

s22

s22



Australian Government  
Department of Defence

# Incoming Minister Brief – Minister for Defence

August 2018

Defending Australia and its National Interests  
[www.defence.gov.au](http://www.defence.gov.au)



s22

s22





|   |           |
|---|-----------|
| <b>Defence Portfolio Structure.....</b>                           | <b>6</b>  |
| <b>Defence Organisational Structure .....</b>                     | <b>7</b>  |
| <b>Key Issues.....</b>  | <b>8</b>  |
| Overview .....  | 9         |
| Naval Shipbuilding and Future Submarine Program .....             | 13        |
| Other Major Acquisitions and Capability Issues.....               | 16        |
| Upcoming Ministerial Decisions.....                               | 17        |
| Operations and Exercises .....                                    | 21        |
| IGADF Afghanistan Inquiry .....                                   | 25        |
| Defence Budget .....  | 26        |
| Information and Communications Technology.....                    | 27        |
| Personnel .....   | 28        |
| Australian Signals Directorate .....                              | 30        |
| Defence Science and Technology .....                              | 31        |
| Annex A – Governance and Reform in Defence.....                   | 33        |
| Annex B – Operations (Further Background) .....                   | 37        |
| Annex C – Powers and Responsibilities of the Minister.....        | 42        |
| Annex D - Defence Capabilities.....                               | 44        |
| Annex E - Implementation of Defence White Paper 2016.....         | 48        |
| Annex F - Development of Fiji Blackrock Military Camp .....       | 50        |
| Annex G - Defence Estate .....                                    | 52        |
| Annex H – PFAS Contamination .....                                | 54        |
| Annex I – Additional Personnel Matters.....                       | 56        |
| Annex J – US Force Posture Initiatives .....                      | 59        |
| Annex K – Defence Industry Policy Programs and Documents .....    | 62        |
| Annex L – Singapore Training Initiative .....                     | 64        |
| Annex M - Cabinet Forward Program (August – September 2018) ..... | 65        |
| <b>Parliamentary Inquiries .....</b>                              | <b>70</b> |
| <b>Defence Bases and Establishments .....</b>                     | <b>76</b> |



s22



---

|                                       |           |
|---------------------------------------|-----------|
| <b>Operations Map.....</b>            | <b>78</b> |
| <b>Key Contacts.....</b>              | <b>78</b> |
| <b>Key Personnel Biographies.....</b> | <b>80</b> |

**This pack is intended to serve as  
introductory reading only.**

s22



s22



**Australian Government**  
**Department of Defence**

Minister

This brief is intended to provide you with an overview of the Department of Defence. We will brief you separately on key matters raised in this brief. The Director-General of the Australian Signals Directorate will also seek an early opportunity to brief you.

Overall, the Department is performing strongly in terms of the successful conduct of operations by the Australian Defence Force, the delivery of key capabilities, professional standards in the Australian Defence Force and the Australian Public Service and effective international engagement to advance our national interests. s47E

[Redacted text block]

You have authorities with respect to the call out of the Australian Defence Force in the event of a domestic or international crisis or a need to adjust the posture of the ADF to support operations. These powers are detailed at Annex B of this brief. s7

[Redacted text block]

s33, s47E

[Redacted text block]

s33

[Redacted text block]

s47E

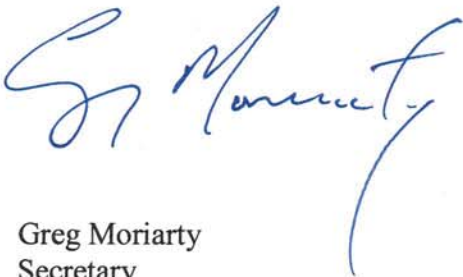
s22



s22

s47E

We look forward to serving you in your new role and to advancing the Government's ambitious Defence policy agenda.



Greg Moriarty  
Secretary



Angus J Campbell, AO, DSC  
General  
Chief of the Australian Defence Force

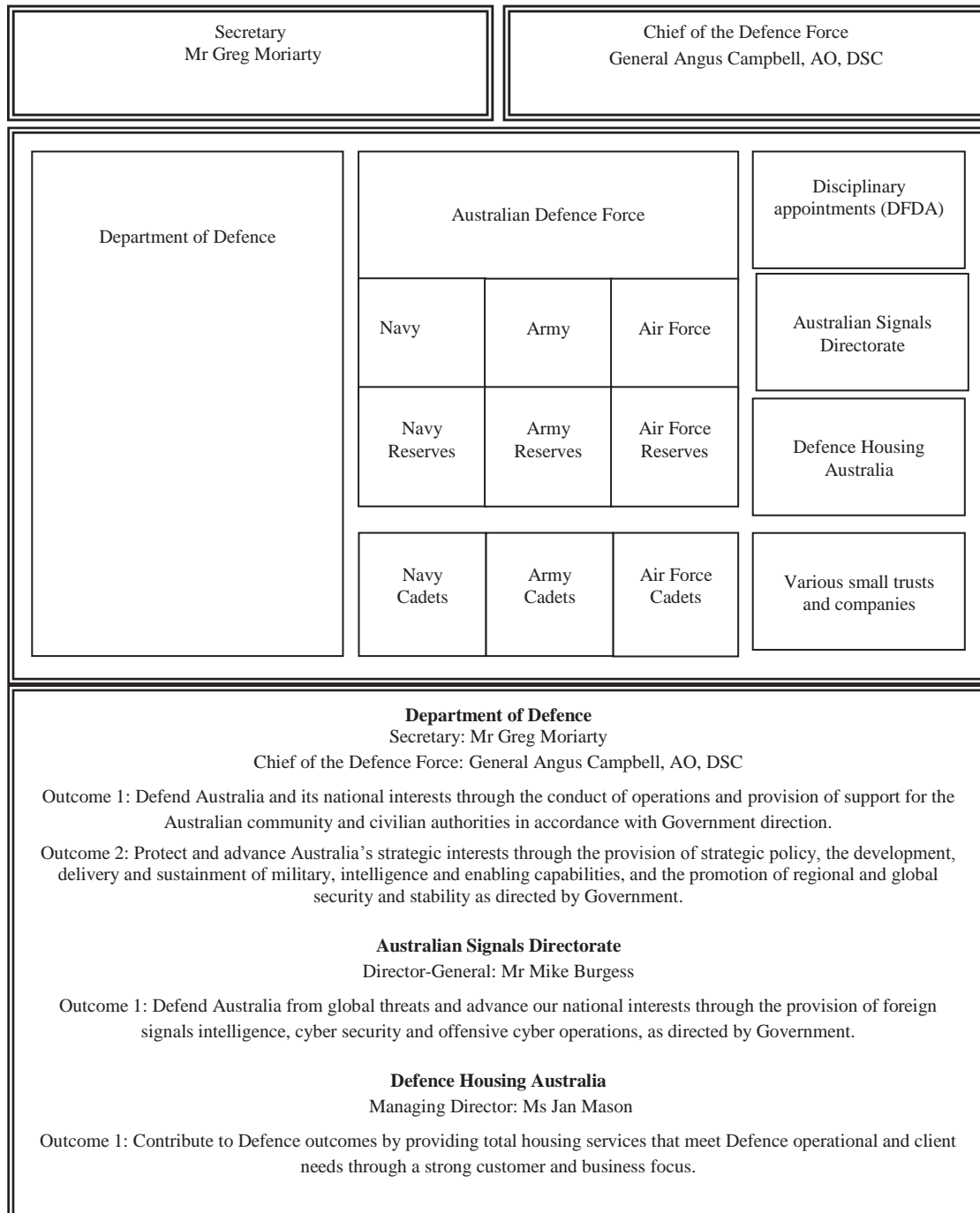
28 August 2018

28 August 2018

s22



## Defence Portfolio Structure





s22

## Defence Organisational Structure

Secretary  
Mr Greg Moriarty

Chief of the Defence Force  
General Angus Campbell, AO, DSC

Associate Secretary  
Ms Rebecca Skinner

Vice Chief of the Defence Force  
Vice Admiral David Johnston, AM,  
RAN

Chief Information Officer  
Mr Stephen Pearson

Chief of Navy  
Vice Admiral Michael Noonan, AO,  
DSC, RAN

Deputy Secretary  
Defence People  
Ms Justine Greig

Chief of Army  
Lieutenant General Rick Burr, AO, DSC, MVO

Deputy Secretary  
Estate and Infrastructure  
Mr Steve Grzeskowiak

Chief of Air Force  
Air Marshal Leo Davies, AO, CSC

Chief Finance Officer  
Mr Steven Groves

Chief of Joint Operations  
Air Marshal Mel Hupfeld, AO, DSC

Acting Deputy Secretary  
Strategic Policy and Intelligence  
Mr Tom Hamilton

Chief of Joint Capabilities  
Air Vice Marshal Warren McDonald, AM, CSC

Chief Defence Scientist  
Dr Alex Zelinsky

Deputy Secretary  
Capability Acquisition and Sustainment  
Mr Kim Gillis

s22



s22



# KEY ISSUES

s22



s22

## Overview

### *Defence White Paper*

The 2016 *Defence White Paper* sets the Government's direction on defence policy and posture by clearly identifying the three Strategic Defence Objectives: to deter, deny, and defeat attacks against Australia; to contribute to the security of our region; and to support coalition operations that support Australian interests. The White Paper will deliver a more agile, capable, and potent ADF, by aligning strategy, capability, and resources. The White Paper is subject to implementation review.

The Defence White Paper outlines \$200 billion of investment over ten years, based on a funding commitment to grow defence spending to 2 per cent of GDP by 2020-21. This includes the plan to regenerate the Royal Australian Navy through building a competitive Australian naval shipbuilding industry. The 2016 Integrated Investment Plan (IIP) outlined a costed capability acquisition plan. These documents lay the foundations for new collaboration with industry through a range of partnering opportunities outlined in the 2016 Defence Industry Policy Statement.

s33

### *US Alliance*

Australia's alliance with the United States is our most important defence relationship, and is fundamental to Australia's capacity to generate, sustain and project military capability. Australia purchases around 60 per cent of our defence materiel from the United States, particularly our most sophisticated capabilities (eg Joint Strike Fighter). A focus for the alliance since 2011 has been on developing the Force Posture Initiatives in Northern Australia, which aim to improve the capability and interoperability of Australian and US forces.

The Australia-United States Ministerial Consultations (AUSMIN) were held on 23-24 July 2018 in Palo Alto, California, with US Secretary of Defense, James Mattis, and Secretary of State, Mike Pompeo. s33

- s33
- 
- 

s22



s22 [REDACTED]

s33 [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]*China*s33 [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

China's continued economic growth provides significant opportunities for Australia and other countries in the Indo-Pacific, s33 [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED] [REDACTED]  
[REDACTED]

s33 [REDACTED]  
[REDACTED]  
[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]  
[REDACTED]  
[REDACTED] [REDACTED] [REDACTED]  
[REDACTED]

s33 [REDACTED]

s33 [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED] [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]*Indo Pacific Strategy*

The 2017 Foreign Policy White Paper is closely aligned with the 2016 Defence White Paper. The Indo-Pacific Strategy underpins the 2017 Foreign Policy White Paper. s33 [REDACTED]  
[REDACTED]  
[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]  
[REDACTED]

s22 [REDACTED]



### *Other strategic issues*

#### *Defence Amendment (Call out of the Australian Defence Force) Bill 2018*

On 17 July 2017, then Prime Minister Turnbull announced a range of measures to enhance Defence support to national counter-terrorism arrangements. This included amending Part IIIAAA of the *Defence Act 1903 (Cth)*, the legal framework authorising the ADF to use force to resolve incidents of significant violence occurring in Australia. On 28 June 2018, the Government introduced into Parliament the *Defence Amendment (Call Out of the ADF) Bill 2018*, which will:

- make it easier for states and territories to request ADF support where necessary to assist in the event of a violent or terrorist incident;
- allow the government to pre-authorise the ADF to respond to threats on land, at sea, or in the air;
- simplify, expand and clarify the ADF's powers to search, seize, and control movement during a violent or terrorist incident; and
- enhance the ability of the ADF to respond to incidents occurring in more than one jurisdiction.

The Bill was developed in close consultation with states and territory governments to ensure a cohesive and coordinated approach to combating violent incidents, including terrorism. The Bill has been referred to the Senate Legal and Constitutional Affairs Legislation Committee for review. The Committee's Report is due to be delivered on 3 September 2018. No hearings into the Bill will be held. The Attorney-General's Department will lead on the Government's response to the Committee's Report. The provisions in the Bill will come into effect either six months after passage, or at any time via proclamation.

#### *Defence Trade Control Act Review*

On 20 April 2018, the then Minister for Defence appointed Dr Vivienne Thom to conduct a review of the *Defence Trade Controls Act 2012*. The Review is expected to be finalised in October 2018 and submitted to you as the responsible Minister. Dr Thom is to consider whether the Act adequately protects national defence capability, without unnecessarily restricting trade, innovation and research. It is expected Dr Thom will seek a meeting with you in the coming weeks.

Defence's submission to the Review recommends strengthening the controls on technologies identified as being necessary to Australia's national defence and security. Media has reported that these recommendations are causing concerns in the academic, research and defence industry sectors, particularly relating to impacts on academic freedom and international collaboration.

