](#)
- HoPR [Pages - Head of Professional Requirements \(HoPR\)](#)

**NAVY**

SERVICE  
COURAGE  
RESPECT  
INTEGRITY  
EXCELLENCE

Good morning/afternoon team,

Sometimes it is easy to tune out when it comes to Divisional Meetings or feel that some of the content does not really apply to us. It has happened to me as well; however, we all need to be better informed about our workforce, what is expected of us and how it will affect us. Let's shape our Divisional Meetings to communicate important information from Navy, and more specific category related matters for us.

Over the coming months, DMUSN will have direct input into the Divisional Meetings with the intention to strengthen communication across all units, all SERCATs and all ranks. This is directly related to your investment in our Organisational Culture Survey from last year, and also to remain current with category direction.

People and Culture will form the first part of this DMUSN Divisional input. Each month, we will work through the outcomes of our Organisational Culture Survey with opportunities for us all to be better-informed in general. The first Culture Style we will explore together is our Mission and Philosophy; this relates to our Articulation of Mission and Customer Service Focus.

It is important to understand our purpose, why we exist and what Navy



expects of us. Our Vision and Mission Statements are located on our RAN BAND webpage and will be sent to your units in hard copy to be displayed in a prominent workplace area.

**The RAN Band Mission is:** To deliver public relations and ceremonial support to promote Navy's values and a positive Navy Brand.

This is why PR is at the forefront of what we do – we are a PR strategic effect for the RAN.

**The RAN Band Vision states:** The Royal Australian Navy Band aspires to be an organisation with a worldwide reputation for excellence staffed by a professional team of highly motivated people, delivering quality services to Navy and serving Australia with honour.

We need to understand why we exist – why we have a Navy band, why we have chosen this employment and why we continue to choose this employment every day. Think about this and discuss with each other, your peers, supervisors other sailors and officers. You may also take advantage of our Maritime Personnel Community which includes MHRO & MPERS, MX, TS, PTI, CHAP & MSWO and PAO. It would be interesting to hear from them about why they think Navy has a band... so form a connection with our MPC family, there is wealth of knowledge and expertise waiting for you to share.

Culture is about how we interact with each other and we can choose to do this positively, productively respectfully and encouragingly, or not. Our Culture Survey suggests that we prefer a culture more inclusive and respectful – so let's work together to achieve that. This is a perfect way to start our DMUSN Divisional category specific focus and aligns nicely into the Navy Mastery Model and Social Mastery. You will all be aware that our Performance Appraisal Report now includes Social Mastery – you will be expected to understand what this means to you and your team. Check out the new AE361 – it's very different from what we have used in the past!

As you are all aware, we are now part of the Maritime Personnel Community. This is important for us. We now have a Head of Community that is actively engaged in what we do and the resources we required to get our job done. Our Head of Community is Commodore Klenthis. Take time to check out the MPC website via the link and you will see the breakdown of the MPC and you will also see our Capability Statement and Workgroup stuff. DMUSN urges you all to invest in this and advocate for the positive influence the MPC is having on our category – we are progressing to a positive capability as a result of the active sponsorship from CDRE Klenthis, and genuine mentoring we are sharing across the workgroups. If you are not involved in the mentoring program, DMUSN urges you to reconsider or you may feel less informed and miss out on important insight into the intricacies

of our workforce. DMUSN has 4 mentors and this combination has resulted in the advancement of our category structure, funding and capability. Don't be shy. You would have all received a copy of the 2022 MPC Newsletter as well. Congratulations and well done to all involved.

Also, you will be aware that DMUSN is appointed as Head of Professional Requirements for Musician and Band. Have a read through the charter to understand precisely DMUSN's responsibilities as our category HoPR. They refer to this role as the hopper. Moving on...

## Band

- Australia Day
- Yidaki Project
- COVID Impacts
  - Stay informed
  - Policy for unvaccinated
  - Nature of band tasking – public facing
- DMUSN visits / WOMUSN role



It is important to reflect on our performances, certainly to strengthen how we do our work and if we need more resources to effectively perform our duties etc. We have active sponsorship so let's ensure we don't waste the opportunity to reflect on past performances. Australia Day was an important opportunity for us to deliver our Mission's effect. On this day, many new Australians became citizens and reflected on what it meant to them to be Australian. We contextualise this with our uniform and offer confidence and trust in their Australian military through the soft power of music. We will continue to actively reflect our Australian Navy so keep thinking progressively about how we can modernise our Navy band music outputs.

We have now engaged Sydney indigenous Dharawal artist, Garry Purchase, to decorate two Yidakis with artwork that reflects the local Sydney region (to be utilised by RANBAND SYD), and a more inclusive national artwork that will remain at DMUSN office. Over the coming months, DMUSN will engage with Navy Indigenous Advisor and the Regional Indigenous Development Coordinators to locate local endorsed indigenous artists in each band locality to progress the project for each band to home their unique Yidaki. Please note, Yidaki is the term we use to refer to what we know as didgeridoo (as the term 'didgeridoo' is not culturally appropriate). The Yidakis will be performed by our male indigenous sailors and DMUSN is hopeful to launch this new capability at Seapower in May.



