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	BRIEF FOR VCDF MILITARY PUBLIC AFFAIRS TRAINING NEEDS ANALYSIS
Division / Directorate: Military Strategic Commitments	Reference: s22
Timing: Routine	Action required by: 20 Apr 18
Copies: CJC, DCN, DCA DCAF, COMADC, FASMECC	

Purpose

1. To seek your agreement to outsource and fund the Training Needs Analysis (TNA) for Military Public Affairs (MPA).

Recommendations

That you:

- i. **note** the outcomes relating to MPA training from the Defence Education and Training Board (DETB) on 30 November 2017;
NOTED / PLEASE DISCUSS
- ii. **note** the latest advice from COMD DCSTC is that the MPA TNA cannot be conducted by DCSTC until July 2019 due to other, directed higher priority tasking;
NOTED / PLEASE DISCUSS
- iii. **note** that Army has yet to agree formally to be the Manager Joint Training (MJT) for MPA;
NOTED / PLEASE DISCUSS
- iv. **agree** to immediately fund the outsourcing of the TNA for MPA, using MSC Division FY17/18 underspend and financial risk management in FY18/19 as recommended by CFO;
AGREED / NOT AGREED / PLEASE DISCUSS

Key points

2. At Annex A, Army advised the DETB on 30 November 2017 that Defence Command Support Training Centre (DCSTC) would not have the capacity to oversee the detailed training needs analysis for MPA training until July 2018. At this time the then DETB Chair, MAJGEN Wilkie, identified three options for HMSC to consider as the Joint Workforce sponsor:
The 18/19 component will be funded at top of group level

- a. Army agrees to assume responsibility as the MJT for MPA and DCSTC undertakes the TNA in the 18/19 financial year, once the current Cyber and Military Police analyses are completed;

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- b. HMSC requests COSC to prioritise MPA over other current DCTSC projects including Joint cyber and Joint policing; or
 - c. HMSC outsources the training needs analysis for MPA training.
3. The latest advice from COMDT DCSTC at Annex B is that DSTC will not have the capacity to progress the TNA until July 2019.

4. Army, while agreeing to be the MJT for MPA in Aug 17, is yet to formally sign the Article of Appointment. *is this required for option at 2c? How can we expedite*

5. Based on the latest advice from COMDT DCTSC, outsourcing (Para 2. C.) provides the earliest TNA outcome. Informal advice from ADC is that an outsourced 'analyse- phase' of the Systems Approach to Defence Learning (SADL) would take around four months and this scoping would cost between s47E(d). A suitable contractor could be selected from the Business Skilling Standing Offer Panel (BS-SOP) to commence this work from April / May 2018. The approved list of providers in the BS-SOP is at Annex C. A formal contract must be established NLT the 15 May 2018 as the approved list expires in June and will take time to re-establish under new Defence arrangements. ADC's preferred providers from this list, in order of preference, are:

s47E(d)



6. If this method and the associated funding are approved, Army, as the likely MJT, will be positioned to complete the remaining SADL steps, but not before July 2019. MPA staff from MSC, in consultation with the MPA capability working group, would continue to provide SME advice throughout all stages and the joint competencies that you endorsed in 2017 (Annex D) would form the basis of analysis.

Resources

7. If the outsourced TNA is approved for FY17/18, MSC can contribute s47E(d) from its FY17/18 budget towards the immediate cost of this proposal. Noting the TNA contract will not be finalised within FY17/18, FBP VCDF & JCG has advised 50 per cent of total costs can be risk managed in the FY18/19 VCDF Executive budget, with VCDF approval.

8. Funding of subsequent SADL phases would be borne by the MJT in accordance with a Memorandum of Agreement for rationalised training. IAW Annex B COMDT DCSTC advises there will be no ability to progress further phases until at least July 2019.

9. The level of resourcing for further SADL phases would be considerable and will be determined by Army agreement to assume responsibility as the MJT for MPA.

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Consultation

10. s47E(c) A/Director National Skills Framework, ADC, advised on the likely cost and time involved in outsourcing TNA. If the funding is approved, s47E(c) would be further involved in helping MSC seek an appropriate contractor.
11. s47E(c) CFO Finance Business Partner JCG and VCDF Executive, was consulted through the process, and supports funding the TNA for MPA.

Annexes:

- A. DETB 30 Nov 17 Minutes
- B. Email COMDT DCSTC / DIR IA MSC, dated 19 Mar 18
- C. Business Skilling Standing Offer Panel
- D. MPA Joint Competencies

Approved by: s22	
<i>For</i> KP Quinn AIRCDRE DGMIE s47E(c)	
24 Apr 18	
Contact Officer: s47E(c)	Phone: s22
Financial/Workforce: Comments: s47E(c) CFO CASG & VCDF [Agreed in previous Brief VCDF/In//2018/151] Tel: s22 06 Apr 18	

Cleared by: Command/Division Head: PW Gilmore MAGJEN HMSC Apr 18 VCDF Comments: s22 RJ Griggs VADM, RAN VCDF 27 Apr 18	<i>I still remain staggered by the timeframes in this - my comments on the original draft remain germane</i>
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BSSOP Approved Offerings

Panel Member	Analyse	Design & Develop				Conduct (Delivery)				Evaluate	Support
		Face to Face (F2F)	Distance	Online eLearning	Blended	Face to Face (F2F)	Distance	Online Self-paced	Online Facilitated Groups		
Ascender Learn Pty Ltd	x	x	x	✓	x	x	✓	x	x	x	x
	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	✓
BAE Systems Pty Ltd	x	✓	✓	✓	✓	x	x	x	x	x	x
	x	x	x	x	x	✓	✓	✓	✓	x	x
Chisholm Institute	✓	x	x	x	x	✓	✓	x	✓	✓	x
CIT Solutions Pty Ltd	x	✓	x	x	x	✓	x	x	x	✓	x
Codarra Advanced Systems	✓	✓	x	x	x	x	x	x	x	x	x
Deakin Prime	✓	✓	✓	x	x	✓	✓	x	x	x	x
Dream Think Do	✓	✓	x	x	x	✓	x	x	x	x	x
Future Train Pty Ltd	x	x	x	✓	x	x	x	x	x	x	x
Graduate Business School	x	x	x	x	x	✓	x	x	x	x	x
Jakeman Business Solutions	✓	✓	x	x	x	✓	x	x	x	✓	✓
Major Training Services	✓	✓	✓	x	x	✓	✓	x	x	x	✓
Multi Media Concepts	x	x	x	✓	x	x	x	x	✓	x	x
Online Learning Australia	x	x	x	✓	x	x	x	x	x	x	x
Polytechnic West	x	x	x	x	x	✓	x	x	x	x	x
Pro Leaders Academy	✓	✓	✓	x	x	✓	x	x	x	x	x
TAFE NSW	✓	✓	✓	✓	x	✓	✓	✓	✓	✓	x
Tanner James Management Consultants	x	x	x	x	x	✓	x	x	x	x	x
TP3	✓	✓	✓	✓	✓	x	x	x	x	x	x
Training Systems Services Pty Ltd	✓	✓	✓	x	x	x	x	x	x	✓	x
UNE Partnerships	✓	✓	✓	✓	✓	✓	✓	✓	✓	x	x
Victoria University	x	x	x	x	x	✓	x	x	x	x	x
Preferred Suppliers	12	13	9	9	4	15	6	5	5	4	3