#### *Foreign Investment and Critical Infrastructure*

Defence is managing foreign investment risks to its critical infrastructure, assets, data holdings, supply chains and capability. s47J



s22

s47J

s47J

*Defence Intelligence Enterprise and National Security Reform Program*

The Government endorsed reform to Australia's national intelligence community in 2017. This included creation of the Office of National Intelligence (currently Office of National Assessments (ONA)), the establishment of the Department of Home Affairs and the transition of the Australian Signals Directorate to an independent statutory agency within the Defence portfolio, the latter of which occurred on 1 July 2018.

s33

The next stage of reform across the National Intelligence Community is focused on legislative review and intelligence oversight arrangements, including a comprehensive review of the legal framework governing the National Intelligence Community led by Mr Dennis Richardson. s33

*ADF Summary Discipline System*

In late 2017, Defence concluded a review into the ADF discipline system, following concerns that the current system is too complex, lengthy and costly. The Review recommended staged changes to the *Defence Force Discipline Act 1982*, which were subsequently endorsed by Defence. Actions have been undertaken or are underway to simplify policy and procedures, and improve training. s47E

s22



s22

## Naval Shipbuilding and Future Submarine Program

The 2017 Naval Shipbuilding Plan outlines the Government's commitment to the creation of a naval shipbuilding enterprise and naval construction industry.

The Future Submarine (SEA1000), Future Frigate (SEA5000 Phase 1), Offshore Patrol Vessel (SEA1180 Phase 1), and the Pacific Patrol Boat (SEA3036 Phase 1) are currently on-track, s33, s47C. These programs provide a strong basis for further development of this industry.

s47E

s47E

The **Naval Shipbuilding Enterprise** is the largest capital project ever undertaken in Australia. Defence is developing a naval shipbuilding implementation strategy based on the 2017 Naval Shipbuilding Plan which will include a broad-based approach to attracting, training and retaining the workforce, enhancing industry buy-in and maintaining public support. It will also present a reporting framework to monitor progress, critical decision points, risks and successes. It will map the complex interdependencies and overlaps between relevant Portfolios to leverage existing Government programs and resources.

s34

The **Osborne Naval Shipyard** (South Australia) is currently undergoing a substantial upgrade to support construction of major surface combatants and the phased development of a modernised submarine construction facility. This upgrade is managed by government business enterprise Australian Naval Infrastructure Pty Ltd (ANI), which was established in March 2017 to enable a more flexible means of investing in shipbuilding infrastructure development. ANI's shareholder Ministers are the Minister for Finance and the Minister for Defence Industry.

The Osborne South infrastructure development project (surface ships shipyard), managed by Lendlease under contract to ANI, is progressing to the planned completion date of February 2020, s47E, s47A

The design of Osborne North (Future Submarine construction yard) is underway, s34. A commercial process to appoint a Managing Contractor is underway.

s22



s22

Work on the **Future Submarine (SEA1000)** with Naval Group of France continues under the Design and Mobilisation Contract signed in September 2016. This work includes design of the Future Submarine and other activities to prepare for the construction of the fleet commencing in 2023.

The Design and Mobilisation contract will be replaced by the Strategic Partnering Agreement (SPA) under which the Future Submarine Capability will be delivered over the 30-year life of the acquisition phase of the Program. The Commonwealth Negotiation Team (headed by Head Future Submarine Program, Rear Admiral Greg Sammut) continues to engage with Naval Group to conclude negotiation of the SPA on acceptable terms to meet Australia's long-term interests. The next negotiation session is scheduled for the period 3-14 September 2018 in France.

We will update you on outcomes of the next negotiation session by 19 September 2018, including recommendations on the next steps.

s33, s47C, s47E

In June 2018, the Government selected British ship designer/builder BAE Systems to deliver nine *Hunter* class frigates (**SEA5000 Phase 1 Future Frigates**) which will be constructed in South Australia. This \$35 billion plus (out-turned) project remains on track for prototyping in 2020 with the contract expected to be finalised and in place by the end of 2018. The frigates will be equipped with the US Navy's Aegis combat management system and the Australian designed CEAFAAR2 phased array radar, significantly enhancing Navy's combat capabilities.

The initial Government approval covers design, production, long-lead items for the first three ships, and prototyping activities s47 Prototyping is expected to commence in 2020 with construction of the first ship to commence within 24 months of prototyping. s34

Government agreed to fold ASC Shipbuilding, a government business enterprise, into BAE Systems Australia as the shipbuilding entity. This will require ASC Shipbuilding to be separated from ASC Pty Ltd which requires approval from ASC's shareholder Minister, the Minister for Finance. s47G

These developments, coupled with the Air Warfare Destroyer program winding down, are affecting the **ASC Shipbuilding workforce**. ASC management has been implementing scheduled redundancies and on 20 August 2018 announced a further 97 potential redundancies to come into effect across September 2018. This figure may reduce if potential redeployment opportunities are located.

Previously, in April 2018, ASC Shipbuilding announced that up to 223 workers would leave the business. After exploring redeployment opportunities, including under the \$29.4 million

s22



s22

targeted workforce retention package financed by Defence announced in December 2017, only 71 workers actually left the business, with 21 of those being voluntary redundancies. Despite the good work to retain and redeploy workers, continuing redundancies going forward are unavoidable. s47G

A status check on the stabilisation of the ASC Shipbuilding Workforce will be included in the October 2018 update to the NSC on Naval Shipbuilding implementation.

In November 2017, the Government selected the German ship designer/builder Lürssen to deliver 12 new **Offshore Patrol Vessels (SEA1180 Phase 1)** to Navy. In January Defence entered into contract with Lürssen Australia, a wholly owned Lürssen subsidiary for the design and build of the 12 ships. Lürssen Australia has subcontracted the first two ships to ASC Shipbuilding in South Australia with construction due to commence in November 2018. The remaining 10 ships will be built in Western Australia in partnership with Forgacs, a wholly owned subsidiary of Cimtec from 2020. The total project value is \$3.6 billion (out-turned).

Defence is managing the risks associated with the concurrent use of the Osborne shipyard. This site is shared with the Air Warfare Destroyer project and the redevelopment activity to create a shipyard capable of constructing the major surface combatants.

The **Pacific Patrol Boat Replacement (SEA3036 Phase 1)** project remains on track for the continued construction of 21 *Guardian* Class Patrol Boats by Austal at cost of \$313 million. Construction is occurring at the dedicated Pacific Patrol Boat Replacement production facility at Naval Base, just south of Henderson, Western Australia.

s47G

s22



s22

## Other Major Acquisitions and Capability Issues

### Project of Concern Summit

The project of concern system highlights struggling projects in Defence and uses a combination of heightened management attention and public scrutiny to influence supplier performance. There are three projects on the projects of concern list.

s47E, s47G

s47E, s47G

### Land Combat Vehicle System (LAND 400 Phase 3)

The Land Combat Vehicle System Request For Tender was released to Industry on 24 August 2018. Land 400 Phase 3 is scoped to deliver the Mounted Close Combat Capability including the acquisition and support of up to 450 modern Infantry Fighting Vehicles and 17 Manoeuvre Support Vehicles.

The Integrated Investment Program identified acquisition cost is \$10 - \$15 billion. As was the case with Land 400 Phase 2, there will be significant interest from Australian Small to Medium Enterprises (SMEs).

### F-35A Joint Strike Fighter (Project AIR 6000 Phase 2A/B)

The project was approved in 2014 for procurement of 72 aircraft, support elements and facilities with total funding of \$17.27 billion including \$2.8 billion of contingency (Out-Turned 2018-19 PBS prices). Australia is acquiring the F-35A and associated systems via a co-operative program in partnership with the US and seven other nations. Under the program the US contracts on an annual basis on behalf of all partners.

Australia has 18 aircraft in contract with one third of our budget committed. Eight Australian aircraft have been accepted and are operating in the US with two more due before the end of the year. The first two aircraft will arrive in Australia in December this year. This will be a significant milestone and the focus of much public and media attention.

s22



s22

## Upcoming Ministerial Decisions

### Next Three Weeks

s33



s33



s22



[REDACTED]

s33

[REDACTED]

s34

[REDACTED]

s33

[REDACTED]

s33

[REDACTED]

s33

[REDACTED]



s22

s33

### Next Six Weeks

#### *Visits and Activities*

22-24 September 2018: Host visit by French Minister for Armed Forces. French Minister for Armed Forces, Florence Parly, will visit Australia in late September 2018. Minister Parly's visit will offer the opportunity to conduct the inaugural Australia-France Defence Ministers' Meeting, and to host the inaugural Australia-France Defence Industry Symposium.

s33

s22



s22

## **Next Twelve Weeks**

### ***Invictus Games***

The 2018 Invictus Games will take place from 20 to 27 October 2018. The ADF is supporting the 2018 Invictus Games, primarily through the selecting, raising, training and sustaining the Australian team.

Defence is assisting the Australian International Military Games with two full-time liaison officers, assisting in raising awareness of the Games, and a Joint Task Force, under Operation Invincible, will operate from 1 October - 2 November 2018. Defence has provided over \$8 million in funding to the Games.

A welcome reception hosted by the Minister for Defence is scheduled for 18 October 2018. You may also wish to attend the Opening ceremony on 20 October and the closing ceremony on 27 October 2018. A farewell event for the team is scheduled for 28 October 2018.

### ***Report of the Woomera Prohibited Area Review***

On 11 May 2018, the Minister for Defence and the Minister for Resources and Northern Australia announced a Review of the Woomera Prohibited Area (WPA). This Review reflects a recommendation from a 2010 review that led to the establishment of a 'coexistence framework' to balance interests of all users of the area – primarily Defence, the South Australian Government, the mineral resources sector, pastoralists and Aboriginal groups.

s47E

s34

### ***Defence Industry Skilling and STEM Strategy***

Defence is developing a Defence Industry Skilling and STEM Strategy to address defence industry workforce and skills issues. s47E

### ***Potential Visits and Activities***

s33

s22



s22

s33

20-27 October 2018: Attend Invictus Games, Sydney. The Invictus Games are a major international sporting event for military veterans, with Australia hosting for the first time. A number of international ministerial equivalents and counterparts have been invited to attend.

s33

## Operations and Exercises

### GLOBAL OPERATIONS

**UAE - Operation ACCORDION** is the ADF operation that provides National Command and Theatre Support to operations in the Middle East Region, including Operations HIGHROAD, MANITOU and OKRA. Around s33 personnel are deployed in support of Operation ACCORDION.

**Iraq - Operation OKRA** is the ADF operation that supports the fight against Daesh. Australia contributes around 600 ADF personnel and two aircraft - an E-7A Wedgetail and a KC-30A air-to-air refueller. s33

The NATO Defence Ministers (including Australia) meeting on counter-Daesh efforts is scheduled for 3 to 4 October 2018, in Brussels. The new Iraqi Government could be formed by October 2018.

s22



s22

**Afghanistan - Operation HIGHROAD** is the ADF contribution to the NATO-led Resolute Support mission. Australia contributes around 300 personnel and USD 100 million annually (until 2020) to the development of the Afghan National Defense and Security Forces; Defence manages USD 80 million of this to the Afghan National Army Trust Fund. The ADF contributes to the NATO-led RESOLUTE SUPPORT mission in Afghanistan to train, advise and assist the Afghan National Defense and Security Forces, as part of Australia's commitment to a stable and secure Afghanistan. The ADF provides military advice and support to the Afghan Special Security Forces, the Afghan Air Force and the Kabul Garrison Command. The ADF provides instructors to the Afghan National Army Officer Academy, the Command and Staff Academy, and the Sergeants Major Academy. s33

**Arabian Gulf - Operation MANITOU** is the ADF contribution to Maritime Security Operations in the Middle East Region and counter piracy in the Arabian Gulf, the Gulf of Aden, the Red Sea and parts of the Indian Ocean. Contributions include staff in the Headquarters Combined Maritime Forces in Bahrain, a Major Fleet Unit contribution to Combined Task Force. s33 ADF personnel are deployed as part of Operation MANITOU. s33

**Israel/Lebanon/Syria - Operation PALADIN** is the Australian contribution to the United Nations Truce Supervision Organization (UNTSO) in Israel, Lebanon and Syria. Operation PALADIN consists of s33 officers who are employed as either military observers or staff officers. ADF personnel have participated in UNTSO since 1956, our longest commitment to any operation. s33

**Sinai - Operation MAZURKA** is the ADF contribution to the Multinational Force & Observers (MFO) in the Sinai. Australia has been committed to the MFO from 1982-1986, and then continuously since 1992. s33 ADF personnel fill a variety of key appointments within MFO headquarters. s33

**South Sudan - Operation ASLAN** is Australia's contribution to the United Nations Mission in South Sudan (UNMISS). Australia has s33 personnel s33 deployed in the capital, Juba, filling important headquarters positions. s33

s22



s22

s33

## REGIONAL OPERATIONS

**Operation AUGURY PHILLIPINES** is the ADF support to the Armed Forces of the Philippines through a program of military peer engagement. This engagement program shares and exchanges operational lessons in counter terrorism and counter insurgency. Around s33

s33

s33

s22



s22

s33

**PNG - Operation APEC ASSIST** is Defence's contribution to security support for PNG's APEC 2018. s33

s33

**SW Pacific - Operation SOLANIA** (South West Pacific Region) is the ongoing maritime surveillance operation to support the Pacific Island Countries (PIC) in fisheries enforcement. Defence provides intelligence, surveillance and reconnaissance (ISR) support to the PIC as well as establishing a pattern of ADF operations in the region. s33

**SW Pacific - Op RENDER SAFE** is the enduring ADF operation to provide explosive ordnance disposal support to South West Pacific Island nations for the disposal of unexploded ordnance and explosive remnants of war. The last EOD operations and community engagement activities occurred within the Guadalcanal, Russell and Florida Island groups in September 2016.