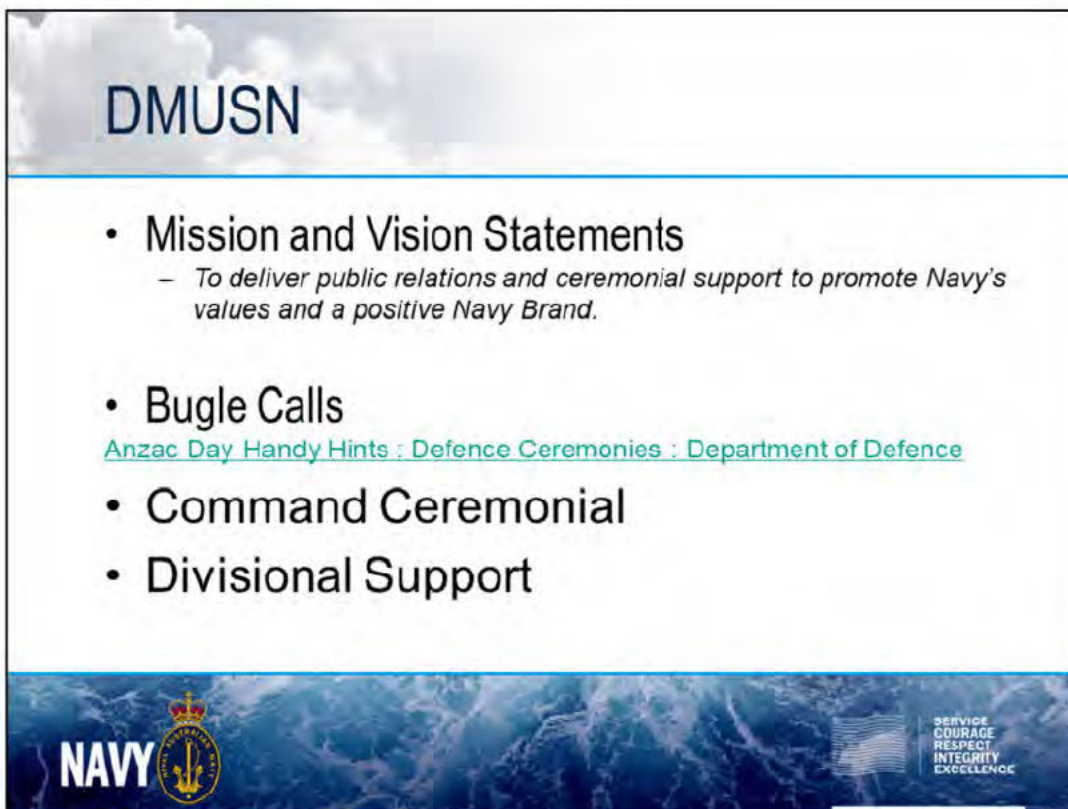
Now to COVID impacts... Let's be frank, COVID has been crap for the band category and we have all done extremely well to maintain a dignified output over the past few years. We should all be very proud of what we have achieved in this time – it is remarkable to say the least. COVID is fatiguing and the constant evolving nature of COVID has resulted in confusing policy and guidance and we are all trying to remain current and compliant. It has been difficult... but we have to stay informed, stay safe and stay calm. DMUSN respects the decision of those members who are choosing not to be vaccinated, and whilst vaccination status is affecting postings, course attendance and band performances, we have to work through this together as a team. There is Defence Policy on how to manage our workforce with COVID and there is strict direction on administrative requirements for members who are choosing not to be vaccinated; Defence is referring to this as refusal to be vaccinated. This is Defence Policy, not DMUSN. DMUSN is responsible for contextualising it to capability specific requirements and in our public facing, public relations, community engagement role, there are restrictions for unvaccinated members of the band. DMUSN needs us all to solutionise a way forward. We need to comply with reporting requirements and this is the opportunity for those affected members to provide options on how they will continue to provide effective service as military musicians, from their perspective.

DMUSN intends to visit all units in the coming months with our Category Warrant Officer, s47F [REDACTED] This is an opportunity to hear from DMUSN on specific unit matters, so start thinking about this and staff your questions/queries through your Divisional Chain. Additionally, the Category Warrant Officer is your representative so take the opportunity for face-to-face meetings with him during these visits.

DMUSN reviews all Minutes from the Div meetings and is keen to shape DMUSN input with relevant information to you - so take this as an invitation!

Kind regards,


DMUSN



The slide features a header with the text 'DMUSN' in a large, dark blue font against a background of white clouds. Below the header, there is a list of four bullet points. The first bullet point is 'Mission and Vision Statements', followed by a sub-point: '– To deliver public relations and ceremonial support to promote Navy's values and a positive Navy Brand.' The second bullet point is 'Bugle Calls', followed by a link: '[Anzac Day Handy Hints : Defence Ceremonies : Department of Defence](#)'. The third and fourth bullet points are 'Command Ceremonial' and 'Divisional Support'. At the bottom of the slide, there is a dark blue banner with the 'NAVY' logo on the left, which includes a crest with a crown and an anchor. On the right side of the banner, the text 'SERVICE COURAGE RESPECT INTEGRITY EXCELLENCE' is displayed in white.