Military Public Affairs Joint Competencies

1 Command and control military public affairs (MPA) assets

1.1 Raise, train and sustain the ADF's MPA capability

- 1.1.1 Understand MPA Fundamental Inputs to Capability
- 1.1.2 Manage MPA Fundamental Inputs to Capability
- 1.1.3 Train and mentor MPA specialists

1.2 Command and control MPA staff and organisations

- 1.2.1 Understand public affairs policies, procedures, doctrine and organisations
- 1.2.2 Understand the principles of MPA
- 1.2.3 Command, lead and manage MPA organisations
- 1.2.4 Prepare MPA Defence Elements IAW CPD (MCT/JIB)
- 1.2.5 Understand MPA's role within Information Activities
- 1.2.6 Coordinate with other government agencies and partners

1.3 Manage specialist MPA equipment

- 1.3.1 Operate, network and sustain MPA equipment
- 1.3.2 Manage capital expense budgets

2 Advise commanders and staff of public affairs considerations to the mission

2.1 Analyse the information environment

- 2.1.1 Understand public opinion in war
- 2.1.2 Conduct media and social media analysis
- 2.1.3 Conduct target audience analysis
- 2.1.4 Prepare public affairs estimates
- 2.1.5 Brief the public affairs situation

2.2 Manage risk to ADF reputation

- 2.2.1 Identify issues and crises
- 2.2.2 Prepare public affairs guidance for issues, incidents and crises
- 2.2.3 Implement issues and crisis management plans
- 2.2.4 Contribute to Defence public accountability and transparency mechanisms

2.3 Develop deliberate MPA planning guidance

- 2.3.1 Interpret national interest, policy and strategy for the purpose of public affairs
- 2.3.2 Understand Essential Elements of Friendly Information
- 2.3.3 Contribute to joint effects planning and military appreciation processes
- 2.3.4 Prepare MPA staff documents (PA Plan, SCG, SSIG)

2.4 Evaluate MPA actions

- 2.4.1 Design public affairs assessments
- 2.4.2 Measure public affairs impact, performance and effect
- 2.4.3 Interpret public affairs assessments for commanders

2.5 Train the force in public affairs

- 2.5.1 Educate the force on public affairs policy
- 2.5.2 Deliver media awareness and reputation management training
- 2.5.3 Simulate media for training purposes
- 2.5.4 Train, advise and assist partner public affairs staff

3 Generate and disseminate public information

3.1 Generate public information

- 3.1.1 Research and plan for news collection
- 3.1.2 Compose written public information
- 3.1.3 Capture audio
- 3.1.4 Capture video
- 3.1.5 Capture stills
- 3.1.6 Capture imagery from Unmanned Aerial Systems
- 3.1.7 Edit products for public release
- 3.1.8 Script and voice video news releases
- 3.1.9 Comply with archive policies
- 3.1.10 Design publications

3.2 Disseminate public information

- 3.2.1 Coordinate clear and publish public information with stakeholders
- 3.2.2 Transmit data via service and civilian means

3.3 Establish and maintain the force's public online presence

- 3.3.1 Understand social media
- 3.3.2 Apply social media policy
- 3.3.3 Manage online platforms
- 3.3.4 Develop content for online platforms

4 Facilitate public engagement with the force

4.1 Facilitate media engagement

- 4.1.1 Plan media engagement
- 4.1.2 Perform media liaison
- 4.1.3 Protect OPSEC
- 4.1.4 Prepare spokespersons for interview
- 4.1.5 Perform as spokesperson
- 4.1.6 Conduct press conferences
- 4.1.7 Respond to media enquiries

4.2 Enhance community relations with the force

- 4.2.1 Analyse community stakeholders
- 4.2.2 Prepare stakeholder engagement plans
- 4.2.3 Contribute to community and key leader engagements

Photographers/Imagery Specialists/Senior Imagery Specialists

Note: Photographers/Imagery Specialists and Senior Imagery Specialists will be shortened to IS for brevity.

Purpose

This analysis documents the characteristics and qualities of personnel required to undertake Imagery Specialist Training as part of their job role.

Note: This table is populated in addition to existing Occupation Profiles.

No.	Factors	Job Characteristics	Comments
1.	Job classification	The job for which the target population is described, includes the following:	
	Designation	Members of any of the Services, both Regular and Reserve. Army Photographers, ECN 312: from CPL to Warrant Officer. Navy and RAAF: Imagery Specialist are CPL(E). Senior Imagery Specialist: SGT(E) to Warrant Officer.	
	Situation	Employed within a range of Joint, Defence, and Coalition command structures, usually within a Military Camera Team, Public Affairs Team, or Maritime Information Warfare Team. As MCT team members, ISs are required to deploy to tactical land, maritime, and air units. This has historically put them in high threat tactical situations.	
	Job description	ISs are visual communicators who gather, file and transmit time-critical imagery to meet strategic communications objectives at any time from any location.	
	Function	Their function is to produce and transmit high quality electronic imagery with appropriate embedded captions, copyright detail and other file meta-data. They deliver specified imagery products to shape, influence, and inform specified audiences in support of Public Affairs. Navy ISs, as part of the Information Warfare capability, are primarily tasked with Information Warfare Objectives, and PA is secondary.	
	Owner	Navy: CMDR Information Warfare. Army: Head of Corps of Australian Army Public Relations Service (AAPRS). RAAF: The CO of 28 Squadron is designated as the Capability Manager.	
	Work environment	ISs are employed in Joint and Service specific units, such as 1JPAU, Navy Imagery Unit – East, and 28 Squadron. As stated in “Situation”, the IS role requires deployments, and are regularly in the field.	
		Group and individual characteristics and qualities	
2.	Geographic distribution	ISs may be tasked to operate embedded within any ADF unit, in Australia, overseas or in the fleet.	