**Antarctica - Operation SOUTHERN DISCOVERY** provides ADF support to Australia's Antarctic program. Defence provides support to the Department of the Environment. ADF

s22



s22 [REDACTED]

support currently includes Army surveyor and Navy hydrographic support, and C-17A Globemaster airland and airdrop support. s33 [REDACTED]

[REDACTED]

[REDACTED]

## DOMESTIC OPERATIONS

**Maritime Security Operation RESOLUTE** is the Defence contribution to the Australian Border Force led, whole of Government maritime security operation. s33, s47E [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Invictus Games Operation INVINCIBLE** is the ADF support to the 2018 Sydney Invictus Games, to be held over 20-28 October 2018. s33 [REDACTED]

[REDACTED] The commercial entity, Australian International Military Games (AIMG), are the event organisers. Whole of Government input to the games also includes support from the NSW State Government, the Department of Home Affairs, ASIO, the Department of Health – Office of Sport, the Department of the Prime Minister and Cabinet, and the Department of Veterans' Affairs.

**Drought Assistance.** State and Territory Governments are primarily responsible for emergency response actions. Defence remains ready to respond to calls from the States or Territories for emergency assistance. Major General Steve Day (retired) has been appointed as the National Drought Coordinator, who, along with a small support staff s33 [REDACTED] will commence work from late August 2018 utilising a Joint Agency Taskforce arrangement based out of the Department of Prime Minister and Cabinet.

## IGADF Afghanistan Inquiry

The Inspector-General of the Australian Defence Force is undertaking an Inquiry into allegations and rumours relating to Special Operations Task Group activities in Afghanistan over the period 2005 to 2016, in particular of possible breaches of Laws of Armed Conflict. The Inquiry, led by Major General Paul Brereton, commenced in May 2016 and is currently anticipated to report by late 2018 s47E [REDACTED]

[REDACTED]

The Inspector-General of the Australian Defence Force is able to provide an independent briefing on the Inquiry.

[REDACTED]

s22 [REDACTED]



s22

## Defence Budget

s47E



s22



s22

s47E

## Information and Communications Technology (ICT)

Significant remediation is required to address the underinvestment in Defence ICT that has occurred over many years. The 2016 Defence White Paper acknowledges ICT as an essential enabler of a modern and secure integrated Defence capability. An extensive technology reform program is underway, which includes Chief Information Officer Group (CIOG)-led projects to upgrade Defence networks, centralise Defence data centres to ensure a more secure computing and data storage environment, and to modernise and standardise the Defence wide end-user desktop environment. In addition, consolidation of the Defence ICT function within CIOG will ensure a more efficient and effective provision of enterprise ICT services across Defence. This includes a significant reform of the ICT workforce and ICT operational support service capabilities.

In addition, CIOG is a key enabler of many critical business capability programs within the Integrated Investment Program.

s33

### ICT Projects requiring Ministerial Approval

Defence works closely with the Digital Transformation Agency (DTA) on a range of whole of Government ICT issues as well as key Defence ICT projects.

You should expect to engage with colleagues on:

s33

- *End User Support Services contracts* for ICT regional support, centralised service desk and service management may require exemption from DTA coordinated contracting requirements (DTA has imposed a whole-of-government limit to three

s22



year terms and less than \$100 million on all ICT contracts). Negotiations are currently under way with the preferred tenderers.

We will brief you further on these and other key Defence transformation programs (eg. Enterprise Resource Planning) in due course.

## Personnel

Defence is a large organisation and has a significant workforce, both in size and capability. Defence has an integrated workforce of Australian Defence Force (ADF) members, Australian Public Service (APS) employees and contractors. This includes a current Australian Defence Force (ADF) Average Funded Strength of 58,385 and an APS Average Staffing Level of 16,035.

Defence also has service providers working under outcome-based contracts who employ their own workforce to support Defence capabilities. They undertake activities such as garrison support, information and communication technology functions, financial functions and maintenance activities.

The 2016 White Paper required Defence to grow to 62,400 permanent ADF personnel and 18,200 full-time equivalent APS employees over the next eight years. However, since the release of the White Paper there have been a number of machinery of government adjustments with respect to the Australian Signals Directorate becoming a Statutory Authority and the transfer of Average Staffing Level to the Defence Force Ombudsman and Commonwealth Ombudsman. The machinery of government changes have resulted in a reduction of the Average Staffing Level target for the APS workforce in Defence to 16,373 in financial year 2018-19.

The Defence Strategic Workforce Plan 2016-2026 identified ten action areas to address enterprise-level workforce risks. The plan provides an integrated approach to recruiting, career and talent management, workforce mobility, education and training, learning and development, transition and re-engagement, and partnering with external organisations. A key focus is on developing the required cyber, intelligence and STEM workforce and growing the skills to enable the National Shipbuilding Enterprise.

The White Paper identified 19 people initiatives to support future workforce changes. The initiatives range from strengthening workforce management, attraction and recruitment, training and education, and personnel support to the transition of Australian Defence Force members. Over the next decade, \$339.9 million has been allocated to support the development and implementation of these initiatives.

The Defence workforce statistics are at [Table 2](#) below.



**Table 2 - Defence Permanent Workforce as at 1 August 2018**

| Average Funded Strength Performance 2018-19 | 2018-19 Guidance | Current Average Funded Strength |
|---|------------------|---------------------------------|
| <b>ADF</b>                                  | <b>59,794</b>    | <b>58,385</b>                   |
| Navy  | 14,684           | 13,946                          |
| Army  | 30,814           | 30,230                          |
| Air Force                                   | 14,296           | 14,209                          |
| Average Staffing Level Performance 2018-19  | 2018-19 Guidance | Average Staffing Level          |
| <b>APS</b>                                  | <b>16,279</b>    | <b>16,035</b>                   |

### Cultural Reform and Pathway to Change

Defence continues to have a strong focus on cultural reform through its program *Pathway to Change*. The latest iteration, launched in 2017, is built on two basic principles – responsibility for own actions and respect for others.

*Pathway to Change: Evolving Defence Culture 2017-2022* includes a refreshed cultural intent statement has six key priorities to drive an inclusive culture and a high performance workplace:

- Leadership accountability
- Capability through inclusion
- Ethics and workplace behaviours
- Health, wellness and safety
- Flexibility and workforce agility
- Leading and developing integrated teams.

The six key priorities shift the focus of cultural reform to leadership accountability for creating a more positive culture.

### Recruiting

Defence recruits around 8,000 permanent and reserve personnel each year and around 1,700 APS staff. Over the last twelve months, Defence has achieved 94 per cent of recruiting targets for permanent ADF personnel and 78 per cent for reserve personnel. Defence has accessed a wider diversity of talent, with improvements in the representation of women and Indigenous Australians in the ADF and APS. In regard to the ADF, the proportion of women has increased to 17.6 per cent, and the proportion of Indigenous Australians has increased to 2.5 per cent. The APS is 43.5 per cent female and has an indigenous participation rate of 2.3 per cent.



s22

## Australian Signals Directorate

The Australian Signals Directorate (ASD) defends Australia against global threats and advances Australia's national interests through the provision of foreign signals intelligence, cyber security and offensive cyber operations as directed by Government. ASD is both an intelligence agency, responsible for the collection and communication of foreign signals intelligence to meet the requirements of the Australian Government, and a security agency, responsible for providing cyber security advice and assistance to Australian Governments, businesses and individuals. ASD is also authorised to conduct offensive cyber operations to counter cyber-enabled crime, or in support of the ADF or other government agencies (to the extent of their own legal authorities).

On 1 July 2018, ASD became a statutory agency within the Defence portfolio, with an annual operating budget of \$827 million and s7, s33. Becoming a statutory agency was a key recommendation from the 2017 Independent Intelligence Review, and the most significant change to the organisation since it was established in the aftermath of the Second World War.

ASD's functions, established under the *Intelligence Services Act 2001*, are to:

- Collect foreign signals intelligence;
- Communicate foreign signals intelligence;
- Prevent and disrupt offshore cyber-enabled crime;
- Provide cyber security advice and assistance to Australian Governments, businesses and individuals;
- Support military operations conducted by the ADF;
- Protect the specialised tools that ASD uses to fulfil its functions; and
- Cooperate with and assist the national security community in the performance of its functions.

Under the *Intelligence Services Act 2001*, DGASD is required to seek your authorisation before undertaking an activity for the purpose of producing intelligence on an Australian person. s7, s33

s7, s33

ASD is the Commonwealth authority for cyber and information security, and carries out this work through the Australian Cyber Security Centre (ACSC). In this context the ACSC:

- detects malicious cyber activities directed against Australian Government networks and networks of national significance;
- sets information security policy, primarily through the Australian Government Information Security manual; and
- provides expert security advice, and cyber incident response services.

s22



s22

While predominantly staffed by ASD, the ACSC has members from the Australian Federal Police, the Australian Criminal Intelligence Commission, Defence Intelligence Organisation and the Australian Security Intelligence Organisation attached. It has offices in Canberra, Sydney, Melbourne, Brisbane, Perth and Adelaide.

s7, s33

In 2018 - and in line with the recommendations of the 2017 Independent Intelligence Review ASD was given the authority to conduct offensive cyber operations to prevent and disrupt cybercrime undertaken by people or organisations outside Australia.

The Inspector-General of Intelligence and Security (IGIS) is an independent statutory office holder who reviews the activities of Australia's intelligence agencies. The IGIS reviews activities to ensure that agencies act legally and with propriety, comply with ministerial guidelines and directives and respect human rights. The IGIS can undertake a formal inquiry into the activities of an intelligence agency in response to a complaint or a reference from a minister. The IGIS can also act independently to initiate inquiries and conducts regular inspections and monitoring of agency activities.

s7, s33

## Defence Science and Technology (DST)

DST provides value to Australia's defence and national security through its capacity to reduce and mitigate strategic and operational risks and to create and maintain a capability edge.

**Operational:** DST strengthens operational capability through the provision of scientific advice and technology solutions that enhance and adapt defence capability to our unique circumstances. This includes providing benefits in terms of military efficiency, effectiveness, readiness, sustainability and reducing losses.

DST enhances operational capability through the research, development, testing, evaluation, and modification of new and existing warfighting systems for the ADF.

s22



s22

DST reduces the cost of ownership and increases the availability of Defence capability through technical advice based on modelling, risk analysis, experimental testing and life extension work.

**Next Generation Technologies Fund:** DST manages the Next Generation Technologies Fund, a core component of the \$1.6 billion integrated Defence innovation system with the Defence Innovation Hub announced in the 2016 Defence White Paper and Industry Policy Statement. The Next Generation Technologies Fund will provide \$730 million over 10 years to Australian industry and academic partners to undertake fundamental research and early stage development of future, game changing capabilities for Defence.

s22



## Annex A – Governance and Reform in Defence

Defence is led by a diarchy with joint leadership of Defence by the Secretary of Defence and the Chief of the Defence Force (CDF), under the general control of the Minister for Defence.

Significant reform of Defence has taken place and will continue to implement recommendations from the First Principles Review, endorsed by Government in 2015.

### Authority of the Minister for Defence

You exercise authority over the Department of Defence and the ADF through a combination of legislative and administrative arrangements. Section 57 of the *Public Service Act 1999* addresses the relationship between the Secretary and the Minister and provides that the Secretary of a Department is responsible, under his or her Minister, for managing the Department and for providing advice to the Minister in respect of matters relating to the Department. The Secretary is the principal official policy adviser to the Minister and is also the top-level manager for delivering government programs and outcomes in the portfolio, and for managing Defence resources.

### The Diarchy

The diarchy, which is supported by legislative and administrative arrangements, encompasses the individual and shared accountabilities of the Secretary and the CDF.

The respective roles, responsibilities and accountabilities of the Secretary and CDF are set out in a directive issued by the Minister under section 8 of the *Defence Act 1903*. The most recent directive was made on 30 June 2015 and aligns with the recommendations from the First Principles Review.

Within the diarchy:

- The role of the CDF is to command the Australian Defence Force (ADF) and be the principal adviser to the Minister on military matters, including operations.
- The role of the Secretary is that of the principal civilian adviser to the Minister. The Secretary has all the rights, duties and powers of a Secretary under the *Public Service Act 1999* and is responsible for the Department and ADF under the *Public Governance, Performance and Accountability Act 2013*. The Secretary is responsible for advising you on policy and departmental issues, and matters relating to stewardship of Defence resources.

It should be noted that while section 68 of the Constitution provides that the Governor-General is “Command-In-Chief” of the ADF, this function of the Governor-General has always been recognised as titular in nature and lacking any substantive powers of command or direction. In addition, any powers in Defence legislation that vest specific powers with the Governor-General must be exercised under ministerial advice.



## First Principles Review

The First Principles Review of Defence was commissioned by the then Minister for Defence in August 2014. The Government announced the findings of the Review in April 2015, agreeing to 75 of the 76 recommendations. The First Principles Review produced a roadmap for Defence reform over a five year period, 2015-2020.

The First Principles Review focused on ensuring that Defence was fit for purpose, and is able to respond to future challenges and deliver against its outputs with the minimum resources necessary. The Review found a proliferation of structures, processes and systems with unclear accountabilities, which in turn caused institutional waste, delayed decisions, flawed execution, duplication, over-escalation of issues for decision and low engagement levels amongst employees in parts of the organisation.

Defence set up formal, high level governance arrangements to manage implementation. This included establishing an Implementation Committee of senior Defence staff and an external Oversight Board, currently chaired by Ms Erica Smyth.

Defence has made significant progress implementing the Review. As at 30 June 2018, 71 of the 75 recommendations that were agreed to, or agreed-in-principle, by the Government have been completed. Work is continuing on the four remaining recommendations.

In completing the Review's recommendations, Defence has:

- strengthened the accountability of the Senior Leadership Group;
- created a stronger and more strategic centre which sets the direction for Defence, monitors the organisation's performance and focuses on providing Government with the best possible advice;
- increased the transparency of capital investment decisions through implementing a risk-based decision-making framework; and
- enhanced efficiency across the whole-of-government processes that support Government decision-making on Defence capability.