# DMUSN

- Mission and Vision Statements
  - To deliver public relations and ceremonial support to promote Navy's values and a positive Navy Brand.
- Bugle Calls
  - [Anzac Day Handy Hints : Defence Ceremonies : Department of Defence](#)
- Command Ceremonial
- Divisional Support

NAVY  SERVICE COURAGE RESPECT INTEGRITY EXCELLENCE

Good morning/afternoon team,

Our RAN Band Mission and Vision statements are located on our RAN Band website and we are working on designing posters with meaningful graphics with the view that these will be displayed at each band unit location. We are finalising clearances through Navy Brand and Navy Indigenous. You will have a chance to view these, comment and provide suggestions prior to final printing. More details to follow.

In the meantime, let's focus solely on our Mission statement *To deliver public relations and ceremonial support to promote Navy's values and a positive Navy Brand.*

Speaking of positive Navy Brand and ceremonial support, let talk about Bugle Calls. This is really important, especially for our RAN Buglers and in particular to the Bugle call 'Rouse'. Without delving too much into the history of the bugle, all of our Navy Bugle calls stem from our heritage to the Royal Marines, including the Navy Bugle call 'Rouse'. Yes, we do sound 'Rouse'. Yes, it is exactly the same bugle call as the Army and RAAF; however, we only sound 'Rouse' if we are on a Naval vessel and have lost steerage – not at

a commemoration event. Because, taken out of context, it may appear as a mockery for a Naval bugle to sound 'Rouse' at a commemorative event. So, under no circumstances will a Navy bugler sound 'Rouse' at a commemoration event; not now, not ever.

Navy will provide the sentiment of 'Rouse' for a commemorative event with the Navy-Reveille. This is well articulated on the Department of Defence website [Anzac Day Handy Hints : Defence Ceremonies : Department of Defence](#) but it goes on to explain further why Navy does not sound 'Rouse'. For Army and RAAF, 'Rouse' is sounded as a sentiment to raise spirits and fight for another day; Navy sound the Navy-Reveille as equivalent to this - both 'Rouse' and Navy-Reveille hold identical sentiment.

Regrettably, this is not widely known or communicated (until now). DMUSN has consulted with DVA and should any member of the public raise this Navy tradition with DVA, they will forward any enquiry onto DMUSN who will provide a response on behalf of Navy. In short, no 'Rouse' unless we are sailing, lost steerage and going around in circles, and the CO of the ship has commanded the bugle call. Hopefully we can let this matter rest now.

The Bugle issue uncovered an obvious lack of Navy ceremonial communication and DMUSN will work with Command Ceremonial to strengthen this. DMUSN is open to suggestions – all raised through your Divisional Chain please. Nice segue...

Use your Divisional Chain – for everything. This is important for workplace matters, personal concerns, career aspirations, mentorship, trust and building positive workplace relationships. The mechanism we use to engage our Divisional Support is the PE121 as it provides structure to the consultative nature of the support framework within Navy.



# DMUSN

- Focus for 2022
- Yidaki Project

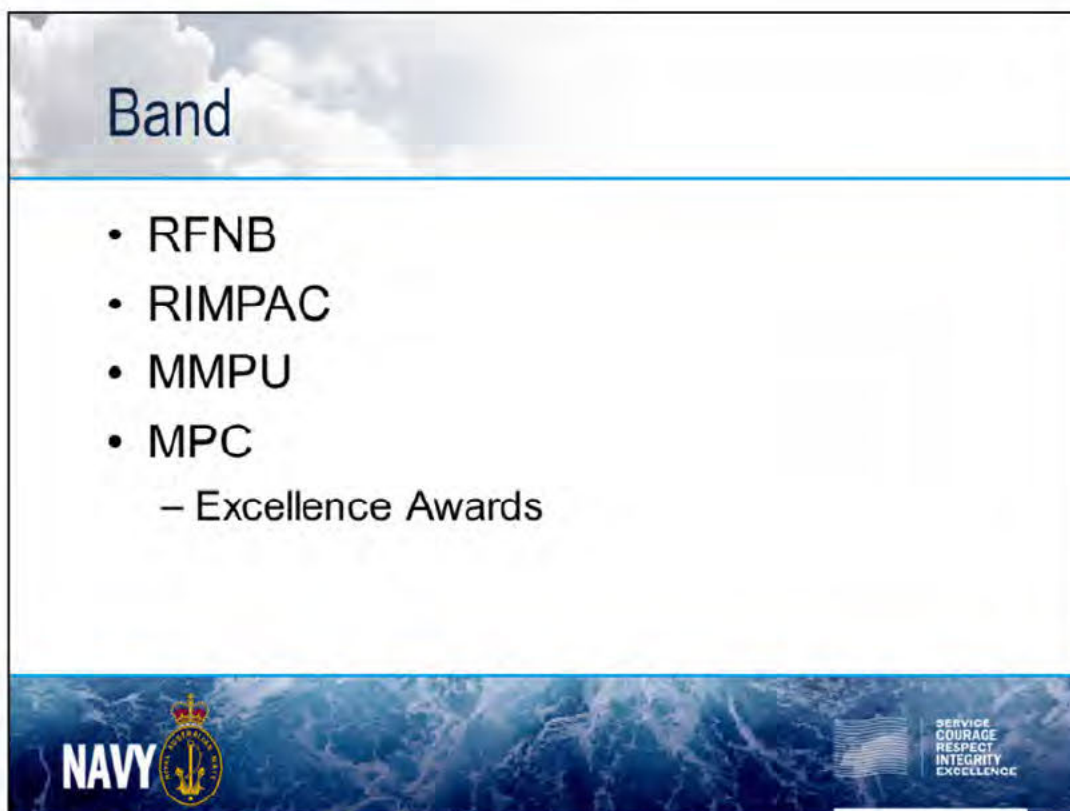


SERVICE  
COURAGE  
RESPECT  
INTEGRITY  
EXCELLENCE

What is your focus for 2022? What do you want to achieve in 2022; individually, collectively and broader aspirations. New performance opportunities – keep these coming in! Discuss this with your peers – is this something we can leverage and explore for the band category? We all have thoughts, so DMUSN invites you to think differently and share, share, share... We have extraordinarily creative people within our band family, so let's not be pedestrian to the scope of band possibilities.