3	Professional experience	Entry to the category is via in-Service transfer. ADF personnel are eligible to apply for their respective Service's IS position when selected for CPL(E). Professional photography experience is not expected, but their selection does involve a review of the individual's photography portfolio.	
4.	Learning prerequisites	Due to the current inconsistency and on-going change in training requirements for IS across Services, specific learning prerequisites are not listed here.	
4	Proficiencies and competencies	Learning outcomes for Imagery Specialist Training: to be developed in the Design Phase. Refer to Task Profile.	
5.	Group characteristics	N/A	
6.	Learner characteristics	Listed below are the learner factors that should influence decisions about potential L&D Strategies which are not covered elsewhere in the Target Population Profile:	
	a.	Previous learning	
	b.	Preference for sessions that can be easily transferred to the workplace	
	c.	Presenters with current Image Specialist experience	
	d.	Preference for targeted learning solutions supported by relevant examples	
	e.	Access to tangible learning resources and equipment as a training tool	
7.	Preferred learning styles	Learning style preferences: Practical sessions 'Hands on' use of equipment Training replicates job role Structured formal OJT	
8.	Motivation	The motivation for ADF personnel is to ensure that images captured assist the ADF to meet the requirements of their mission.	
9.	Other	NA	

Photographers/Imagery Specialists				
4	No formal training for photographers/imagery specialists within Defence that is specific to their job role. This results in the development of their skills being based on mentoring and informal on-job-experience (OJE)	Lack of learning experiences targeted the needs of the photographers/imagery specialists. Training is conducted for photographers/imagery specialists without formal training documentation that aligns to the SADL. Informal and unstructured OJE can lead to different levels of experience and competence for photographers/imagery specialists because each person's experience is different.	The current Navy trial of CUA41115 Certificate IV in Photography and Photo Imaging should be evaluated to determine its application to the ADF MPA within a joint framework. If it is found to produce photographers/imagery specialists that meet the ADF requirements then this should be adopted by the ADF as the basis of its photography training and be managed by the MJT. Additionally, the ADF could consider partnering with institutes offering the Certificate IV other than the current provider based on Defence need. Currently Video and drone training are not included.	If this process is successful it should be accepted by the ADF as the preferred training solution. There is a requirement to include video and drone training and for approved by the MJT for MPA training.
Reporters				
5	There are currently five Army, one Navy and one RAAF Reporters with Defence News. There is no formal training for the reporters within Defence that is specific to their job role. This results in the development of their skills being based on mentoring and informal on-job-experience (OJE).	There is a total gap for the reporter that has been partly filled by a senior reporter conducting ad hoc OJT in the workplace. Training is conducted for reporters without formal training documentation that aligns to the SADL. Informal and unstructured OJE can lead to different levels of experience and competence for reporters because each person's experience is different.	Army has reviewed and analysed a Certificate IV course at NSW TAFE and wish to trial this course in the near future. This course has a photography module/component which is part of their job/role. The military aspects of their role are still being conducted as OJT/OJE.	This trial should go ahead and if successful then the military component should be fully developed as a LMP.

Photographers/Imagery Specialists

Task Ref	Proposed L&D Solutions	Comparison		Resource Considerations	Risks and Mitigation
		Advantages	Disadvantages		
1	The first COA comprises a. the design and development of a new ADF photographers/imagery specialists course which includes the use of still and video photography and incorporates the use of drone technology.	- This COA addresses some of the performance and training gaps. - Every ADF photographers/imagery specialists receives identical training - It establishes an identified baseline of competence.	- This COA requires the greatest level of resourcing. - It will require the identification of a 'home' where the training is to be conducted. - There will be a high level of support required to ensure the design and develop phases of the SADL are met - It does not provide a recognized qualification outcome	Resources will include: - Training Development Officers (TDOs), - Support from subject matter experts - An establishment for the training to be conducted	- Required numbers of TDOs are not available. - This would allow the design and development Phases to stall or stop - Consider contracting the Design and Development Phase out. - An appropriate Establishment cannot be identified. - Consider conducting the training on the same basis as the PATC until a permanent home is identified
2	The second COA comprises a. The evaluation of the current Navy trial of the Ultimo TAFE based CUA41115 Certificate IV in Photography and Photo Imaging, to determine its application to the ADF MPA. If it is found to produce photographers/imagery specialists that meet the ADF requirements then this should be adopted by the ADF as the basis of its photography training and be managed by the MJT. Additionally, the ADF could consider partnering with institutes offering the Certificate IV other than the current provider based on Defence need.	- This COA addresses all of the performance and training gaps. - Every ADF photographers/imagery specialists receives identical training - It establishes an identified baseline of competence. - It provides a recognized qualification issued by the TAFE - It takes advantage of the current Navy	- This COA requires a number of different components to cover all training and development gaps - It will require a significant level of resources to develop the non TAFE training requirements - It will require the identification of a 'home' where the non TAFE training is to be conducted.	Resources will include: - Training Development Officers (TDOs), - Support from subject matter experts - An establishment for the non TAFE training to be conducted	- Required numbers of TDOs are not available. - This would allow the design and development Phases to stall or stop - Consider contracting the Design and Development Phase out. - An appropriate Establishment cannot be identified. - Consider conducting the training on the same basis as the PATC until a permanent home is identified

	b. Those purely joint military aspects of the photography/imagery specialisation that cannot be covered by the TAFE Course should be developed as a formal on-job component of training and be fully documented into a Learning Management Plan delivered concurrently with the Certificate IV. Some of this is currently under development by Navy. This should be delivered concurrently with the CUA41115. c. The design and development of a video course. This training should be formalised into a Learning Management Plan and delivered concurrently with the CUA41115. d. The formalisation of the 1 JPAU drone training with CASA approved instructors. This course should be delivered concurrently with the CUA41115.	preparation. • It takes advantage of the 1 JPAU drone training. • Updating of technology and currency are conducted by the TAFE			
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Recommended Solution is COA 2

Appendix 1 - Learning and Development (L&D) Strategy

L&D STRATEGY TO ADDRESS

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Photographers/Imagery Specialists Courses of Action

14. **COA 1** comprises the design and development of a new ADF photographers/imagery specialists course which includes the use of still and video photography and incorporates the use of drone technology.

15. **COA 2** comprises:

- a. The evaluation of the current Navy trial of the Ultimo TAFE based CUA41115 Certificate IV in Photography and Photo Imaging, to determine its application to the ADF MPA. If it is found to produce photographers/imagery specialists that meet the ADF requirements then this should be adopted by the ADF as the basis of its photography training and be managed by the MJT. Additionally, the ADF could consider partnering with institutes offering the Certificate IV other than the current provider based on Defence need.
- b. Those purely joint military aspects of the photography/imagery specialisation that cannot be covered by the TAFE Course should be developed as a formal on-job component of training and be fully documented into a Learning Management Plan delivered concurrently with the Certificate IV. Some of this is currently under development by Navy.
- c. Video Training: This is not covered by the TAFE course and initial video training is being developed by Navy to cater for this gap. This training should be formalised into a Learning Management Plan and delivered concurrently with the Certificate IV.
- d. Drone Training: The emerging requirement for the use of drones in the video capture process is currently met through CASA-Approved instructors, who are contracted to provide a formal training package resulting in a civilian Remote Pilot License. The course, conducted at 1 JPAU, should be made available to other SIS and IS. This model could be adopted, or an ADF solution identified, and formalised via LMP. This is a requirement for all video operators and should be incorporated into the video training.