## Legislative Arrangements

The *Defence Legislation Amendment (First Principles) Act 2015*, which came into effect on 1 July 2016, amended the *Defence Act 1903* to reflect the recommendations of the First Principles Review to create a stronger strategic centre. The changes altered the command arrangements of the CDF, Vice Chief of the Defence Force and Service Chiefs in order to create 'One Defence' and emphasise the importance of the joint force.

In broad terms, the Defence Act:

- continues to provide that the Minister has the "general control and administration of the ADF" (section 8);
- clarifies that the CDF has full command of the ADF and is to advise the Minister on matters relating to the command of the ADF (section 9);
- confirms that the Secretary and the CDF have joint administration of the Defence Force;



- continues to vest the administration of the ADF jointly with the Secretary and the CDF except with respect to matters falling within the command of the ADF or any other matter specified by the Minister (section 10);
- continues to provide for the Secretary and CDF to issue Defence Instructions in relation to the administration of the ADF (section 11); and
- explicitly recognises the Vice Chief of the Defence Force as a true deputy of the CDF and ensures that Vice Chief of the Defence Force has command and administrative responsibilities subject to the direction of CDF.

## Defence Structure

The Associate Secretary is responsible for integrating the corporate enabling functions of Defence to deliver more effective and efficient outcomes, with a focus on integrated service delivery. The Associate Secretary manages the corporate planning and enterprise performance monitoring system on behalf of the Secretary and the CDF.

The VCDF is responsible for the implementation of the streamlined capability development and delivery process, designing and developing Defence Joint Capability, delivering military enablers and managing the Defence Preparedness Management system.

The Standing Arrangements for Appointment to act in the office of the Secretary of Defence and the CDF currently appoints the Associate Secretary (Rebecca Skinner) to act as Secretary and the VCDF (VADM David Johnston) to act as CDF during any periods of absence from duty.

Navy, Army and Air Force, led by their respective Chiefs of Service, are responsible for raising, training and sustaining forces.

The two Defence intelligence agencies- the Defence Intelligence Organisation and the Australian Geospatial-Intelligence Organisation report to the Deputy Secretary, Strategic Policy and Intelligence Group.

In addition, Defence comprises the following Groups:

- Joint Operations Command, which plans, controls and conducts military campaigns, operations, joint exercises and other activities in order to meet Government direction.
- Strategic Policy and Intelligence Group, which delivers high quality advice to Government, the Secretary and Chief of the Defence Force, and provides Defence's intelligence capability for the ADF and national agencies.
- Capability Acquisition and Sustainment Group, which purchases and maintains military equipment and supplies in the quantities and to the service levels that are required by Defence and approved by Government.
- Defence Science and Technology Group, which delivers science and technology support for Defence capability and national security.

Defence is supported by the following enabling Groups:

- Chief Finance Officer Group, which is responsible for enterprise resource planning and budget management.



- Chief Information Officer Group, which delivers a secure and integrated information environment to support Defence business and military operations.
- Estate and Infrastructure Group, which delivers integrated services to support Defence people, equipment and systems, including base support for the Australian Defence Force.
- Defence People Group, which delivers the people capability required to operate and support Defence equipment and systems, and to manage the business of Defence.

Each Group and Service has a role in developing and enabling the capability required by Defence to achieve government-directed outcomes.

## **Governance**

The Defence Committee, chaired by the Secretary, is the primary decision-making committee in Defence. It has two subsidiary committees. The Enterprise Business Committee (chaired by the Associate Secretary) is responsible for monitoring the in-year performance of Defence, and the Investment Committee (chaired by Vice Chief of the Defence Force) is responsible for future investments and maintaining the integrity of the Integrated Investment Program.

The Defence Audit and Risk Committee provides robust independent advice to the Secretary and CDF on all aspects of governance and risk management within Defence.

The First Principles Review recommended that the “Minister for Defence meet with the Defence Committee twice yearly to consider a formal strategic assessment of the alignment between Defence’s strategy, funding and capability” (recommendation 1.18) and that “Defence conduct regular reviews of the capital program in consultation with the Minister and central agencies” (recommendation 1.19). Timings of the biannual meetings are aligned with the budget cycle so they occur in May/June and October/November each year.



s22

## Annex B – Operations (Further Background)

**Third Country Deployments** Defence maintains a personnel exchange and secondment program with allied and partner military forces - this has been a longstanding practice and is often reciprocated by the host nation. This program provides important training, capability development and operational experience. Third country deployments involve ADF members and Defence APS personnel deploying with host nation forces in the host nation or a third country. Defence personnel are also involved in the delivery of effects in a third country, on behalf of the host nation.

Defence members undertake operations on third country deployments, or deliver effects in a third country following a stringent approval process that considers legal, policy and operational factors associated with the deployment. Third country deployments/effects are managed as sensitive or highly sensitive, depending on the nature of these factors. Australian Defence personnel have deployed on third country deployments or deliver third country effects for diverse activities including offensive operations, peace-keeping, mentoring, intelligence and surveillance, exercises, and the provision of service such as medical and logistics support.

s33

**Defence Support for Counter Terrorism.** The legal basis for the ADF's role in domestic and international counter terrorism is derived from Australian domestic legal authority and relevant international legal obligations.

Defence contributes directly to Australia's domestic and international counter terrorism efforts in support of the comprehensive whole of government approach to counter terrorism (to prepare, prevent, respond and recover from terrorist threats). Defence resources may be provided to Commonwealth, state or territory agencies where those resources are available and it is appropriate to provide them.

Domestic counter terrorism arrangements reflect Australia's federal system of Government in which the states and territories hold primary responsibility for the protection of life and property within their jurisdictions

In the event that a domestic terrorist threat or incident exceeds the response or exhausts the capacity of states and territories, Commonwealth assistance may be provided and capabilities

s22



and assets held by Defence applied as appropriate. Defence resources are most likely to be employed under the following two mechanisms: Defence Assistance to the Civil Community (DACC) and under Part IIIAAA of the Defence Act 1903 (Part IIIAAA).

DACC relates to the provision of Defence resources, in response to a request for assistance, for tasks that are primarily the responsibility of the civil community or other government organisations. DACC support must not involve the use, or potential use of force by Defence members.

Part IIIAAA of the *Defence Act 1903* (Part IIIAAA) sets out the statutory process for providing Australian Defence Force (ADF) aid to protect Commonwealth interests or provide Australian States and Territories with protection against domestic violence where there is a potential for the ADF to use force. The process is commonly referred to as ‘call out’ of the ADF. This support is also known as ‘*Defence Force Aid to the Civil Authority*’ (DFACA).

The principles underpinning Part IIIAAA are as follows:

- The States and Territories have primary responsibility for prevention and response to terrorism-related domestic violence within their jurisdictions.
- The Commonwealth will provide support to the relevant State or Territory as agreed and where appropriate.
- The ADF should only be called out as a last resort where the jurisdiction is unable or likely to be unable to protect itself from domestic violence.
- The Commonwealth has primary responsibility for the prevention of and response to terrorism related threats in Australia’s offshore areas and airspace.

The decision to call out the ADF under Part IIIAAA is normally made by the Governor-General (GG) on the advice of the three Authorising Ministers, namely the Prime Minister (PM), the Attorney-General (AG) and you.

There are three types of call out orders that can be made under Part IIIAAA, namely:

- **‘Normal’ call out.** In the normal course Authorising Ministers will seek a callout order from the GG. This form of callout has not been used since Part IIIAAA was first enacted in 2000.
- **Expedited call out.** The PM acting alone, or if he/she is not able to be contacted, you and the AG jointly, may facilitate call out of the ADF in a ‘sudden and extraordinary emergency’ where time does not permit the call out order to be made by the GG. If the PM and one of the Authorising Ministers are not able to be contacted, expedited call out can be authorised by the remaining Authorising Minister plus one of either the Deputy PM, the Treasurer or Minister for Foreign Affairs. This form of callout has also not been used since Part IIIAAA was enacted in 2000.
- **Pre-authorised or ‘contingent’ call out.** Contingent call out is currently only available in relation to air threats and cannot be used for land or maritime scenarios. Contingent call out pre-authorises the call out of the ADF to response to threat aircraft when ‘specified circumstances’ occur.
  - a. The GG can authorise contingent call out on the advice of the authorising Ministers.



s22

- b. This form of call out has been used for recent events such as the ASEAN Special Summit in Sydney (March 2018) and the Gold Coast Commonwealth Games (April 2018).

**Separate and further authorisation.** Once a call out order has been made, separate and further authorisation must be obtained in writing from an Authorising Minister prior to ADF members utilising any of the powers provided by Part IIIAAA. In most circumstances you will be the Minister from whom authorisation is sought.

- There is a general exception to this requirement in circumstances where there is insufficient time to obtain Ministerial authorisation because a 'sudden or extraordinary emergency' exists.

**Prepositioning of forces.** CDF may preposition forces in a given location prior to receiving a call out order to expedite a response in the event that an order is made.

**Command and control.** ADF members remain under ADF command and control, and are not under the command of the State or Territory police or other civilian authorities.

**Amendment to Part IIIAAA.** A review of Defence support to National Counter-Terrorism arrangements was conducted in 2016. A Bill seeking to give effect to the recommendations of this review by amending Part IIIAAA was introduced into Parliament in July 2018. This Bill is presently being considered by the Senate Legal and Constitutional Affairs Legislation Committee.

The Defence Amendment (Call out of the Australian Defence Force) Bill 2018 (Part IIIAAA Amendment Bill) is progressing through Parliament and is currently with the Senate Legal and Constitutional Affairs Legal Committee for review.

s33

s22



s22

s33



s33



#### Summary of upcoming major ADF exercises

| Date                           | Location                                     | Activity details  |
|--------------------------------|--|---|
| 8 – 28 August 2018             | Darwin and surrounding areas                 | EX KOOLENDONG 2018. Australia-US-France trilateral exercise, battalion-level live fire exercise   |
| 31 August – 15 September 2018  | Darwin and northern Australia training areas | EX KAKADU 2018. Navy-led (Air Force supported) biennial exercise for regional engagement (~16 countries). Australian component of seven surface vessels, one submarine, 15 RAAF and contracted aircraft |
| s33                            |  |   |
| 13 – 28 September 2018         | Japan  | EX BUSHIDO GUARDIAN 18-01. Australia-Japan fighter exercise.  |
| 17 September – 5 November 2018 | North Asia                                   | North east Asia naval deployment.   |

s22



s22

| Date                             | Location            | Activity details   |
|----------------------------------|---------------------|--|
| 24 – 26<br>September 2018        | Singapore           | EX SINGAROO. Australia-Singapore naval exercise.                   |
| 24 September –<br>5 October 2018 | US                  | EX LIGHTNING SPEAR. Australia-US joint strike fighter exercise.    |
| 23 – 29<br>September 2018        | Indonesia           | EX ALBATROSS AUSINDO. Australia-Indonesia maritime exercise        |
| 1 – 7 October<br>2018            | Malaysia            | EX ELANGAROO. Australia-Malaysia fighter exercise                  |
| 1 – 18 October<br>2018           | Singapore, Malaysia | EX BERSAMA LIMA. Five power defence arrangement maritime exercise. |

s22



s22

## Annex C – Powers and Responsibilities of the Minister

You have a range of legislative powers and functions relating to national security operational matters:

**Call out of the ADF.** As detailed in Annex B, you are one of three authorising Ministers under Part IIIAAA of the Defence Act. If there is a threat or an actual terrorist incident in Australia that is beyond the capacity of the State/Territory Police to resolve, you, together with the Prime Minister and the Attorney-General, may recommend to the Governor-General that he order the CDF to call out the ADF. If there is insufficient time to brief the Governor-General, the Prime Minister may give CDF an ‘expedited’ call out order. In the event of an emergency, if the Prime Minister is unavailable, you and the Attorney-General can jointly give CDF an ‘expedited’ call out order. The CDF may pre-position ADF assets in anticipation of a call out order. After the ADF has been called out, the ADF requires further written authorisation from you to take deliberate action to resolve an incident.

s7

**ASD Authorisations.** Under the Act, ASD is required to seek Ministerial Authorisation before undertaking an activity for the purpose of producing intelligence on an Australian person. s7

s7

s7

s22



s22



s33

s22



## Annex D - Defence Capabilities

### Naval Forces Overview

Surface Combatant Group: provides capabilities that contribute to Air Defence, Anti-Submarine Warfare and Anti Surface Warfare. Surface Combatant Group consists of three Destroyers and eight General Purpose Frigates. The first two Destroyers have been delivered (NUSHIP Brisbane commissions 27 October 2018), with the third Destroyer to be delivered late 2019.

Minor Combatant Group: provides capabilities that contribute to Sea Control, Border Protection and Mine Warfare. The Minor Combatant Group consists of 13 Armidale Class Patrol Boats, two Cape Class Patrol Boats (on loan from Australian Border Force) and six coastal mine hunters (two at extended readiness).

Submarine Group: provides capabilities that contribute to Anti-Submarine Warfare, Intelligence, Surveillance and Reconnaissance and Anti-Surface Warfare. The Submarine Group consists of six Collins class submarines.

Aviation Group comprises:

- Twenty four MH-60R “Romeo” Seahawk Maritime Combat Helicopters (MCH) with anti-submarine warfare and anti-surface warfare capabilities;
- Six MRH-90 helicopters. MRH-90 “Taipan” Maritime Support Helicopters (MSH) provide capabilities for utility, medical evacuation and fleet logistics support;
- Fifteen EC135 helicopters provide aircrew training;
- Four leased Bell 429 helicopters for the retention and motivation of aviators awaiting operational aircraft conversions; and
- One laser airborne depth sounder aircraft for hydrographic support.