Our Yidaki Project is progressing. These two images represent the decorated Yidaki for RANBAND SYD (right hand side with the shoe in the image) and Directorate (representing all of Australia and incorporating the blue sea). The full story of the artworks will be communicated via socials. Further engagement with the RIDCs (Regional Indigenous Development Coordinators) will follow as we continue to roll out the project to all units.

DMUSN is processing MAC applications for the Indigenous Cultural Performers to be embedded within RANBAND SYD from 01 Apr 22 (although the post-in date remains flexible due to sailors releasability). One applicant is pending an final interview with Navy Indigenous and DMUSN.



DMUSN held talks with the Director of Music from the Republic of Fiji Navy Band last week and will progress a reciprocal exchange program; first step is a scoping visit to Fiji in Jul where DMUSN will travel with two other band members. RFNB is a Brass band. RFNB has requested some assistance with Bugle calls (timely) and Brass band parade music in the first instance. More details to come.

RIMPAC is taking shape to reflect a progressive Fleet band approach with 19 musicians plus band officer plus 2 indigenous cultural performers. Scope of RIMPAC is to sail on CNX (HMAS Canberra), disembark in Hawaii for Shore Phase and return via Sustainment flight or commercial air. DMUSN visited HQJOC a few weeks ago to tighten planning. RIMPAC 22 is likely to be a 6 week deployment. RAN Fleet Band will support RIMPAC as embarked forces. The longer term goal is to make this arrangement water-tight so future RIMPAC deployments will be a matter of 'rinse and repeat'.

MMPU roll out has commenced and new Band patches have been arranged. All members will be issued two band patches, additional will be at own expense.

Team, take some time to explore the Maritime Personnel Community



website. The MPC are strong advocates for the Navy band (all SERCATs) and you are all encouraged to engage with your new colleagues. Sharing thoughts (positive and constructive) and experiences is really important to understanding our collective knowledge gaps, developing positive interactions with each other and the wider MPC, and socialising ideas for a stronger workplace. We all need to be active in this – no passengers!

The MPC Excellence Award (next slide gives more detail). Anyone can nominate and all submissions will be coordinated through DMUSN as HoPR. Your OIC and Bandmaster have more details.

# DMUSN

- Mission and Vision Statements

- *To deliver public relations and ceremonial support to promote Navy's values and a positive Navy Brand.*



Good morning/afternoon team,

Our RAN Band Mission and Vision statements are located on our RAN Band website. Our posters will soon be printed and mailed out to each unit to then be displayed at each band unit location.

Our Mission statement is: *To deliver public relations and ceremonial support to promote Navy's values and a positive Navy Brand.*

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## DMUSN

- Indigenous Cultural Performers
- Yidaki Project – ongoing
- RANBAND NT
- RFN Band scoping visit - Jul
- Culture Survey Debrief - Aug



We have one of two MAC positions now filled and welcome s47F s47F to the band family. s47F will be posted to RANBAND SYD for 12 months and will assist with designing, developing and strengthening our Australian Navy identity. It is anticipated that our second MAC position will be filled by Oct 22.

Our Yidaki Project is progressing. Further engagement with the RIDCs (Regional Indigenous Development Coordinators) will follow as we continue to roll out the project to all units.

RANBAND NT is on track after successful talks between DMUSN, DCN, DGFNW, CO Coonawarra, and VC Charles Darwin University. RANBAND NT is proposed to share facilities with the Darwin Symphony Orchestra at Charles Darwin University, and be administratively supported through HMAS Coonawarra. This has been agreed to and DMUSN is now formalising with a detailed business plan. DMUSN is planning to fill positions as forecasted from Jan 2023, with a mixture of SQEP (suitably qualified & experienced personnel) and new personnel.

DMUSN and three band personnel will travel to Fiji in July as part of the Navy to Navy building relationships program. The purpose of the visit is to

assist RFN Band with their Navy ceremonial capability and band drill, Brass Band repertoire and composition ideas, stores and equip acquisition, Navy recruitment, and performances for their RFN Birthday. Personnel involved are s47F [REDACTED]  
s47F [REDACTED]

DMUSN has consulted with DNC for a thorough debrief from the Culture Survey (OCI/OEI) outcomes from May 2021. This will be coordinated through Directorate of Navy Culture experienced debriefing team and will occur in Aug.



# Band

- COVID Risk Matrix
- RIMPAC
- MMPU
- PP22



**NAVY**

**SERVICE  
COURAGE  
RESPECT  
INTEGRITY  
EXCELLENCE**

DNRM Directive 01\_20 will be cancelled from 01 Jul 22. This is due to the incorporation of the COVID –Safe requirements now embedded in unit SRAs. All units are still required to complete the CRM until 01 Jul 22.