Enclosure 1 - Outlines for the Accredited Courses

Units of Competency for CUA41115 Certificate IV in Photography and Photo Imaging, Ultimo College

CUAPHI301	Develop and apply photo imaging industry knowledge
CUACMP301	Implement copyright arrangements
CUARES403	Research history and theory to inform own arts practice
CUAACD401	Integrate colour theory and design processes
BSBDES402	Interpret and respond to a design brief
BSBCRT402	Collaborate in a creative process
CUAPHI402	Apply photo imaging lighting techniques
CUAPPR405	Develop and discuss ideas for own creative work
CUAPHI401	Capture images in response to a brief
CUAPHI302	Capture photographic images
CUAPPR304	Participate in collaborative creative projects
CUAPHI303	Process photo images to work-print and file stage
CUAPHI403	Enhance, manipulate and output photo images
BSBWHS201	Contribute to health and safety of self and others
CUAPPR403	Store and maintain finished creative work

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Certificate IV in Photography and Photo Imaging CUA41115

CUAPHI301	Develop and apply photo imaging industry knowledge
CUAPHI303	Process photo images to work-print and file stage
CUAPHI401	Capture images in response to a brief
CUAPHI402	Apply photo imaging lighting techniques
CUAPHI403	Enhance, manipulate and output photo images
CUAPPR403	Store and maintain finished creative work
CUARES403	Research history and theory to inform own arts practice
CUADIG405	Produce innovative digital images
CUAPHI302	Capture photographic images
CUAPPR405	Develop and discuss ideas for own creative work
BSBDES402	Interpret and respond to a design brief
CUAPPR304	Participate in collaborative creative projects
BSBWHS201	Contribute to health and safety of self and others
CUAACD401	Integrate colour theory and design processes
CUAPHI509	Plan and produce visual art photo images

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Photographer/Imagery Specialist

Collect and Disseminate Image Files

1.	Acquire still images to achieve strategic PA objectives	DEFGEN021 Take photographs suitable for publication within Defence CUAPHI401 Capture images in response to a brief CUAPHI302 Capture photographic images	
2.	Acquire video to achieve strategic PA objectives	DEFGEN023 Capture video images CUACAM401 Shoot a wide range of screen content	
3.	Create captions and add metadata to image files using ADF imagery guidelines	CUAPHI302 - Capture photographic images	

Serial	Task/Function	Competency/Skill Set	Comments
4.	Meet critical timelines		No specific unit of competency was identified for this skill
5.	Produce video shot lists	DEFGEN023 Capture video images CUAPPR403 Store and maintain finished creative work	
6.	File still images	DEFGEN021 Take photographs suitable for publication within Defence CUAPPR403 Store and maintain finished creative work	
7.	File video	DEFGEN023 Capture video images CUAPPR403 Store and maintain finished creative work	
8.	Transmit still images	DEFGEN021 Take photographs suitable for publication within Defence	
9.	Transmit video	DEFGEN023 Capture video images	
10.	Edit video compiles	ICTDMT501 Incorporate and edit digital video	
11.	Maintain equipment and stores	BSBITS401 Maintain business technology	
12.	Operate computer, imaging and transmission hardware	BSBADM101 Use business equipment and resources	
13.	Use computer applications	ICTICT308 Use advanced features of computer applications	
14.	Work as a member of a Public Affairs Military Camera Team	DEFGEN001 Work in a team	
Administration and Advanced Imagery Skills			
15.	Assist in maintaining Public Affairs Military Camera Team operational readiness	DEFGEN003 Lead a team	
16.	Administer imagery operations	PUAMAN002B - Administer work group resources	
17.	Research, test and implement technical equipment and software	BSBITS401 Maintain business technology	
18.	Edit completed video stories	ICTDMT501 Incorporate and	

Serial	Task/Function	Competency/Skill Set	Comments
		edit digital video	
19.	Provide technical training and mentoring to subordinates	TAEDEL404 - Mentor in the workplace TAEDEL401 - Plan, organise and deliver group-based learning	
Plan and Manage Image Systems, Training and Operations			
20.	Produce and implement training packages	TAEDEL401 - Plan, organise and deliver group-based learning	
21.	Advise on imagery standards	DEFGEN012 - Provide technical advice	
22.	Interpret strategic Public Affairs objectives	DEFGEN011 - Interpret policy, legislation and regulations	
23.	Plan and coordinate imagery operations	BSBMGT517 Manage operational plan BSBMGT402 Implement operational plan	
24.	Manage a Public Affairs Military Camera Team	BSBLDR502 Lead and manage effective workplace relationships	
25.	Conduct Media Escort Tasks	PSPGEN085 - Manage media relationships	

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DIF Key

Difficulty		Importance		Frequency	
E	Easy	L	Low	D	At least daily
S	Straight forward	M	Medium	W	Weekly
D	Difficult	H	High	M	Monthly
VD	Very difficult	C	Critical	Q	Quarterly
				B	Biannual
				R	Rarely

Introduction

This Job/Task Profile (JTP) has been developed to cover the task and duties required of an Imagery Specialist (IS): E01-E05*

*PMKeyS rank codes

Performance

Task Ref	Tasks	DIF			Comments
		Difficulty	Importance	Frequency	
Tasks unique to this job					
1	Operate stills photographic equipment				
1.1	Operate camera equipment IAW manufacturer’s instructions	S	M	D	Triangle of exposure – aperture, shutter speed, ISO - settings are content, subject, light, movement dependant
1.2	Fit and operate camera lenses	S	M	D	Focal length and framing (composition) are content/subject dependant
1.3	Operate a camera tripod	S	M	W	Pan, tilt, fixed level
1.4	Operate photographic lighting and light modifying equipment	S	M	D-W	Fixed Speedlight, wireless strobe off camera, continuous light, reflector