Amphibious and Afloat Support Group comprises:

- Amphibious Ships provide capabilities that contribute to amphibious warfare and operational support: one Heavy Landing Ship, two replenishment oilers, and ADV Ocean Protector. In addition, there are 12 Landing Craft.
- Nine maritime teams (two Clearance Diving Teams, one Mine Warfare Team, three Deployable Geospatial Support Teams, and four Mobile Meteorological and Oceanographic Teams); and

Hydrographic Force: Hydrographic platforms provide capabilities to support an understanding of the maritime operating environment and the data requirements of the Navigation Act.

- Nine elements in the Hydrographic Force (two Leeuwin Class survey ships, four Survey Motor Launches, chart production office, and Meteorological and Oceanographic Centres).

### Key Navy Issues

Important program deliverables are for the future submarines, future frigates, Offshore Patrol Vessels, Pacific Patrol Boats Replacement, Pacific Patrol Boats, the Fleet information



s22

Modernisation System. HMAS Brisbane is due to commission on 27 October 2018 and you will be invited to attend. s47C

## Land Forces Overview

Land forces comprise:

- **Headquarters 1st Division** is a scalable two star Deployable Joint Force Headquarters able to command a major Joint Task Force with some supplementation of key staff from other services.
- **Forces Command** consists of two divisions (one full time, with three multi-role combat brigades and three enabling brigades; and one part time, with five combat brigades and one training brigade) and Combat, Combat Support and Logistic Training Centres.
- Within the three full time multi-role combat brigades the following capabilities exist:
  - three deployable Brigade Headquarters;
  - three Armoured Cavalry Regiments each comprising a Tank and Cavalry Squadron;
  - three field Artillery Regiments consisting of medium towed artillery;
  - six standard Infantry Battalions. A seventh battalion has transitioned force structure to focus solely on amphibious operations;
  - three Combat Engineer Regiments;
  - three Combat Service Support Battalions; and
  - three Combat Signals Regiments.
- Within the three full-time enabling brigades the following capabilities exist:
  - 6 Combat Support Brigade consisting of an Intelligence Battalion, an Unmanned Aerial System Regiment, an Air Land Integration Regiment, a Chief Engineer, an Engineer Support Regiment and an Electronic Warfare Regiment.
  - 16 Aviation Brigade consisting of three Aviation Regiments of 63 aircraft (10 x CH47 Chinook helicopters, 19 x MRH-90 Multi Role helicopters, 16 x ARH Armed Reconnaissance helicopters and 18 x S70 Black Hawk helicopters).
  - 17 Combat Service Support Brigade consisting of three Force Support Battalions (one Reserve), a Military Police Battalion, a Psychology unit and three medical battalions (including one Reserve unit for specialist medical support).
- The Second Division is a part-time (Reserve) division comprising five Combat Brigades, one training brigade and Headquarters Regional Force Surveillance Group which commands the three Regional Force Surveillance Units.
- **Special Operations Command** comprising of a headquarters, the Special Air Service Regiment, two Commando Regiments (one Reserve), a Special Operations Engineers

s22



Regiment, a Parachute Training School, a Special Operations Training and Education Centre and a Special Operations Logistic Element.

## **Air Force Overview**

### **Air Force Combat Group**

The Air Combat Group comprises:

- 71 F/A-18A/B Hornet aircraft
- 24 F/A-18F Super Hornet aircraft
- eleven E/A-18G Growler aircraft
- 33 Hawk 127 training aircraft
- four PC9A/F training aircraft
- three Combat Control Teams.

Surveillance Response Group comprises:

- eight AP-3C Orion aircraft
- seven P-8A Poseidon aircraft
- six E-7A Wedgetail aircraft
- surface and space based surveillance sensors and systems for Air Battle Management, Space Situational Awareness and Air traffic Control.

Air Mobility Group comprises:

- eight C-17A Globemaster III aircraft
- twelve C-130J Hercules aircraft
- ten C-27J Spartan Battlefield airlift aircraft
- six KC-30A Multi-Role Tanker Transport aircraft
- four B300 King Air aircraft
- two B737 Boeing Business Jet aircraft
- three CL-604 Challenger aircraft

Air Force Training Group comprising

- 55 PC-9A aircraft
- eight B300 King Air aircraft
- 16 PC-21 aircraft
- provision for the majority of Air Force training and education functions

Air Warfare Centre provides:

- discrete capabilities for operations and exercises to deliver integrated air war fighting solutions.

Combat Support Group comprises:

- an expeditionary combat support wing
- a permanent (national support base) combat support wing
- a health services wing.



s22

## Key Air Force Issues

Important program deliverables for Air Force include the Joint Strike fighter program, s33 the Armed Medium Altitude Long Endurance Remotely Piloted Aircraft Systems and the next generation special purpose aircraft fleet.

s47E

s22



## Annex E - Implementation of Defence White Paper 2016

In 2017 through 2018, Defence conducted a review of Australia's strategic circumstances through the annually updated classified Defence Planning Guidance (DPG). The 2018 DPG, which will be issued in late August, found that, while Australia's strategic environment has become increasingly complex and uncertain over the past year, there was no need to revise basic policy settings articulated in the 2016 Defence White Paper, which were affirmed by the 2017 Foreign Policy White Paper.

International engagement continues to be embedded as a core function of Defence. Defence Cooperation Program (DCP) spending has increased from approximately \$109 million in 2016-17 to approximately \$130 million in 2018-19. A large part of this increase relates to the Pacific Maritime Security Program (PMSP), which replaces and builds on the success of the Pacific Patrol Boat Program. The PMSP comprises replacement 'Guardian' class patrol boats, integrated aerial surveillance, and enhanced regional cooperation.

Defence completed the formal two-year implementation period of the First Principles Review in June 2017 (with four recommendations remaining open), contributing to delivering the necessary organisational structure and processes to continue implementation of White Paper initiatives over the longer term.

The latest reprioritisation of the Defence Integrated Investment Program agreed by Government as part of the 2018-19 Defence Portfolio Budget Submission, has delayed or re-phased introduction of 33 projects with a combined value of \$0.6 billion in 2018-19 and \$2.4 billion over the Forward Estimates. No projects were cancelled as part of the reprioritisation, and Defence will continue to acquire the capabilities set out in the 2016 White Paper. s47E

[REDACTED]

Since the launch of the White Paper, Government has approved 206 capability proposals worth approximately \$75 billion in capital investment. This comprises 134 project approvals, 28 non-project approvals/updates to Government, and 44 projects provided with early access to their IIP provision. These include, most recently announced:

- a \$700 million contract for the Future Submarine combat system design;
- a \$1.2 billion investment to the Jindalee Operational Radar Network;
- selection of Rheinmetall for the \$5 billion project to deliver Australia's new Combat Reconnaissance Vehicle;
- Second Pass approval of the \$1.4 billion Multi-mission Unmanned Aircraft System to acquire six MQ-4C Triton remotely piloted aircraft;
- investment of approximately \$35 billion into the Future Frigates, named the Hunter class.



s22

The Government released the Naval Shipbuilding Plan in May 2017 for continuously constructing major surface vessels and submarines at Osborne Naval Shipyard, South Australia, and minor naval vessels at Henderson Maritime Precinct, Western Australia. The Collins class is currently exceeding benchmark availability and has been removed from the Projects of Concern list.

The Australian Signals Directorate (ASD) became an independent statutory agency within the Defence portfolio on 1 July 2018. While ASD's legal status has changed, Defence will continue to make available shared corporate services, and ASD will continue to provide

s7

Defence has continued to progress the initiatives of the Defence Industry Policy Statement (DIPS), including through release of the Defence Industrial Capability Plan (DICP) and the first ever Defence Export Strategy. The Defence Innovation Hub has received strong interest since its launch last year, with over 49 innovation contracts signed, totalling \$68.4 million, enabling a number of businesses and research organisations to further develop and mature

In relation to estate and infrastructure, funding in the Facilities and Infrastructure Program within the IIP, the Estate Upkeep Program and the Estate Works Program is being used for estate sustainment. In 2017-18, Defence invested s47E in major capital facilities and infrastructure sustainment projects s47E on estate maintenance, to upgrade and maintain facilities that directly support Defence capability.

Through the implementation of the Defence Strategic Workforce Plan, positive outcomes that have been achieved in 2017-18 include:

- The time to recruit APS employees has reduced from an average of 136 days at the start of the FY (and 198 days in early 2017) to the current 94 days;
- The recruiting achievement for permanent ADF has improved to 98 per cent;
- The APS workforce has grown by around 400 Full Time Equivalent and is now closer to the allocation;
- Female representation of the ADF and APS workforce has increased from 16.7 per cent to 17.7 per cent, and 41.8 per cent to 42.3 per cent respectively;
- Indigenous representation of the ADF and APS workforce has increased from 2.4 per cent to 2.6 per cent, and 2 per cent to 2.2 per cent respectively.

s22



s22

## Annex F - Development of Fiji Blackrock Military Camp

s33

The development of Blackrock Camp is a high priority for Fiji. It is used by the RFMF for pre-deployment training of Fijian peacekeepers. Approximately 800 RFMF personnel are trained at Blackrock Camp each year. s33

Australia has offered a series of enhanced engagement activities to Fiji, including:

- bringing forward the introduction of two instruction positions at Blackrock Camp and the Officer Training School (commenced arrival 22 August 2018);

s33

- enhanced peacekeeping training.

s33

s22



s22

s33

On 22 August 2018, the then Prime Minister Turnbull and Prime Minister Bainimarama released a joint media statement announcing the agreement to redevelop Blackrock Camp into a regional hub for police and peacekeeping training and pre-deployment preparation.

s22



## Annex G - Defence Estate

The Defence estate is the largest Commonwealth land holding with around 400 properties (around 70 of which are considered major bases) and over 360 domestic leases. The Defence White Paper 2016 provided \$25.7 billion to remediate the Defence estate. All bases will receive additional investment over 10 years. This additional funding will be crucial in ensuring Defence bases remain fit for purpose.

### *Estate Rationalisation*

Estate rationalisation is essential so that, over time, Defence can re-shape its estate footprint to meet the Australian Defence Force's future strategic requirements as efficiently and effectively as possible. Achieving a strategically aligned Defence estate footprint will gradually reduce the resources required to maintain facilities that are surplus to Defence's requirements. Rationalising the estate can be difficult to do due to local pressures.

### *Funding for the Defence Estate*

There are two main forms of expenditure on the Defence estate:

- The Facilities and Infrastructure Program component of the Integrated Investment Program - major refurbishment or construction of new estate assets (2018-19 \$1.853 billion, which includes the facilities elements of capability projects and;
- Estate Maintenance - estate upkeep and estate works (2018-19 \$1,201.9 million).

Major refurbishment and construction projects are critical reinvestment activities to ensure that the Defence Estate continues to be able to support capability.

**Table 1 - Facilities and Infrastructure Program.**

| 13-14<br>\$(m) | 14-15<br>\$(m) | 15-16<br>\$(m) | 16-17<br>\$(m) | 17-18<br>\$(m) | 18-19<br>\$(m) | 19-20<br>\$(m) | 20-21<br>\$(m) | 21-22<br>\$(m) | 22-23<br>\$(m) |
|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| \$1281.4       | \$1129.4       | \$993.4        | \$1578.1       | \$2077.9       | \$1853.4       | \$1898.2       | \$2218.7       | \$2970.1       | \$3075.5       |

### *Estate Maintenance and Base Services Contracts*

Estate maintenance has three components: Estate Upkeep (responsive and scheduled maintenance of the built estate); Land Management (responsive and scheduled maintenance of land spaces) and estate works (programmed maintenance projects). Estate upkeep and estate works projects are prioritised under the following risk categories: work health and safety; capability; environmental and heritage; personnel; financial efficiency; and reputation.

There are a number of pressures on the estate maintenance including a growing list of unfunded estate remediation requirements and a number of work health and safety compliance



issues. It is important to note that funding of estate maintenance has been enhanced through the 2016 Defence White Paper and is in a better position than previously.

**Table 2 - Estate Maintenance programs over the forward estimates.**

| 18/19     | 19/20     | 20/21     | 21/22     | Total     |
|-----------|-----------|-----------|-----------|-----------|
| \$1,201.9 | \$1,356.7 | \$1,228.6 | \$1,320.2 | \$5,107.4 |

#### *Property Disposals and Estate Rationalisation*

Defence maintains a rolling property disposals program and, in 2015, the Department of Finance Budget Operating Rules changed to allow Defence to retain proceeds from a sale to reinvest in capability. In FY 2017-18, Defence retained \$7.937 million (gross).

In terms of future disposals for you consider, RAAF Base Williams-Laverton is heavily degraded and has no enduring capability contribution. The most likely alternative use of the site is for housing, as has been done with the part of the base that has already been disposed.

#### *Local Industry Capability Plans*

Defence is implementing Local Industry Capability Plans (LICP) on its facilities and infrastructure projects, which seek to maximise opportunities for local industry subcontractors and suppliers. The LICP requires tenderers to explain in their tender submission, how they have engaged with local industry in the preparation of their tender, and how it will continue to engage with local industry during the delivery of the project. The LICP forms part of the overall value for money of the tender submission.

#### *Estate Encroachment Pressure & Development Pressure*

The Defence estate is increasingly under pressure from urban encroachment. Many Defence bases were established in locations that were, at the time, on the fringes of or well away from built up areas. Defence works closely with State and Local Governments to manage development adjacent or in the vicinity of Defence bases.

Defence has been in discussion with the then Department of Infrastructure, Regional Development and Cities regarding using a portion of Defence Establishment Orchard Hill as part of the biodiversity offset package required for Western Sydney Airport.

#### *Cairns Marine Complex – Election funding commitment*

The Government made an election commitment of \$24 million towards the upgrade of the Cairns Marine Precinct, funded by Defence. On 30 November 2016, the then Prime Minister agreed to the Department of Industry and Regional Development (DIRD) managing the distribution of funds through their Community Development Grants Program as Defence does not have a program through which to deliver the project. The transfer of \$24 million to DIRD was included in the Mid-Year Economic and Fiscal Outlook update in December 2016.