RIMPAC departed 6 Jun 22 with 20 musicians (including Band Officer). This is historic with the reinstating of Fleet band capability. The last time we had a Fleet band of this capability was in Jul 1993. The team will be led by s47F deployed for 6 weeks.

MMPU roll out has commenced and new Band patches have been arranged. All members will be issued two band patches, additional will be at own expense. There has been a slight delay to the roll out due to manufacturing problems.

Pacific Partnership 2022, s47F and s47F have embarked on USN Mercy. The 'Mercy Gram 31 May 2022 features both musicians. The PDF has been emailed to your OICs/Bandmasters.



# DMUSN

- Mission and Vision Statements
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COURAGE  
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I have kept this slide in from our previous monthly Divisional meeting as a reminder of why we do what we do. Our RAN Band Mission and Vision statements are located on our RAN Band website. Our posters will soon be printed and mailed out to each unit to then be displayed at each band unit location.

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I extend my congratulations to our two finalists for the Maritime Excellence Award; s47F s47F and s47F. Both members have excelled in their performance and are commended on reaching the finals. Well done s47F and s47F.

RAN Fleet Band has returned from RIMPAC. Congratulations to all members on what has been reported as a very successful sea trip. I look forward to hearing from you on how we can strengthen this further.

This Div presentation includes the Navy Communication Strategy (it's a few slides away). I will be sending out a hard copy for each unit – it's easy reading and does help us understand the context of band effects. Standby for some light reading – lots of pics. 😊

DNRM (Director Navy Reputation Management) Directive has been cancelled – there is no longer a requirement to complete the COVID matrix when submitting SRF (Support Request Forms).

RAN Band Strategic Direction has been reviewed to reflect new structural developments, updated budget allocation and closed action items. This will be emailed to OICs and Bandmasters for distribution.

In the meantime, we will continue to strengthen Trust and Communication; this is a

responsibility for all of us We all need to continue to build trust and strengthen communication, at all ranks, with all peers and supervisors.





- Band Officer EOI
- s47F Studio – your input is requested.
- Fiji scoping visit – 17-27 Jul 22
- Japan International Fleet Review - Nov

We will not prepare for another Band Officer candidate until 2023 so please keep an eye out for the EOI signal to be released in Mar/Apr 23.

All candidates will be required to resubmit an application and resit OSB and BOC Initial Assessment to provide currency of skills and assessment criteria. We will coordinate an agreeable time with DFSM to conduct the BOC Initial Assessment Q1 2023.

For clarity, we have one candidate already for BOC 2023. The signal to be released next year will be preparing another candidate for BOC 2024.

Naming of s47F Studio. Last year I was approached by members of the band to consider naming the Band Studio in RAN Band Sydney after the late s47F s47F We are seeking your comments on the wording for the dedication – this will be via ForceNet.

Four members will travel to Fiji next week to commence initial discussions with Republic of Fiji Navy Band for ongoing relationships. Thank you to all those members who have composed music, arranged music and sourced music for this event, and compiled booklets, featured in videos and arranged for gifts. AND, sometimes we overlook the enormous amount of work that happens to get us

there, so thank you to s47F for your support. A tremendous RAN Band team effort; thank you and well done.

Finally, we are scoping RAN Band involvement in the IFR Japan, most likely a 35 piece ceremonial band. Awaiting funding provisions but planning is progressing.

I am very proud of what we are achieving in the RAN Band and welcome your feedback on what we can do differently to strengthen our capability and Navy brand.

Warm regards,

DMUSN



## Introduction and scope

- Discussions with s47F prior to travelling to Sydney
  - o Known morale and cultural issues – insidious and toxic
  - o Tackle problems head on – may not have answers
  - o Aim Breaking 25 years of bad habits and systemic issues.
  - o Precursor to DNC workshops
- Six months to observe
  - o Change in approach
  - o Good management team
  - o Chief of Army – The Standard you walk past is the standard you accept
    - Important Senior ABs and LS address issues

## Icebreaker slide

Icebreaker -

“Sometimes this is how I think we greet each other”

Not acceptable and we need to move on and respect each other at every level

## OIC Points

- It is time to appreciate what this job is.
  - o Service values
    - Service
    - Courage
    - Respect
    - Integrity
    - Excellence
  - o Unicorn job???
  - Salaried job
  - Employees dictate (as opposed to develop and apply) the outcomes
    - Touring Bands – 200 nights a year / same repertoire
    - Symphony orchestras
  - o Worked for the Telstra Business Women of the year
    - High level of expectation and job delivery
    - High level of motivation
    - Held to account at a corporate level (rather than individual)
    - Expected buy in to values and expectations
    - Whole of staff meetings every Tuesday from 3pm-6pm – must attend
    - High level of turn over/burn out
- Identified problem with complaining
  - o Complaining vs venting
  - o Not being addressed by senior AB's or LS
  - o Performance is hindered by negativity

- *The irony is the people that complain about what is being said here, are the ones that don't believe they are fuelling the problem.*
- Fueling unhealthy workplace approaches
  - Making complaining a sport
  - Unit hijacked by unfair negativity
  - Verging on dissent
    - Ballina vs. Japan
- Social Functions
  - Everyone's racing to get out thinking it's not about them
  - Constructs in place for it to be duty (even with alcohol)
  - Why have them?
- I don't want to work in a workplace where even if I'm doing the right thing, it's criticised, complained about, belittled or there is a sense of entitlement that it's not your responsibility to meet the expectations of the employment you hold

### Three options slide

AC853. You know this isn't and accept it. Will have full support.