Task Ref	Tasks	DIF			Comments
		Difficulty	Importance	Frequency	
2	Operate video equipment				
2.1	Operate camera equipment IAW manufacturer's instructions	S	M	D	White balance, Iris, shutter rate, ISO, codec select, IQ select
2.2	Manage colour balance and exposure	S	M	D	Grey card chrominance neutrality test shot, white card white balance adjustment, histogram exposure monitoring.
2.3	Employ field lighting and modifiers	S	M	W	On camera constant, off camera lightweight light and stand, reflector.
2.4	Mount and operate microphones	S	M	D	Single, dual channel, levels, nil auto gain. Camera mounted and external wired and wireless
2.5	Operate video monopod, tripod	S	M	D	Tilt, pan, level fixed, variable height
3.	Operate/pilot Multi-Rotor Unmanned Aerial System (MRUAS)	D	H	M	Proficiency requirement covered by P124821 Multi – Rotor Unmanned Aerial Systems (MRUAS) practical course. Optional

Task Ref	Tasks	DIF			Comments
		Difficulty	Importance	Frequency	
					for RAN IS below rank of POIS. Compliance: AAP 8000.011 – Defence Aviation Safety Regulations.
3.1	Remotely operate MRUAS platform camera	D	H	M	Tilt, pan, track, zoom.
4	Prepare for imagery tasking				
4.1	Determine task requirements from job request	S	C	D	Identify and plan to capture context specific imagery in support of a communication plan or task order, Understand MPA's role within Information Activities
4.2	Liaise with stakeholders	S	H	D-W	Listen, comprehend, align, adapt - adaption within authorised limits: Constraint - mission and platform dependant
4.3	Arrange transport	S	M	D-W	Specialist IS equipment requirements and volumes

Task Ref	Tasks	DIF			Comments
		Difficulty	Importance	Frequency	
					considered
4.4	Prepare equipment	S	H	D	Task requirements, environmental & transport considerations
4.5	Identify/prepare uniform, PPE and personal carriage equipment as appropriate to task	S	M	D	PPE as appropriate
4.6	Conduct site survey	S	M	D-W	Opportunity and constraints in terms of access, positioning and environmental considerations identified
5.	Capture imagery content				
5.1	Shoot to a brief	D	H	D-W	Equipment, selection, technical settings, creative decisions & execution support fulfilment of communication plan, task order or brief (written, verbal)

Task Ref	Tasks	DIF			Comments
		Difficulty	Importance	Frequency	
5.2	Film interviews (Video)	D	H	W	Supporting mission aims, manage expectations, interaction with and coaching of interviewee
5.3	Film 'B roll' vision for compile (Video)	D	M	W	Illustrate/support interview content IOT enable product dev
5.4	Capture official portraiture	S	M	W	ADF lighting, pose and flag protocol
5.5	Capture evidentiary imagery	S	H	Q	Veracity, accuracy. Investigative support
5.6	Capture Military Public Affairs imagery	S	H	D	Reputation, Influence. Acquire imagery to achieve strategic public affairs' objectives
5.7	Capture asset imagery for technical assessment	S	M	W-Q	Clarity, nil distortion, illumination. Accurate representation of substance/ material
5.8	Capture imagery of formal and ceremonial activities	S	M	M	Maintain appropriate profile
5.9	Capture imagery of routine activities and events (non-	S	L	W	Local level

Task Ref	Tasks	DIF			Comments
		Difficulty	Importance	Frequency	
	operational)				
5.10	Capture sports imagery	S	L	W-M	
5.11	Capture Intelligence imagery	S	H	W-M	Navy specific role, other services as tasked
6	Imagery Management Systems - operate, process, transmit and maintain				
6.1	Operate computer systems	S	H	D	
6.2	Operate specialist imagery data acquisition management software	S	H	D	Import, store, edit, export stills and video product
6.3	Select suitable imagery to achieve expected outputs	S	H	D	Comms plan, TASKORD, brief.
6.4	Apply appropriate metadata and filing protocols	S	H	D	Apply DMCP protocols including application of file naming conventions.
6.5	Write local captions and mid-captions	D	M	D	Literacy skills. Support communication plan intent. Apply DMCP protocols
6.6	Shortlist compile and archive video sequences	S	M	D	Enable ADF VIDEO,
6.7	Draft supporting documentation and obtain clearances	S	M	D	PAG or equiv. Apply DMCP protocols
6.8	Transmit imagery	S	H	D	Landline, mobile comms, sat phone

Task Ref	Tasks	DIF			Comments
		Difficulty	Importance	Frequency	
6.9	Conduct routine maintenance	S	M	W	
6.10	Install new systems	D	M	Q	Technical aptitude - evolving technology
6.11	Recover from backup	VD	H	B	Configuration of equipment & software,
7	Prepare for deployment				
7.1	Identify specific tasking requirements	S	H	Q	Identify and plan to capture context specific imagery in support of a communication plan or task order. Understand MPA's role within Information Activities. Understand Military Public Affairs policies, procedures & doctrine. Understand classification and protection of official information (Defence Security Manual).

Task Ref	Tasks	DIF			Comments
		Difficulty	Importance	Frequency	
7.2	Determine equipment required	S	H	Q	Dependant on deployment type and mission; consider redundancy
7.3	Test and pack equipment	S	H	Q	Environmental seals & shock resistant packaging
7.4	Arrange travel administration	D	M	Q	Constraints and restrictions for communications and physical requirement for equipment.
8.	Safe Operational Adaption (SOA) - conduct imagery capture tasks in ADF operational environments				Safety compliance focus
8.1	Capture imagery in field and urban environments	D	H	M	WH&S Timing, location, equipment, OPSEC, risk management and movement of platforms
8.2	Capture air-to-ground imagery	D	H	M	WH&S, timing, location, equipment, OPSEC, and movement of platforms
8.3	Capture imagery on RAAF flight lines	D	H	M	WH&S. timing, location, equipment, OPSEC and movement of platforms
8.4	Capture imagery on and from RAN vessels	D	H	M	WH&S. timing, location,

Task Ref	Tasks	DIF			Comments
		Difficulty	Importance	Frequency	
					equipment, OPSEC and movement of platforms

Conditions

Task Ref	Environmental Factors (Group/Service specific)	Comments
All	In all operating domains; with and without access to Doctrine; across the spectrum of joint and combined military operations; across service, joint and combined exercises; in support of significant Defence and Government activities; by day and night; in support of strategic Defence and Government information effects IAW ADFP 3.13.2	
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Standards

Task Ref	Title/Reference Number of Standard ¹	Comments
All	ADFP 3.13.2 Military Public Affairs	
	Media and Communication Policy	
	<u>Crimes Act 1914</u>	
	<u>Being social and secure while preserving Operational Security</u>	
	<u>Defence Act 1903</u>	
	<u>Defence Force Discipline Act 1982</u>	
	<u>Defence Security Manual</u> part 3—‘Information Security’	
	<u>Freedom of Information Act 1982</u>	
	<u>Military Personnel Policy Manual</u>	
	<u>Defence Safety Manual</u>	

	<u>Privacy Act 1988</u>	
	<u>Records Management Policy Manual (RECMAN)</u>	
	<u>Social Media</u>	
	Defence Imagery Database	
	DEF AUST 7100 / 7101	

¹ Attach amplification documents where required

Mandatory² Licences, Qualifications or Units of Competency

Task Ref	Licence, Qualification or UoC	Comments
	CUA41115 Certificate IV in Photography and Photo Imaging	

² Mandatory is defined as *required for compliance with safety, regulatory, or legislative requirements* (e.g. CASA regulations for Pilots). Qualifications and UoCs that are desirable for recruitment, retention or other purposes only are to be considered when analysing learning and development strategies and are to be recorded in the Training Requirement Specification. They are not listed here as a mandatory aspect of the job.