## Annex H – PFAS Contamination

Defence's approach in responding to PFAS contamination aims to prevent or minimise, the movement of PFAS contamination from Defence property to sensitive receptors. Defence prioritises:

- Implementing practicable solutions to prevent or minimise the migration of PFAS off Defence property.
- Working to protect the community from exposure while management actions addressing source areas and/or migration pathways are underway.

### Key Issues and Facts

#### Whole of Government Response

On 7 May 2018 the PFAS Taskforce announced the Australian Government's Supporting Sustainable Access to Drinking Water Program, which provides \$55.2m over five years from 2018-19, and continues Defence's actions to provide alternate water to eligible (those who use contaminated bores above guidance values for drinking) residents nearby Army Aviation Centre Oakey and RAAF Bases Williamtown, Tindal and Pearce.

- In addition to this program, Defence may provide limited support to community members, on a case by case basis, to enable community members to live in a manner consistent with relevant precautionary health advice.

The Government is not considering a land purchase program as a result of PFAS contamination.

The Report of the Expert Panel for PFAS, supported existing enHealth advice that there is no consistent evidence that exposure to PFAS causes adverse human health effects.

Over the last three years, the Australian Government has invested over \$30 million into research into potential long-term health effects of PFAS exposure, and developing clean-up technologies. Efforts to support significantly affected communities to date total more than \$120 million.

#### Interagency Coordination

The PFAS Taskforce within the Department of the Environment and Energy (DoEE) coordinates the whole of Government response to PFAS contamination, and engagement with states and territories.

The Taskforce developed the *Intergovernmental Agreement on a National Framework for Responding to PFAS Contamination*, which supports collaboration and cooperation between governments. Defence remains committed to being open and transparent, and continues to share its investigation data and findings with relevant state government agencies.

Defence does not have an environmental health regulatory role, therefore all advisories have been issued by the relevant state or territory environmental health regulator. The PFAS



*National Environmental Management Plan* provides nationally consistent guidelines for managing PFAS contamination.

#### Class Actions

Three class actions (Williamstown, Oakey and Tindal) have been filed in the Federal Court of Australia in relation to the Commonwealth's historical use of aqueous film forming foam.

As at 13 August 2018, Defence Legal has received 37 non-litigated claims. These claims are being assessed on a case-by-case basis and in accordance with the *Legal Services Directions 2017 (Cth)*. It is not appropriate for Defence to publicly discuss individual claims.

#### Parliamentary and Senate Inquiries

On 30 May 2018, the Joint Standing Committee on Foreign Affairs, Defence and Trade adopted an inquiry referred by the Senate, into PFAS contamination in and around Defence bases.

The Inquiry has held public hearings Katherine (19 July 2018), Williamstown (24 July 2018) and Oakey (17 August 2018). A further hearing is scheduled in Canberra on 14 September 2018.

Defence is also working with DoEE to finalise the long overdue Government response to the 2016 Senate Inquiry into *Contamination of ADF Facilities and other Commonwealth, state and territory sites in Australia*.

#### Defence Program

Defence is currently conducting Detailed Environmental Investigations at 25 properties. One further Detailed Environmental Investigation has been completed (RAAF Base East Sale).

As at 10 August 2018, Defence is providing alternative sources of drinking water to 224 properties located near RAAF Bases Williamstown, Pearce and Tindal, and Army Aviation Centre Oakey.

Defence's allocated budget for the program in 2018-19 is \$219 million, with \$347 million provisioned across the forward estimates to 2022-23.

As at 23 August 2018, Defence has held 102 community engagement sessions.

#### Foam transition

Defence uses Ansulite or other suitable Class B foam products in emergency situations where human life is at risk, or in controlled environments to test equipment. When conducting training exercises, Defence uses training foams which do not contain PFAS, or undertakes simulations without foam discharge. Defence is currently undertaking a review of firefighting foam available on the market that meets its firefighting capability requirements, as well as environmental requirements.



## **Annex I – Additional Personnel Matters**

### **ADF Transition Support**

Approximately 6,000 ADF members leave Defence annually. Defence has a well-regarded training continuum that seeks to retain individuals with the key skills and attributes. However, Defence recognises that transition is an inevitable part of any career. The vast majority of those transitioning do so voluntarily, with approximately 19 per cent transitioning for medical reasons. Transitioning members have received unique and valuable training throughout their career with Defence, and the skills they have learned during their service are largely transferable and in demand.

Defence has a comprehensive transition support service for all transitioning ADF members and their families, including a business model of transition coaching and mentoring. ADF transition services include Transition Seminars, personalised assistance to prepare for transition, including transition coaching sessions and mentoring services, job search preparation workshops, referrals to appropriate support, and assistance with administration. Eligible members can also access financial assistance towards education and training that contributes to their civilian career readiness.

The current reform of ADF transition support services has seen the move from an administrative model to that of coaching and mentoring. The focus is to provide a tailored and individual transition plan and coaching session, which assists the ADF member and their family to be better prepared for the transition to civilian life during transition and twelve months afterwards.

### **Defence Responses to Historic Reports of Abuse**

The Defence Force Ombudsman was established as part of the Office of the Commonwealth Ombudsman and was expanded to administer the Defence Reparation Scheme from December 2017.

The 2017-18 Budget announced \$19.5 million over four years to support the Defence Reparation Scheme, including reparation payments. To be considered for a reparation payment:

- The abuse must have occurred on or before 30 June 2014.
- Complaints must be lodged on or before 30 June 2021.

The Defence Reparation Scheme does not require individuals to waive their rights to pursue civil action against Defence for the abuse that they suffered.

Defence was one focus area of the Royal Commission into the Institutional Responses to Child Sexual Abuse. The Royal Commission's Final Report was presented in Parliament on 5 February 2018. It made 409 recommendations, none of which were specifically directed to Defence.



As a result of the Royal Commission recommendations, the Government established a National Redress Scheme, which commenced on 01 July 2018. The National Redress Scheme will operate for a period of ten years, from 01 July 2018 to 30 June 2028. It is estimated Defence's liability will be in the order of \$179 million over the ten years of the Scheme.

Defence has invested \$25.8 million to assist in the setup costs of the Scheme and has contributed 30 APS full time positions to the Department of Human Services to administer the Scheme.

### **Work Health and Safety**

Defence's Work Health and Safety Strategy 2017-2022 and its implementation plan is focused on embedding work health and safety into all business and management systems. In implementing its Strategy, Defence works collaboratively with Commonwealth and State government departments, Comcare and industry partners. This includes a biannual liaison forum to share information on approaches being taken to manage work health and safety.

We will seek to brief you on an emerging issue where Comcare has alleged Defence may have contravened the *Work Health and Safety Act 2011* in relation to an Australian Army Cadet who sustained serious injuries. Comcare has referred the matter to the Commonwealth Department of Public Prosecutions. Defence is attempting to negotiate an enforceable undertaking with Comcare as an important alternative to prosecution.

### **ADF Mental Health and Wellbeing**

Defence, through Joint Health Command, delivers comprehensive health care to meet all the health needs of its members, ensuring ADF members have access to high quality, evidence-based health care wherever they serve.

In recent years, the ADF has significantly enhanced its focus, resources and capabilities in delivering mental health services to ADF members, including those involving post traumatic mental health. Since 2009, Defence has invested over \$252 million in the provision of mental health care and support (as at 30 June 2017).

Defence is working closely with the Department of Veterans' Affairs (DVA) to develop mental health awareness initiatives, research, and transition processes to improve early recognition of mental health problems and strengthen continuity of health care arrangements where these are required.

Despite many ADF members being exposed to potentially traumatic events during their service, most members do not go on to develop PTSD. An estimated one in five ADF members had a diagnosable mental health condition in the previous 12 months, similar to the Australian community.

In January 2018, the Australian Institute of Health and Welfare (AIHW) published research on the incidence of suicide by serving and ex-serving members of the ADF. It found that between 2001 and 2015 there were 325 certified suicide deaths among people with at least one day of ADF service since 2001. Ninety of these were current serving full-time ADF members at the time of their death. The AIHW is expected to release the next annual report of



causes of death, including suicide amongst serving and ex-serving ADF members, in late 2018.

Key activities of the Defence Suicide Prevention Program are provision of risk assessment training to Defence mental health professionals, annual suicide prevention and mental health awareness training for all Defence members, Keep Your Mates Safe workshops for junior leaders, command presentations, and a two-day Applied Suicide Intervention Skills Training program.

The Defence Mental Health and Wellbeing Strategy 2018-23 (the Strategy) consolidates and builds on Defence experience and delivers on its commitment to develop a whole-of-organisation approach to improving mental health and wellbeing. The Strategy reflects the findings of recent reviews and inquiries into issues of mental health and suicide prevention amongst current and former members of the ADF. It also aligns with the Fifth National Mental Health and Suicide Prevention Plan (2017-2022).

New Initiatives include:

- Utilising the lived experience and recovery stories of ADF members with mental health concerns,
- Developing options for peer support so that ADF members can support each other to access the right information and care when it is needed,
- Implementing better ways to engage families when we provide treatment and rehabilitation for ADF members with mental health conditions, and
- Improving support and access to specialist mental health services.

The Senate inquiry report into suicide by veterans and ex-service personnel was tabled on 15 August 2017, with the Government's response tabled on 24 October 2017. In direct response to the Senate Inquiry, the Government has committed \$31 million through the Department for Veterans' Affairs to five new initiatives that will further support the mental health of current and former ADF members, and their families. This package includes:

- \$16.1 million over four years for a new Veteran Payment for veterans with mental health conditions,
- \$7.1 million over four years to extend support for families of veterans,
- \$2.1 million over four years for an annual health assessment for ex-serving ADF members for the first five years post-discharge,
- \$4 million over two years to pilot a case management service for transitioning or recently discharged ADF members, and
- \$1.7 million over one year to undertake a scoping study to professionalise veterans' advocacy.



## Annex J – US Force Posture Initiatives

The US Force Posture Initiatives (FPI), comprising the Marine Rotational Force-Darwin (MRF-D) and Enhanced Air Cooperation (EAC), are an important component of our broader alliance relationship and are aimed at improving the capability and interoperability of Australian and US forces. They are also a key element of US engagement in the Indo-Pacific and provide a unique opportunity to expand our engagement with regional countries. They were initiated by then US President Obama in 2011, and the first rotation of US Marines to Darwin took place in 2012. EAC activities commenced in 2017.

The **2018 rotation** of US Marines through Darwin includes 1,587 Marines with a planned surge to support major exercises in August and September to around 1,950. MRF-D 18 includes 8 MV-22 Ospreys and an artillery battery (6 M777 155mm guns), and the Ground Combat Element is a deployable Marine Expeditionary Unit. For the first time, it is being commanded by a Colonel (Colonel James Schnelle), which provides command oversight over its infantry, support and aviation aspects. The deployment is an 'integrated battalion' meaning it has three female infantry marines and a female Joint Fires officer.

The **EAC 2018** program of work is comprised of eight projects. The primary media and international engagement activity for EAC 18 is the Combat Mobility Enhancement activity. This exercise will take place on 27 August, and involve the refuelling of a MRF-D MV-22 by an Australian C-130 aircraft. An international visitors program will be attended by representatives from Indo-Pacific nations.

s33

To support the implementation and ongoing operation of FPI related activities in Northern Australia, Australia and the US agreed to a **cost sharing arrangement** to cover the full 25 year life of the Force Posture Agreement. The United States has already awarded some contracts for upgrades at RAAF Base Darwin, and will fund the development of aircraft parking aprons and aircraft maintenance facilities at RAAF Bases Darwin and Tindal. Further work will be undertaken by both Australia and the United States to upgrade other facilities and training ranges in the Northern Territory. Under the cost sharing arrangements, costs have been allocated based on respective requirements. For example, Australia has agreed to fund the provision of new accommodation and the refurbishment of existing accommodation facilities; and the US will reimburse Australia for using this accommodation.

A **socio-economic impact study** commenced in May 2018 and will be completed later this year. The activity will help Defence better understand the impact of the ADF and US presence in Darwin and the Northern Territory. Northern Territory politicians and local business communities have a keen interest in the FPI infrastructure projects. This includes the associated economic benefits from the investment and spending necessary to support and maintain the facilities and equipment. Public consultations are being conducted as part of the study, including a telephone survey, public consultation sessions, written public submissions, and direct consultations with key stakeholders.



s22

s33

### Infrastructure works associated with the USFPI

The US and Australia have agreed to invest in a range of infrastructure and supporting arrangements in Northern Australia to support the implementation and ongoing operation of the USFPI.

#### *US funded projects*

The first projects to be delivered by the US are an Aircraft Apron and an Aircraft Maintenance Support Facility (AMSF) to be constructed at RAAF Base Darwin.

- The value of the contracts are \$24 million (USD) for the Aircraft Apron and \$2 million (USD) for the AMSF.
- The Aircraft Project was awarded to AECOM Construction, Inc (US) in May 2018.
- The AMSF contract was awarded to Sunbuild Pty Ltd (a Northern Territory business) in July 2018.
- Construction for both projects is expected to commence later this year.

Preliminary work has begun on future US projects. These include:

- [REDACTED]  
[REDACTED]
- [REDACTED]

The US-funded projects are managed by the Naval Facilities Engineering Command Pacific (NAVFAC PAC) on behalf of the US Department of Defense. These projects will be competed through an open tender process in which Australian and overseas companies are able to participate.

s22



s22

*Australian funded projects*

Work has commenced on the Detailed Business Case for KC-30 upgrades at RAAF Base Tindal. This project achieved First Pass Approval in June 2017. The upgrades will provide RAAF new operational capability in northern Australia while also accommodating US aircraft.