PM008. Tell story - CDRE Kalenthis initiated this with a career WO when they were unwilling to change/correct approach/alignment with Navy/corporate values. If it can happen at that rank, why should it not apply at every rank.



*Royal Australian Navy Band Sydney*

## Command Unit Review

Jul 22

- Discussions with s47F / prior to travelling to Sydney
- o Known morale and cultural issues – insidious and toxic - aim to belittle others or unit output
- o Tackle problems head on – may not have answers
- o Aim of Breaking 25 years of bad habits and systemic issues.

Precursor to DNC workshops

- ❖ *Almost everything will work again if you unplug it for a few minutes, including you - Anne Lamott*
- ❖ *Find a group of people who challenge and inspire you, spend a lot of time with them, and it will change your life - Amy Poehler*
- ❖ *You don't have to see the whole staircase, just take the first step - Martin Luther King Jr.*

- Six months to observe - discussed with CPO and POs
- o Change in approach
- o Good management team - OIC/CPO/POs
- o Chief of Army – The Standard you walk past is the standard you accept
- Important Senior ABs and LS address issues at that level

**Boss:** To prevent spreading germs in the workplace, can anyone think of any good alternatives to handshakes to greet people at work?

**Me:**



Icebreaker -

“Sometimes this is how I think we greet each other”

Not acceptable and we need to move on and respect each other at every level



# OICs Principles

- ❖ Professionalism
- ❖ Punctuality
- ❖ Purpose

*(and treat people like adults until they don't act that way)*

Ask question -

Is there any instances where you don't feel these have been adhered to?

# Metrics for Jan - Mid year break 2020

- ❖ 79 Total 'endorsed' commitments
- ❖ 86 Actual Performances
  - ❖ 24 Full band Parade Perf.
  - ❖ 5 Wind Band
  - ❖ 18 Chamber Groups
  - ❖ 18 Bugler
  - ❖ 14 Jazz Group
  - ❖ 2 Rock Band



## Metrics for Jan - Mid year break 2020

- ❖ 4 Occasions for support to other units
- ❖ OP FLOOD ASSIST
- ❖ Support to France
- ❖ Support to Pacific Partnership
- ❖ Merimbula Jazz Festival
- ❖ Support for RIMPAC (Sea)
- ❖ Support to Cairns (NIDP)



Should be proud of these achievements - not seek to complain or only determine them by personal achievement

# Unit Regulator Observations and Review

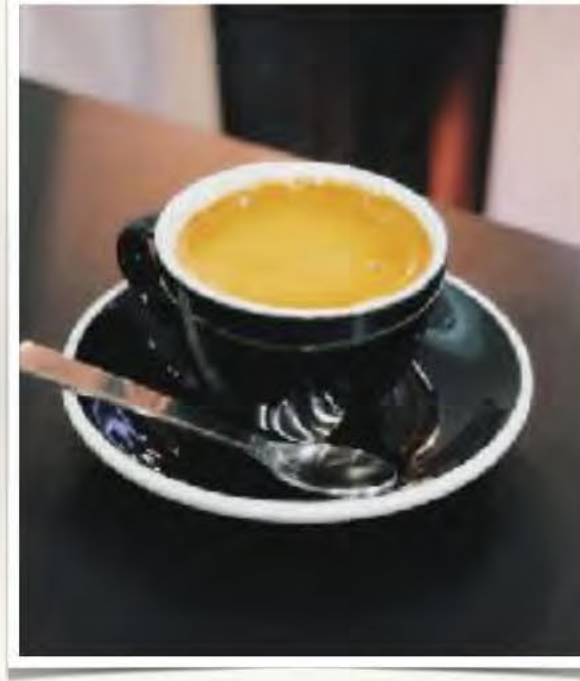


# OIC Observations and Review

- It is time to appreciate what this job is.
- o Service values
  - Service
  - Courage
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- o Unicorn job???
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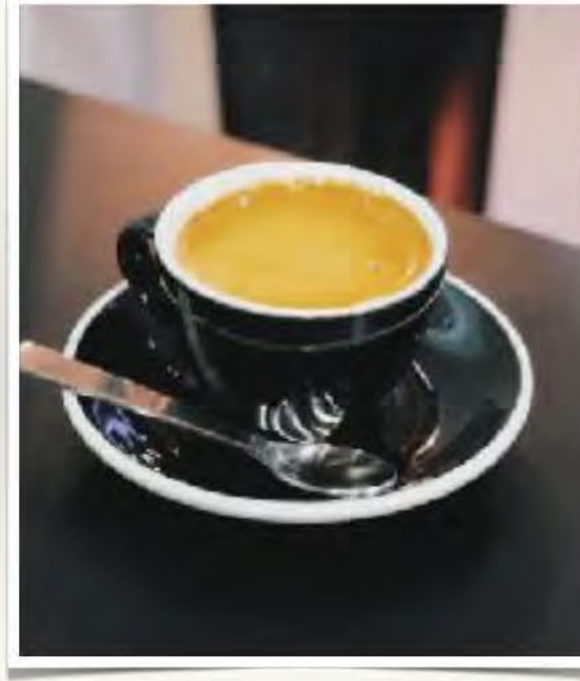
# Coffee