Performance Needs Analysis

Final Report

Prepared for Military Public Affairs Capability

2018

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Photographers/ Imagery Specialists 24

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Executive Summary

CIT Solutions was contracted by Defence to conduct a Performance Needs Analysis (PNA) for the Australian Defence Force Military Public Affairs (MPA). The purpose of the analysis was to determine the requirements for a joint approach to training MPA personnel and to map pathways to VET accreditation and possible tertiary outcomes.

The purpose of this Final Report is to present the findings of the PNA Milestones 1 and 2, and provide recommendations and courses of action for a joint approach to training MPA. The PNA will inform future VCDF Group and Army TRADOC activities including the appointment of Army as Manager Joint Training (MJT), establishment of a Training Advisory Group (TAG) and internal Defence agreements to progress MPA training.

CIT Solutions used the Joint Capability Needs Statement for MPA to inform the approach to the PNA.

In this project CIT Solutions conducted a PNA which:

- Analysed the directed organisational outputs and capability requirements against current capabilities in order to identify role specific gaps, and subsequent learning solution recommendations.
- Conducted an analysis of MPA key skills outcomes and learning solutions by Service and job role in order to identify gaps in Joint training.
- Applied the Systems Approach to Defence Learning (SADL) to produce Analyse phase outcomes.

CIT Solutions began the Analysis Report phase by collating and reviewing relevant materials for analysis. This was followed by a detailed analysis of MPA training, occupation, job and role specific requirements and the current capabilities of targeted personnel. This stage was followed by identifying relevant stakeholders, establishing a communications approach, and collecting and analysing information from stakeholders. The gathered stakeholder information is included in Annex A.

Findings

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Photographers/Imagery Specialists

There are a number of common themes that are evident from the interviews with the photographers/imagery specialists, especially members of 1 JPAU and the Navy Imagery Unit. These include:

- There is a requirement for a formal photography course with a qualification outcome. This course should be under the MJT.
- The ad hoc on-job training in capturing and editing video should be formalised.
- Software and IT training should also be formalised and assessed through a log book process.
- Training in the military aspects of photography, video capturing and editing should be formalised, and further contextualised OJT should be conducted concurrently with the formal photography course.
- Video production should be an advanced component of training, probably at the SGT/PO level.
- Drone operations are an emerging job requirement and should be provided formally by a Civil Aviation Safety Authority-approved provider.
- The training solution discussed above should be formulated so that the photographer/imagery specialist is fully trained and prepared by the time they join their unit. This would be in contrast to the at times piecemeal and ad-hoc nature of the current training programs.

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Recommendations

The Recommendations are included at the end of the report.

Introduction

Context

Military Public Affairs (MPA) is a specialist capability within the Australian Defence Force (ADF) with the task of developing and releasing official information and imagery in support of Defence operations, exercises and significant activities. MPA has a vital role in informing and educating audiences about the ADF and its activities by disseminating public information, facilitating media access to the force and advising commanders about the information environment. MPA personnel support Navy, Army, Air Force and Joint Operations. The MPA workforce comprises Public Affairs Officers (PAOs), photographers/imagery specialists, and a small number of military reporters (journalists).

Currently, there is no consistent approach to training photographers/imagery specialists, military reporters and PAOs within the ADF. Training is a blend of civilian courses, limited formal on the job training (OJT), informal and unstructured on the job experience (OJE) and some limited ADF training. The training liability depends on the Service requirement and existing skills of the individual, and there is a wide variability in the formality and documentation of training across the Services. However, there is agreement to a joint approach to training to meet the MPA Joint capability requirements.

The ADF needs a MPA capability that can support the public information requirements of the joint force while continuing to perform its domestic role in support of operations and Service activities. The capability operates within the broader Departmental communications and Public Affairs structure, providing specific operational effects needed by the joint force in support of whole-of-government and Coalition efforts. The capability must be able to understand the perceptions and attitudes that drive behaviours and affect operational objectives, facilitate media engagement with the force, capture and disseminate mission-specific public information in support of strategic shaping and influencing objectives, counter adversary influence operations, and provide specialist advice to commanders and staff. The capability must be able to operate under the same general conditions and time frames applicable to the joint force and be interoperable with the MPA capabilities of Coalition partners. MPA Defence Elements (capability bricks) must be sustained in the field by the joint force. MPA personnel must be trained to anticipate, sustain and seize the initiative within the public realm of the information environment. The wider ADF must be enabled to contribute to MPA objectives through the integration of words, imagery and deeds.

CIT Solutions was contracted by Defence to conduct a Performance Needs Analysis (PNA) for the Australian Defence Force Military Public Affairs. The purpose of the analysis was to determine the requirements for a joint approach to training MPA personnel and to map pathways to VET accreditation and possible tertiary outcomes. This project will begin the development of a joint approach to training MPA personnel, and map pathways to VET accreditation and possible tertiary outcomes.

The PNA will inform future VCDF group and Army TRADOC activities including the establishment of a Training Advisory Group (TAG) and internal Defence agreements to progress MPA training.

Analysis of Current Education and Training Products

Five separate courses of training have been reviewed and analysis of their application to Military Public Affairs has been conducted. These courses are:

- The Public Affairs Training Continuum (PATC)
- CUA41115 - Certificate IV in Photography and Photo Imaging, currently conducted by Ultimo TAFE
- CUA31015 - Certificate III in Screen and Media
- CUA41215 - Certificate IV in Screen and Media (Journalism), conducted by Ultimo TAFE
- Army Multimedia Technician Basic Course

Comments on these courses are detailed below.

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The Certificate IV in Photography and Photo Imaging

This course is being trialled by Navy for the training of their photographers/ Imagery Specialists. Based on current discussions and interviews the course appears to meet the majority of the Navy requirements. The course cannot cover the pure military requirements of this capability, and additional training is being conducted by Navy (specific to Navy). The other requirement for this capability is the capture of videos. This is not covered by the Certificate IV, and initial video training is being developed by Navy to cater for this training gap. While Navy currently engages Ultimo TAFE for the provision of the Certificate IV, other institutes including CIT Reid, TAFE Queensland, and other NSW TAFE campuses also offer the course.