Defence is planning investment to upgrade Training Areas and Ranges in the Northern Territory. This project achieved First Pass Approval in November 2017. Upgrades are planned for Robertson Close Training Area, Kangaroo Flats Training Area, Mount Bunday Training Area, and Bradshaw Field Training Area.

s47E

An expedient accommodation solution at RAAF Base Darwin for the Air Combat Element of the MRF-D is underway s47E

s22



## Annex K – Defence Industry Policy Programs and Documents

The **Defence Industry Policy Statement**, released with the 2016 White Paper, outlined a range of initiatives to achieve a stronger and more strategic partnership between Defence and Australian Defence Industry, reduce regulation and red tape, and formally recognised Australian defence industry's vital role as a fundamental input to capability.

The **Defence Industrial Capability Plan** was released in April 2018 and is a single source of information for the Government's goals for the defence industry over the next decade. The Plan introduces a Sovereign Industrial Capability Assessment Framework and an initial list of ten Sovereign Industrial Capability Priorities. Implementation plans for each Priority will be released from mid-2019. The DICP is funded at \$20 million per annum, which includes \$17 million in grants per annum for small to medium enterprises, and \$3 million for building and maintaining the knowledge base of Australian industry. The grant program will be launched from the fourth quarter 2018.

The **Australian Industry Capability (AIC) Program** applies to major capital equipment procurements of \$20 million and above, and requires tenderers to explicitly demonstrate how they have maximised consideration of Australian industry as part of their proposed capability solution and what value added work is proposed to be undertaken in Australia. Requirements for the Program were strengthened in 2017 and these enhancements have been used on all recently announced major projects, including Offshore Patrol Vessels, the Hunter Class Frigates and Combat Reconnaissance Vehicles. All AIC commitments are contract deliverables.

An **Industry Participation Policy** for Defence is being developed to provide a more consistent approach to the enhancement of Australian and local industry in defence procurement of \$4 million and above. This policy is scheduled to be delivered in late 2018, subject to Ministerial agreement.

The **Centre for Defence Industry Capability (CDIC)**, a \$230 million commitment over ten years, was established in late 2016 to help industry deliver and enhance Defence capability and facilitate opportunities for competitive Australian industry to access domestic and international supply chains. The CDIC acts as a front door for industry to access Government's Defence industry business advice, grants and innovation programs. The CDIC is funded by Defence, but located within the Department of Industry, Innovation and Science.

The **Defence Innovation Hub** is an initiative of the 2016 Defence Industry Policy Statement and will invest around \$640m over the decade to 2025-26 in maturing and developing technologies that have moved from the early science stages and into the engineering and development stages of the innovation process. The Hub partners with industry and research organisations to develop innovative technologies that enhance Defence capability, while building industry capability and capacity.

The **Next Generation Technologies Fund** (managed by DST Group) is an initiative of the 2016 Defence Industry Policy Statement and will invest around \$730m over the decade to 2025-26 in research into emerging and future technologies for the force-after-next. Innovative technologies and concepts researched through the Next Generation Technologies Fund (NGTF) could be further developed and realised into capability through the Defence



s22

Innovation Hub. The NGTF (focussed on research) and Defence Innovation Hub (focussed on development) form the Defence innovation system. Together with the Centre for Defence Industry Capability, these programs represent a \$1.6 billion investment in Defence capability through industry growth and innovation.

Released in January 2018, the **Defence Export Strategy** outlined a range of initiatives to establish a systemic approach to supporting Australian defence industry to achieve export success. The Australian Defence Exports Office (ADEO) was opened on 23 April 2018. The Office provides a focal point for supporting defence exports. On 9 April 2018, the first Australian Defence Export Advocate, the Hon. David Johnston was appointed.

The Defence Export Strategy is funded at \$20 million per annum. This includes \$4.1 million for grants to help build the capability of small and medium enterprises to compete internationally. These grants will be launched from the fourth quarter 2018. Defence is also working with the CDIC, who manages the Global Supply Chain (GSC) Program, to ensure a joined-up approach to defence exports. The Program works with seven prime contractors (BAE Systems, Boeing, Lockheed Martin, Northrop Grumman, Raytheon, Rheinmetall and Thales) to identify opportunities for Australian businesses within their international supply chains. s47E

The Minister for Defence is responsible for the **Defence Export Controls** legislative framework that ensures the Government has the ability to manage Australia's exports of controlled goods, services and technology. Defence provides the Minister with 'agreement' submissions for export applications that will be denied, as well as 'noting' submissions on sensitive export applications that will proceed. s47

s22



s22

## Annex L – Singapore Training Initiative

Australia has agreed to provide Singapore enhanced training area access as part of Australia's Comprehensive Strategic Partnership with Singapore signed in 2015. When fully implemented, up to 14,000 Singapore Armed Forces personnel will train unilaterally in Australia for up to 18 weeks a year.

There is an extant Memorandum of Understanding between Australia and Singapore signed in 2016. The long-term intention is that this be replaced by a Treaty. Australia wrote to Singapore in July 2018 to confirm Treaty negotiations could commence later in 2018.

The 2016 Memorandum of Understanding (MOU) on military training and training area development established the Australia-Singapore Military Training Initiative (ASMTI), where Singapore will invest up to \$2.25 billion to upgrade Australian training areas and receive up to 18 weeks access for 14,000 Singapore Armed Forces personnel per year.

On 29 November 2017, Defence confirmed the next steps regarding implementation of the Initiative in line with the Australian Government's announcement on 7 February 2017 that land will only be purchased from willing sellers.

- In Central Queensland, Defence is purchasing land from willing sellers west of the Shoalwater Bay Training Area.
- In North Queensland, Defence is purchasing land from willing sellers near Greenvale to develop a new Defence training area. Sites near Ravenswood and Pentland will be considered should Greenvale prove not to be feasible.
- s47E [REDACTED] The plan is for construction and development of the training area sites to commence in 2019. Defence has conducted significant outreach with local communities including on the economic benefits of the project. Defence will continue to actively engage with local communities, community leaders, and local industry.

Under the 2015 Comprehensive Strategic Partnership, our expanding defence cooperation is based on five areas: enhanced training area access (October 2016 MOU); military and departmental exchange postings (October 2016 MOU); new training initiatives and greater collaboration; greater intelligence and information sharing (September 2016 MOU); and expanded cooperation on science and technology (2015 MOU). The defence aspects of the Comprehensive Strategic Partnership reflect our intention to closely cooperate with Singapore as likeminded regional security partners, and in particular to advance our mutual agenda to support a regional rules-based order. There are also capability benefits to Australia from a close training relationship between the ADF and the Singapore Armed Forces.

s22



s22

s47E



s22



s22

s47E



s22



s22

s47E



s22



s22

s47E



s22



s22

s47E



s22





## Senate Standing Committee on Foreign Affairs, Defence and Trade

- *Inquiry into the use of the quinoline anti-malarial drugs Mefloquine and Tafenoquine in the Australian Defence Force.* Defence provided the submission on 20 July 2018. A public hearing is scheduled in Canberra on 14 September 2018, which Defence is scheduled to appear at. Public hearings are occurring in Sydney, Perth, Adelaide, Melbourne and Brisbane during August and September 2018. The Committee reporting date has been extended from 17 September to 29 November 2018.
- *Inquiry into Transition from the Australian Defence Force.* The Department of Defence and Department of Veterans' Affairs provided a joint submission to the Committee on 27 July 2018. Public hearings are scheduled around the country, with the first hearing held in Brisbane on 27 August 2018. A public hearing is scheduled in Canberra on 12 October 2018, which Defence is scheduled to appear at.
- *Inquiry into the Defence Amendment (Sovereign Naval Shipbuilding) Bill 2018.* Defence provided a submission on 10 August 2018. The Committee Report is due to be tabled on 15 October 2018.
- *Inquiry into the Management of per-and-polyfluoroalkyl substances (PFAS) contaminations in and around Defence Bases.* The Department of Energy and Environment coordinated the whole-of-government submission to the Committee in July 2018.
- Senate Standing Committee on Foreign Affairs, Defence and Trade Legislation Committee Budget Estimates hearing was held on 29-30 May 2018. Responses to Questions on Notice taken from the hearing were due with the Committee by 13 July 2018. Of the 173 questions on notice taken from the hearing, 122 have been tabled; 41 questions remain outstanding.
- *Inquiry into the impact of Defence training activities and facilities on rural and regional communities.* Defence witnesses appeared at public hearings on 8 June, 12 July, 14 July, 22-23 August and 20-21 November 2017. There have been four interim reports released. Defence will respond to all committee reports in one government response after the release of the final report.
- *Inquiry into the implications of climate change for Australia's national security.* Defence provided a written submission to the Committee on 15 September 2017. A public hearing occurred 20 March 2018. The Committee's report was released on 10 May 2018.



- *Inquiry into the Intelligence Service Amendment (Establishment of the Australian Signals Directorate) Bill 2018 [provisions]*. Defence provided a submission to the Committee, and the Committee report was tabled on 21 March 2018.
- *Inquiry into the Department of Defence's management of credit cards and other transactions cards*. Defence provided a submission and the Committee tabled their report in May 2017. A government response was tabled on 5 September 2017.
- *Inquiry into the operation of the Australian Defence Force's Resistance to Interrogation Training*. Defence provided a Submission.

#### **Senate Economics References Committee**

- *Inquiry into the future of Australia's naval shipbuilding industry*. The committee report was tabled on 27 June 2018. Defence is leading on a whole of government response due to be tabled on 28 September 2018.

#### **Senate Standing Committee on Rural and Regional Affairs and Transport References Committee**

- *Inquiry into the regulatory requirements that impact on the safe use of Remotely Piloted Aircraft Systems, Unmanned Aerial Systems and associated systems*. Defence provided a written submission on 15 December 2016. The committee tabled its report on 31 July 2018 and is providing input to a whole of government response which is being led by Department of Infrastructure, Regional Development and Cities. The government response is due to be tabled on 31 October 2018.

#### **House of Representatives Select Committee on Regional Development and Decentralisation**

- *Inquiry into regional development and decentralisation*. Defence provided a submission on 6 October 2017. Defence witnesses attended a public hearing on 7 August 2017. The Committee tabled its report on 28 June 2018.

#### **Joint Standing Committee on Foreign Affairs, Defence and Trade**

- *Review of the Defence Annual Report 2015-16*. The Committee's review was published on 7 December 2017. The Government response was tabled on 15 August 2018.
- *Review of the Defence Annual Report 2016-17*. A public hearing occurred 4 May 2018. The Committee report is yet to be tabled.

*Inquiry into the benefits and risks of a Bipartisan Australian Defence Agreement, as a basis of planning for, and funding of, Australian Defence capability*. Defence witnesses attended a public hearing on 23 February 2018. The Committee report is yet to be tabled.



### **Joint Standing Committee on the National Capital and External Territories**

- *Inquiry into Australia's Antarctic Territory.* Defence provided a written submission on 16 August 2017. Defence witnesses attended public hearings on 19 October 2017 and 15 February 2018. The Committee report is yet to be tabled.
- *Inquiry into the strategic importance of Australia's Indian Ocean Territories.* The committee report was released on 11 September 2017. The Committee's report was tabled in August 2017. The Department of Infrastructure and Regional Development are leading on the Government response, with input from Defence.

### **Joint Committee on Intelligence and Security**

- *Review of the Security of Critical Infrastructure Bill 2017.* Defence witnesses attended a public hearing and a private briefing on 9 February 2018. The committee report is due to be released on 6 March 2018.

### **Joint Committee on Public Accounts and Audit**

- *Report 463: Commonwealth Financial Statements.* The committee report was tabled on 5 September 2017.
- *Report 468: Defence Major Projects Report 2015-16.* The committee report was tabled on 26 October 2017. The interim response was tabled with the Committee on 25 January 2018.
- *Inquiry into Auditor – General's Report No. 42 (2016-17) – Cybersecurity Compliance.*
- *Defence Major Projects Report 2016-17.* Defence provided a submission to this inquiry.
- *Inquiry into the Australian Government Contract Reporting—Inquiry based on Auditor-General's report No. 19 (2017–18).*

### **Joint Standing Committee on Public Works**

- *Inquiry into Engine Test Cell 1 Upgrade, RAAF Base Amberley, Queensland.* The inquiry was referred on 7 December 2017. Defence provided a submission in December 2017. Defence witnesses attended a public hearing on 30 January 2018. The committee report release date is to be confirmed.
- *Inquiry into the Joint Health Command Garrison Health Facilities upgrade project.* The inquiry was referred on 7 December 2017. Defence provided a submission in December 2017. Defence witnesses attended a public hearing on 31 January 2018. The committee report release date is to be confirmed.



- *Inquiry into JP157 – Replacement aviation refuelling vehicles infrastructure project.* The inquiry was referred on 7 December 2017. Defence provided a submission in December 2017. The committee report release date is to be confirmed.
- *Inquiry into Maritime Operational Support Capability facilities project.* The inquiry was referred on 7 December 2017. Defence provided a submission in December 2017. The Committee anticipates public hearings will be scheduled in early 2018. The committee report release date is to be confirmed.
- *Inquiry into Larrakeyah Barracks Redevelopment.*
- *Inquiry into Facilities to Support Naval Operations in the North.*
- *Garden Island Critical Infrastructure Recovery Project Stage 2.*
- *JP2110 Ph1B Chemical, Biological, Radiological & Nuclear (CBRND) Capability Facilities.*
- *AIR 2025 Phase 6 Jindalee Operational Radar Networks (JORN).*
- *Point Wilson Waterside Infrastructure Redevelopment.*

#### **Joint Standing Committees on Treaties**

- *Inquiry to examine the framework agreement between the Government of Australia and the Government of the French Republic concerning cooperation on the Future Submarine Program.*
- *Inquiry to examine the agreement between the Government of Australia and the Government of the French Republic regarding the exchange and reciprocal protection of classified information.*
- *Inquiry to examine the agreement between the Government of Australia and the Government of the Republic of Singapore concerning the Republic of Singapore Air Force Flying Training Institute Detachment at Royal Australian Air Force Base Pearce.*
- *Inquiry to examine the Agreement between the Government of Australia and the Government of Japan concerning Reciprocal Provision of Supplies and Services between the Australian Defence Force and the Self-Defense Forces of Japan.*
- *Inquiry to examine the agreement between the Government of Australia and the Government of Solomon Islands Concerning the Basis for Deployment of Police, Armed Forces and other Personnel to Solomon Islands.*

#### **Parliamentary Joint Committee on Human Rights**

- Report 12 of 2017: Human rights scrutiny report.



s22

- Report 3 of 2018: Human rights scrutiny report.