- ❖ Quality of Beans - *Unit*
  - ❖ Sweetness - *Oboe*
  - ❖ Body - *Drummer*
  - ❖ Acidity - *Command Team*
  - ❖ Flavour - *Saxophone*
  - ❖ Finish - *library staff*
- ❖ Ability of Barista - *Jazz Group*
- ❖ Quality of Machine - *Sound team*
- ❖ Grinder - *Purpose*
- ❖ Taste of drinker - *Audience*
- ❖ Milk Texture - *Parade Band*



# Coffee

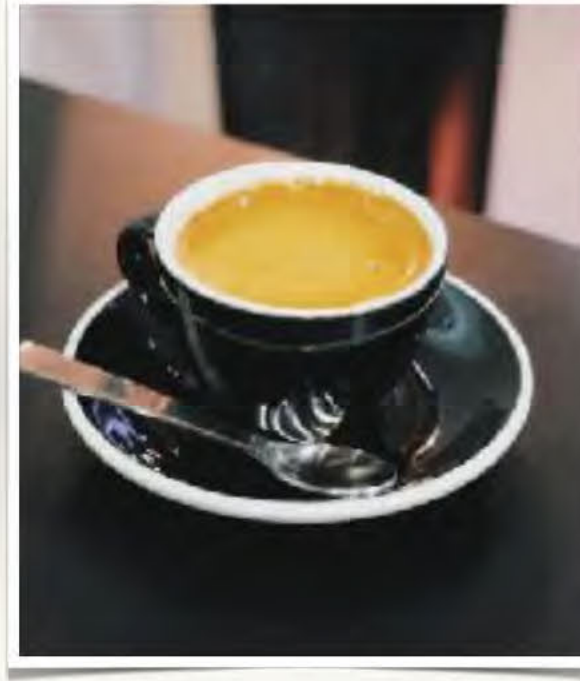
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- ❖ Quality of Machine - *Sound team*
- ❖ Grinder - *Purpose*
- ❖ Taste of drinker - *Audience*
- ❖ Milk Texture - *Parade Band*



Take one out and it's still coffee...

# Coffee

- ❖ Quality of Beans - *Unit*
  - ❖ Sweetness - *Oboe*
  - ❖ Body - *Drummer*
  - ❖ Acidity - *Command Team*
  - ❖ Flavour - *Saxophone*
  - ❖ Finish - *library staff*
- ❖ Ability of Barista - *Jazz Group*
- ❖ Quality of Machine - *Sound team*
- ❖ Grinder - *Purpose*
- ❖ Taste of drinker - *Audience*
- ❖ Milk Texture - *Parade Band*



With this much lost can we be happy with our coffee



## Three Outcomes - *The line in the Sand*

- ❖ AC853 - *Member initiated transfer to SERCAT 3*
- ❖ PM008 - *Command initiated psychological review*
- ❖ *A positive change of attitude = developing positive workplace*

AC853. You know this isn't and accept it. Will have full support.

PM008. Tell story - CDRE Kalenthis initiated this with a career WO when they were unwilling to change/correct approach/alignment with Navy/corporate values. If it can happen at that rank, why should it not apply at every rank.

*Resolve the sense of who you are, and what you want out  
of life or a situation*

**Ben Crowe**

**Mindset Coach to Ash Barty**



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# Unit Workplace Principles

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- ❖ What is Ben Crowe's approach to intrinsic and extrinsic controls?
- ❖ Separating the person from the persona - how does that apply in our setting? Redefine success...
- ❖ Difference between achievement and fulfilment...



# DMUSN

- Mission and Vision Statements
  - *To deliver public relations and ceremonial support to promote Navy's values and a positive Navy Brand.*





SERVICE  
COURAGE  
RESPECT  
INTEGRITY  
EXCELLENCE

Good morning/afternoon team,

I have kept this slide in from our previous monthly Divisional meeting as a reminder of why we do what we do. Our RAN Band Mission and Vision statements are located on our RAN Band website. Our posters will soon be printed and mailed out to each unit to then be displayed at each band unit location.

Our Mission statement is: *To deliver public relations and ceremonial support to promote Navy's values and a positive Navy Brand.*

Our Vision Statement is: *The Royal Australian Navy Band aspires to be an organisation with a worldwide reputation for excellence staffed by a professional team of highly motivated people, delivering quality services to Navy and serving Australia with honour.*



- DNC Workshops
  - Culture focus is Trust and Communication
- Navy Communication Strategy 2022-2023
- MPC Mentoring Program
  - [Pages - MPC Mentoring Program](#)
- RAN Band Strategic Direction
  - Locate your unit copy