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Photographers/Imagery Specialists

There are a number of common themes that are evident from the interviews with the photographers/imagery specialists, especially members of 1 JPAU and the Navy Imagery Unit. These common themes and findings are detailed below.

- Photography Course: There is a requirement for a formal photography course with a qualification outcome. The RAAF Course at Sale did not provide a formal recognition in its final years and this is a vexed issue for those photographers or imagery specialists who attended this course.
- The joint military components of the photography training should be covered at the same time as the basic training course.
- Video Training: The ad hoc on-job training in capturing and editing video should be formalised and conducted during the Photography module. If a suitable provider cannot be identified then the on-job-training should be formalised and assessed through a log book or capability evidence journal.
- Software and IT Training: This training should also be formalised and assessed through a log book process.
- A formal photography course, military components of photography training, and video training should all be conducted at one location and run concurrently as a joint training program.
- The end goal for this joint photography training program should be photographers/imagery specialists who are fully prepared and trained to do their job by the time they reach their unit.
- Video Production: This should be an advanced component of training, probably at the SGT/PO level.
- Drone Operations: This is an emerging job requirement and should be integrated into the video training.

Discussion

Navy is trialing the training of photographers/imagery specialists through the CUA41115 Certificate IV in Photography and Photo Imaging provided by Ultimo TAFE. It would appear that this has proven to be satisfactory and Army has added a soldier to the next course. Currently Navy is developing a structured complementary program with assessments; have introduced a Capability Evidence Journal and are currently developing a LMP. CIT Solutions recommends the following courses of action for the program:

- Other training institutes, including CIT Reid, also offer the CUA41115 Certificate IV in Photography and Photo Imaging. As the success of the learning solution ultimately rests on the combination of ADF OJT and ADF contextual training, along with the Certificate IV, other institutes could be considered for provision of the Certificate IV.
- Video training should be formalised and, ultimately, come under Joint Training Management. It should be run concurrently with the photography course. If a suitable provider cannot be identified then the Defence on-job-training should be designed, formalised and assessed through a log book process.
- Software and IT Training should also be formalised and assessed through a log book process.
- Due to the small numbers involved, and the highly similar training required for all three Services, the MJT should identify the single most suitable location and training provider for the Certificate IV for trainees for all three Services, and centralise photography/imagery specialist training.
- Video Production should be an advanced component of training, probably at the SGT/PO level.

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Possible MPA Tertiary Outcomes

In reviewing and recommending particular training outcomes, CIT Solutions was cognisant of the possibility of pathways to tertiary outcomes. The recommended training outcomes for the photographers/imagery specialists and reporters have clear qualification pathways. While the pathways for the PAOs are not so clear cut, this is primarily due to their base tertiary qualifications. There are however some pathways for PAOs that may apply.

A summary of possible qualification pathways is detailed below.

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Photographers/Imagery Specialists

The recommended training for photographers/imagery specialists is the current Certificate IV in Photography and Photo Imaging, which is currently provided to Navy by Ultimo TAFE, but is also offered by other institutes around the country. While the comments received regarding Ultimo TAFE specifically have been positive, other institutes which offer the Certificate IV might better fit the needs of MPA joint training.

If further qualifications are sought, there are options available. These options include:

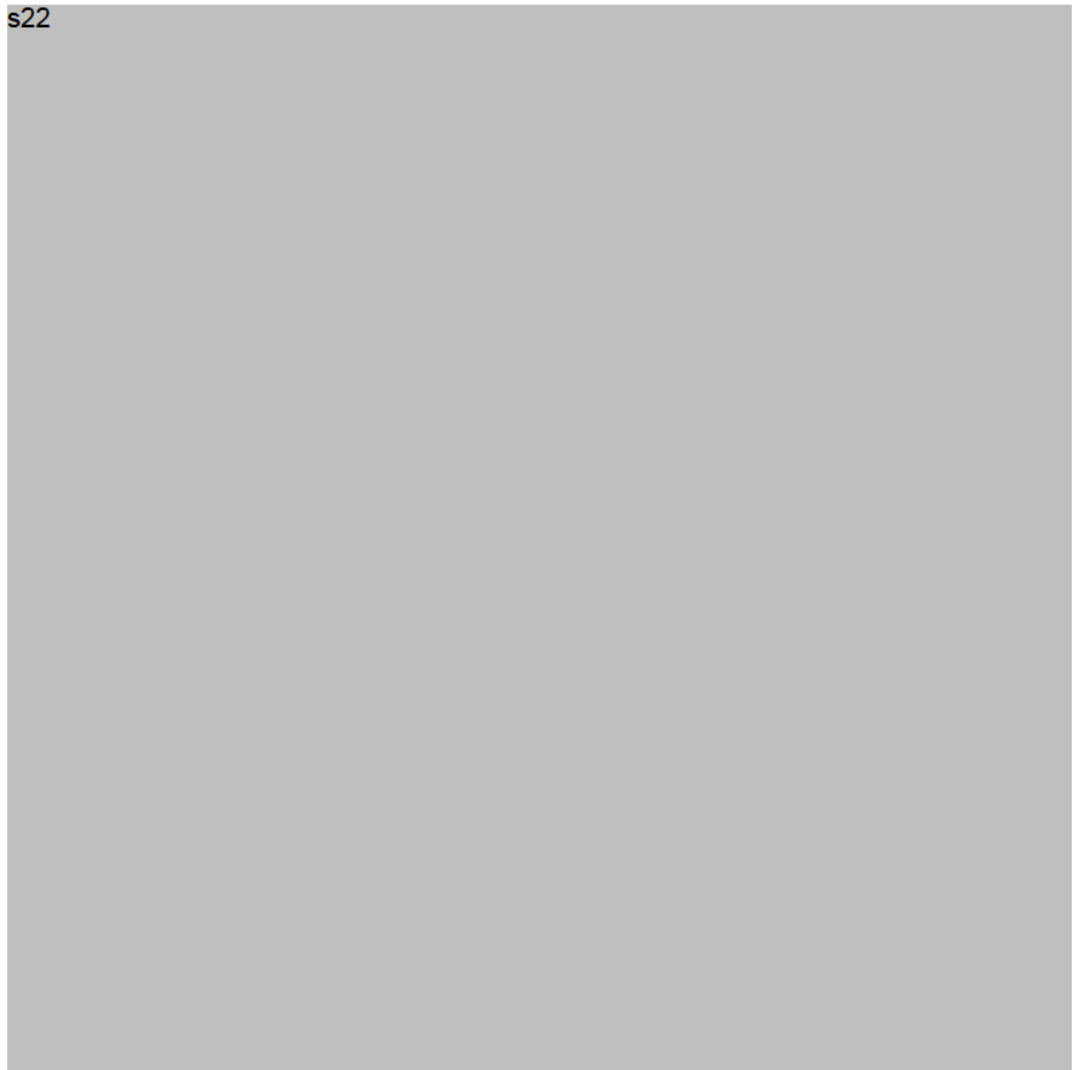
- DEF50517 Diploma of Defence Public Affairs
- An appropriate university degree (e.g. Bachelor of Arts (Photography))

Or

- CUA50915 Diploma of Photography and Photo Imaging
- An appropriate university degree (e.g. Bachelor of Arts (Photography))

While the majority of universities will provide advanced standing to holders of VET qualifications, they will not provide details of this without a formal application.