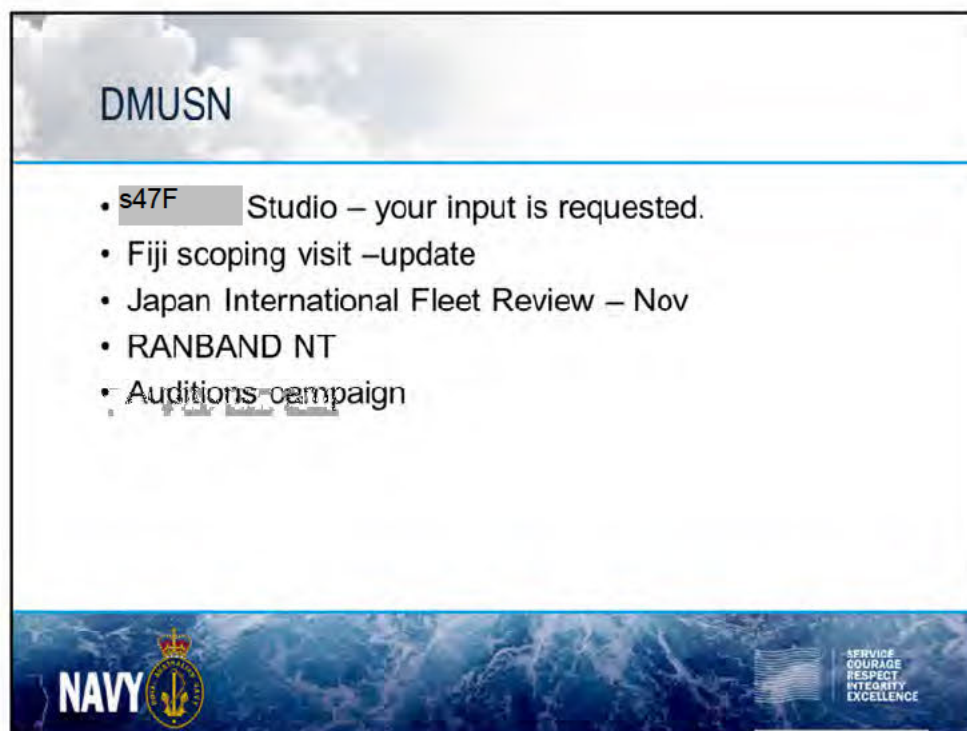
This month we all will participate in the Directorate of Navy Culture workshops. As a direct result of the survey the band category took part in back in May 2021, emerging cultural themes have given us some focus for strengthening our Navy band culture. I expect active participation in the workshops and look forward to learning and building from this as we all move forward to nurturing and growing a positive workplace for everyone. In the meantime, we will continue to strengthen Trust and Communication; this is a responsibility for all of us. We all need to continue to build trust and strengthen communication, at all ranks, with all peers and supervisors.

You will have all received the Navy Communication Strategy 22-23. This will assist us to understand the EFFECT our capability has on Navy and our strategic objectives. Take time to read the document, and relate this to every band commitment we do – it will help us understand WHY we exist and what is expected of us from broader Navy perspective.

The MPC Mentoring Program is still open for expressions of interest. You can be a mentor or mentee – visit the website for more details. [Pages - MPC Mentoring Program](#). I believe in mentoring and coaching, and am currently undertaking coaching myself, to gram and learn as your Director, but also on a personal level. I strongly advocate for the richness or learning that exists in this mentoring program.

The Band Strategic Direction document exists within your workplace so if you haven't seen it, ask your Div Chain for a copy. I am updating this document with new budget and structure information and expect to have the latest version released in the coming weeks.





- s47F Studio – your input is requested.
- Fiji scoping visit –update
- Japan International Fleet Review – Nov
- RANBAND NT
- Auditions campaign

Naming of s47F Studio. Last year I was approached by members of the band to consider naming the Band Studio in RAN Band Sydney after the late s47F s47F. We are seeking your comments on the wording for the dedication – this has been communicated to your OICs and Bandmasters. The dedication will commemorate 10 years since s47F accident and will occur in Sydney on 23 Sep 22.

Outcomes from the Fiji scoping visit will be provided to COS-NHQ and High Commission-Suva in the coming days. In short, the RFN Band are developing their product and we can assist greatly in music repertoire, instrument maintenance, bugle and ceremonial aspects. I anticipate a small team (perhaps two members) visiting Fiji in Q1 2023 as a touch point visit to maintain connections and instrument maintenance support, with a further visit in Q3/4 2023 that may involve a small team (potentially 4-6 members) for a short exchange of potentially 4 weeks. And then leading into the RFN 50<sup>th</sup> Anniversary in 2025.

We are still scoping RAN Band involvement in the IFR Japan, most likely a 35 piece ceremonial band. Awaiting funding provisions but planning is progressing.



We are approaching the readying phase for RAN BAND NT. This means that our workgroup is shaping the scheme of complement for Darwin band that will include 4 x rhythm section, 1 x Admin assist and 1 x CPO – to form the nucleus of what will eventually be another reserve band led by CPO and AB (as with our existing reserve capabilities. s47F will be working with you all to start shaping this new and exciting Navy capability.

We have a robust auditions campaign occurring in the background and I encourage everyone to assist with our recruitment. NPRM releases advertisements on socials but if you have better ideas, then please socialise with s47F and s47F Current audition campaign is:

**French Horn** – Advertise 19 July – Applications due 09 August – Video submissions due 30 August 2022.

**Oboe** – Advertise: 26 July – Applications Due 16 August – Video Submission due: 06 September

**Jazz Trumpet** – Advertise 02 August – Applications Due 23 August – Video Submission due: 13 September

**Jazz Trombone** – Advertise 09 August – Applications Due 30 August – Video Submission due: 20 September

**Lead Trumpet** – Advertise 23 August – Applications Due 13 September – Video Submission due: 04 October

Finally, I am very proud of what we are achieving in the RAN Band and welcome your feedback on what we can do differently to strengthen our capability and Navy brand.

Warm regards,

DMUSN