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Photographers/Imagery Specialists

CIT Solutions has identified the following actions related to the Photographers/Imagery Specialists that are not in priority order:

Action Item	Course/Event	Recommendation
1.	Photography Course	The current Navy trial of CUA41115 Certificate IV in Photography and Photo Imaging should be evaluated to determine its application to the ADF MPA within a joint framework. If it is found to produce photographers/imagery specialists that meet the ADF requirements then this should be adopted by the ADF as the basis of its photography training and be managed by the MJT. Additionally, the ADF could consider partnering with institutes offering the Certificate IV other than the current provider based on Defence need.
2.	Military Photography Training	Structured On-Job-Training. Those purely joint military aspects of the photography/imagery specialisation that cannot be covered by the TAFE Course should be developed as a formal on-job component of training and be fully documented into a Learning Management Plan. Some of this is currently under development by Navy. This should be delivered concurrently with the CUA41115.
3.	Video Training	This is not covered by the TAFE course and initial video training is being developed by Navy to cater for this gap. This training should be formalised into a Learning Management Plan and delivered concurrently with the CUA41115.
4.	Drone Training	The emerging requirement for the use of drones in the video capture process is currently met through CASA-Approved instructors, who are contracted to provide a formal training package resulting in a civilian Remote Pilot License. The course, conducted at 1 JPAU, should be made available to other SIS and IS. This model could be adopted, or an ADF solution identified, and formalised via LMP. This is a requirement for all video operators and should be incorporated into the video training, delivered concurrently with the CUA41115.

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Mapping

CIT Solutions, as part of the initial review and analysis process, completed a mapping of all MPA tasks and functions for the PAOs, photographers/imagery specialists and reporters. This mapping was against VET outcomes, comprising Units of Competency, Skill Sets and Qualifications.

The mapping is designed to assist in the identification of appropriate training for the specialised roles of the individuals. No complete skill sets and qualifications were directly identified by the mapping; an aggregation of a range of competencies identified the appropriateness of particular training/qualifications.

The detailed mapping is at Enclosure 2.

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Photographers/ Imagery Specialists

RAN

Interviewees were satisfied with the competence of RAN Imagery specialists, but the capability wasn't directly related to public affairs. Some individuals stated that the RAN Imagery specialists are too focused on broadcast standard video. Interviewees noted variance on their technical imagery/specialist skills, that photographers have technical skills and are more rounded but need to improve writing skills.

The RAN Imagery specialists were all trained at the RAAF Photo School. Their gaps are video and drones, which they are trying to fill. Their OIC intends to conduct gap training in 2019 so all unit personnel are competent.

Photographers trained through Ultimo TAFE have produced good photographers. The current training: is for 20 weeks: 3 days TAFE and 2 days at the unit. They have developed a structured program with assessments, are developing a LMP, have a Capability Statement and a Capability Evidence Journal. The TAFE awards the Cert IV. The CEJ is completed in the Fleet signed by supervisors and reviewed by the PO in the unit. When completed a PMKEYS proficiency is awarded.

The unit is conducting the training but is not a training establishment. Their maximum number is 6 but preferred 4-5. Next course they will have 1 individual from Army. Next year they will run one course due to the conduct of the basic video training for all unit personnel who require the gap training. They intend to conduct advanced video training for POs but may need to source expertise outside of the ADF. The TAFE graduates are okay because of the unit training and the formal CEJ.

It should be noted that Ultimo TAFE is not the only institute which provides the Certificate IV in Photography and Photo Imaging. Other institutes, such as CIT Reid, offer a nearly identical qualification, and might better suite ADF requirements.

Army

Army Photographers are specialists and have technical expertise (but need to improve writing skills) and need to improve NCO and SNCO skills. Army Photographers can get stuck in the unit (1JPAU), which can impact on their military leadership. Individuals voiced support for the Certificate IV in Photography and Photo Imaging, but there is a requirement for formal video and drone training. Development of a competency log book for the 1 JPAU photographers is in progress.

RAAF

There is a need for RAAF personnel to be trained in photography and as imagery specialists, and not just rely on the remaining personnel who were trained in the past at the RAAF photography school. Interviewees noted variance on their technical

imagery/specialist skills, that photographers have technical skills and are more rounded but need to improve writing skills.

For RAAF Imagery specialists the intention is to recruit personnel with the appropriate background and qualifications and then induct them into RAAF specific requirements through formal OJT/OJE. There will be a requirement for Imagery specialists in the future to have reporting skills, not just caption writing.

The on-job video training needs to be formalised as does the drone training. Some interviewees stated there is a requirement to include production video training as well as a greater emphasis on software and IT training in general. One stated a requirement for the photographers to be mentored following their Cert IV training to give them time to develop an 'eye' for public affairs photography. Whichever option is chosen for the photographers it should be a formal course with qualifications and log books to cover any on-job-training.

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2. **Background**

3. **Methodology**

4. **Results**

5. **Discussion**

6. **Conclusion**

7. **References**

8. **Appendix**

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Annex C

Documentation List

Policies

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Course Materials and Documents

s22 [REDACTED]

[REDACTED]

[REDACTED]

Diploma of Photographic and Communications Specialist Proposed Competencies

s22 [REDACTED]

Certificate IV Photo imaging Mapping 2008

Employment Specifications

s22 [REDACTED]

ES PHOTOGRAPHER PUBLIC RELATIONS (ECN 312) - Australian Army Public Relations Service Employment Specifications Photographer Public Relations (ECN 312) Including Career Management Guidance

s22 [REDACTED]

Job Duty Statements and Profiles

s22

R32955706 - AP3 Job Task Profile v2.0 – Leading Seaman Imagery Specialist (SG2)

1st Joint Public Affairs Unit Imagery Specialist Job Profile

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1st Joint Public Affairs Unit Senior Imagery Specialist Job Profile

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Duty Statement Imagery Specialist - Directorate of Army Communication

Duty Statement Senior Imagery Specialist - Directorate of Army Communication

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