**Senate Legal and Constitutional Affairs Legislation Committee**

- *Inquiry into Judiciary Amendment (Commonwealth Model Litigant Obligations) Bill 2017.*

**Senate Standing Committee on Regulations and Ordinances**

- *Inquiry into Defence Determination (Short-term overseas duty travel and benchmark schools) 2018 (No. 2).*

s22



# DEFENCE FAST FACTS

## WORKFORCE

The size of the workforce as at 1 August 2018 is:

|                                     | Navy   | Army   | Air Force | ADF    | APS    | Total  |
|-------------------------------------|--------|--------|-----------|--------|--------|--------|
| Average Staffing Level <sup>1</sup> | 13,946 | 30,230 | 14,209    | 58,385 | 16,035 | 74,420 |
| Reserves <sup>2</sup>               | 2,682  | 17,199 | 5,368     | 25,249 |        |        |

Notes:

1. The above numbers are Average Staffing Level (ASL) for the Australian Public Service (APS) and Average Funded Strength for the Australian Defence Force (ADF) as at 1 August 2018. This includes the permanent force (Service Category 7 and 6), Reservists (Service Categories 5, 4 and 3) on Continuous Full Time Service (Service Option C) and ADF Gap Year (Service Option G).

2. Reserve figures are a headcount of current Reserves (Service Category 5, 4 and 3) who are not working in a full-time capacity.

## RESOURCES (2018-19)

|                      |                       |
|----------------------|-----------------------|
| <b>Defence</b>       | <b>\$35.5 billion</b> |
| Defence Administered | \$6.8 billion         |
| Total                | \$42.3 billion        |

*Total appropriation based on 2018-19 PBS. Excludes ASD funding*

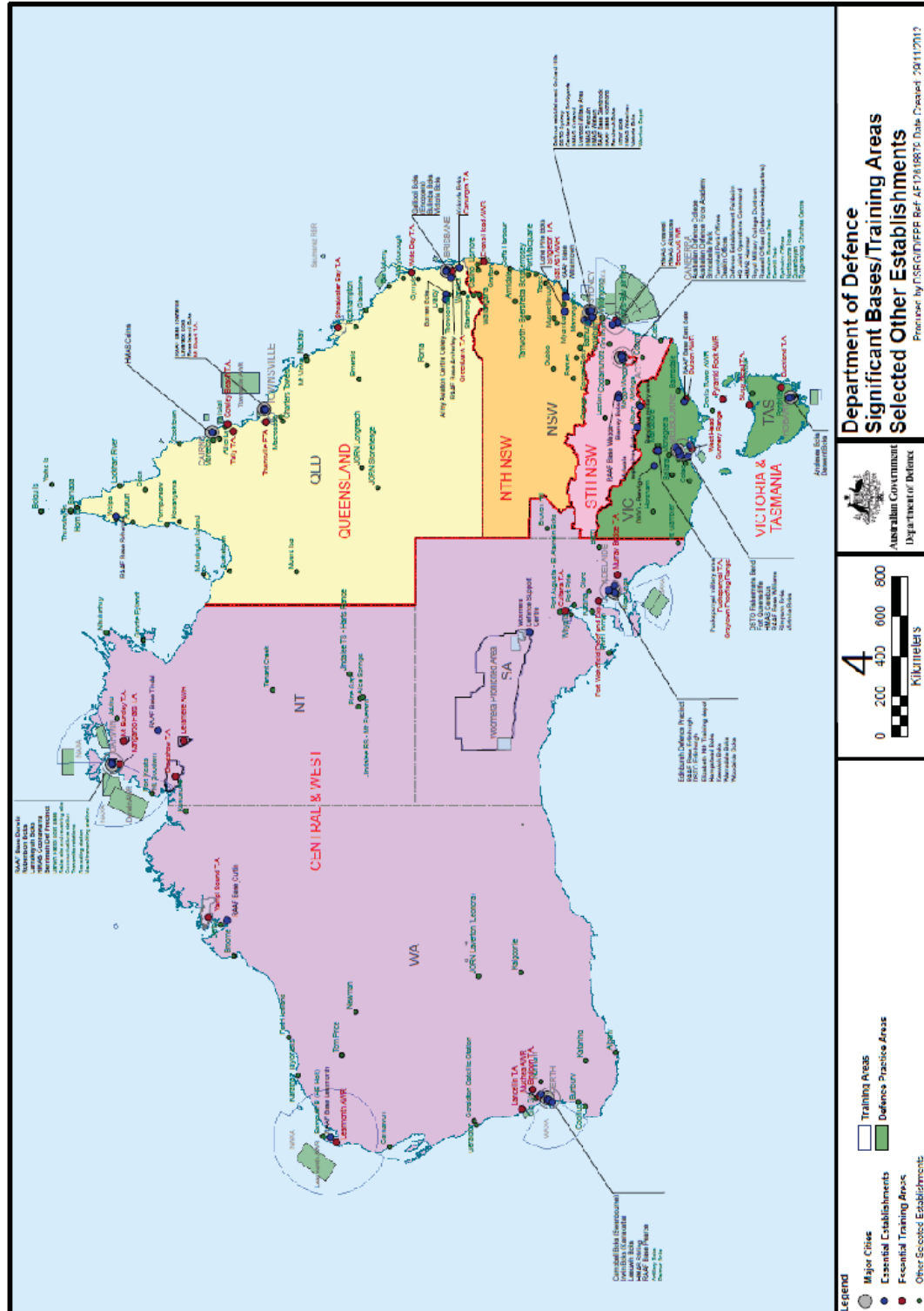
## ADF OPERATIONS

| Operation             | Location                                  | Personnel (data as at 24 August 2018) |
|-----------------------|---|---------------------------------------|
| Accordion             | Middle East Region                        | s33                                   |
| Highroad              | Afghanistan/Middle East                   |                                       |
| Okra                  | Iraq/Middle East Region                   |                                       |
| Gateway               | South East Asia                           |                                       |
| Manitou               | Middle East Region - maritime             |                                       |
| Mazurka               | Egypt (Multinational Force and Observers) |                                       |
| Aslan                 | Sudan (UNMISS)                            |                                       |
| Paladin               | Israel/Lebanon                            |                                       |
| Resolute              | Australian Maritime Interests             |                                       |
| Solania               | South West Pacific                        |                                       |
| Southern Indian Ocean | Southern Indian Ocean                     |                                       |

*As at 24 August 2018*



s22



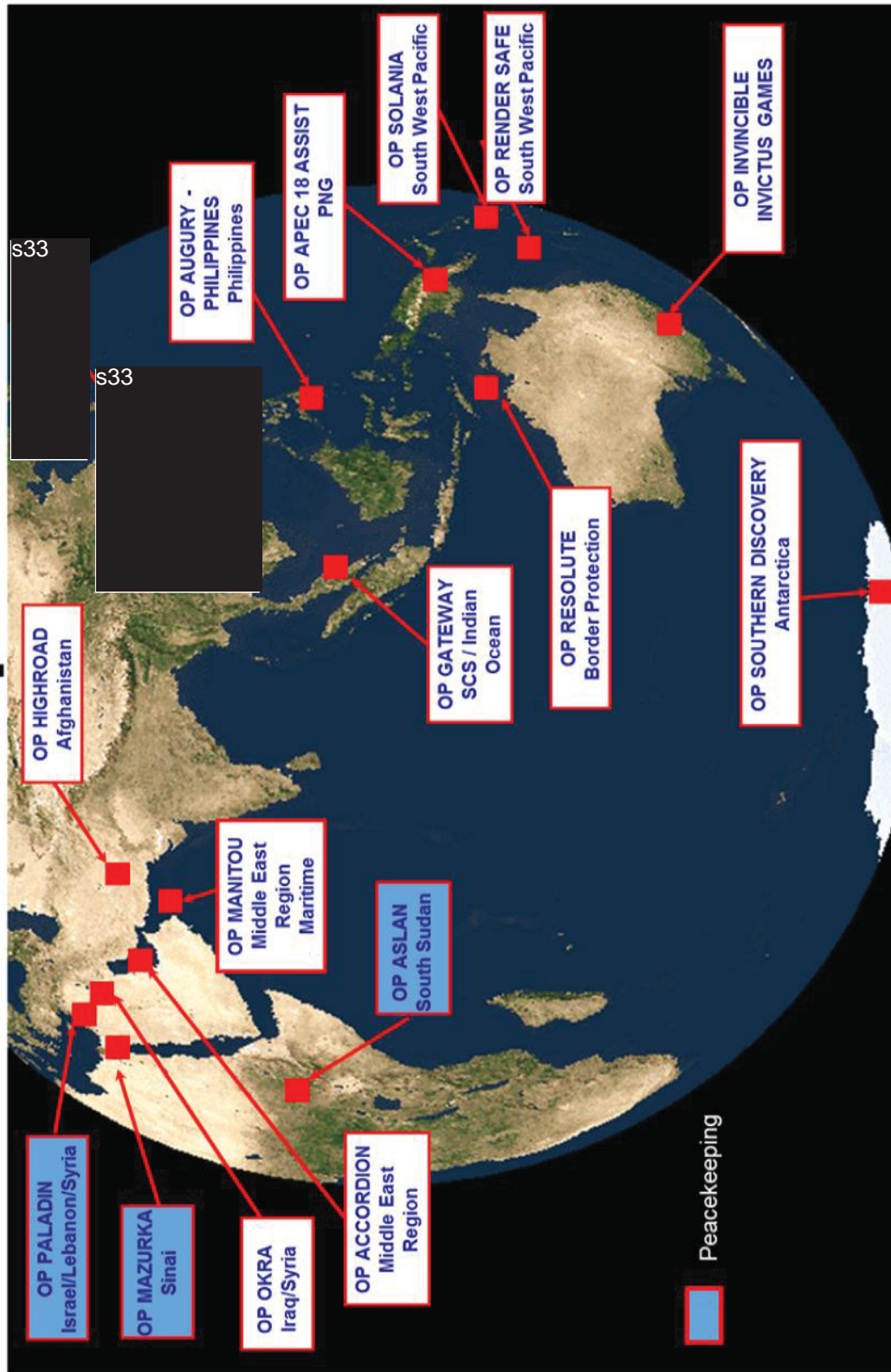
s22



s22

# OPERATIONAL MAP

Defending Australia and its National Interests  
www.defence.gov.au



s22



s22

DEFENCE AUSTRALIA

Defending Australia and its National Interests  
[www.defence.gov.au](http://www.defence.gov.au)



s47E



s22



s22

s47E



s22



s22

# KEY PERSONNEL BIOGRAPHIES

Defending Australia and its National Interests  
[www.defence.gov.au](http://www.defence.gov.au)




s22





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|  |                                      |                             |  |  |
|--|--------------------------------------|-----------------------------|--|--|
| Christian or Given Names:<br><b>Gregory Laurence</b>   |                                      | Surname:<br><b>MORIARTY</b> |  | CV Updated (date):<br><b>24 Aug 18</b> |
| Rank / Band:<br><b>Secretary</b>   | Honours and Awards:                  |                             |  | Post Nominals:                         |
| Date Of Birth:<br><b>s47F</b>  | Service / AGS Number:<br><b>s47F</b> | PMKEYS ID<br><b>s47F</b>    | Date of Commencement in Defence:<br><b>04 Sep 17</b>                                 |  |
| Present Position:<br><b>Secretary of Defence</b>   |                                      |                             | Present Location<br><b>Russell Offices</b>   |  |
| Academic Record:<br>Bachelor of Arts - University of Western Australia<br>Masters of Strategic and Defence Studies - Australian National University  |                                      |                             |  |  |
| Courses (Non-academic):  |                                      |                             |  |  |
| Personal Biographical Details:<br>Mr Moriarty commenced as Secretary of the Department of Defence on 4 September 2017.<br>Mr Moriarty first worked in Defence from 1986 to 1995, primarily in the Defence Intelligence Organisation. He also served in the Headquarters of the United States Central Command in the Persian Gulf during Operations Desert Shield and Desert Storm.<br>Prior to his appointment as the Secretary of Defence, Mr Moriarty held senior roles in the Prime Minister's office, first as the International and National Security Adviser and then as Chief of Staff to Prime Minister Malcolm Turnbull.<br>In June 2015 Mr Moriarty was appointed Commonwealth Counter-Terrorism Coordinator in the Department of the Prime Minister and Cabinet. Mr Moriarty was responsible for coordinating and implementing Australia's counter-terrorism arrangements, in close partnership with the States and Territories.<br>Mr Moriarty has extensive experience within the Department of Foreign Affairs and Trade (DFAT). Mr Moriarty served in a number of senior roles, including as Deputy Secretary (2015), Ambassador to Indonesia (2010-2014), First Assistant Secretary, Consular Public Diplomacy and Parliamentary Affairs Division (2009-2010), Assistant Secretary, Parliamentary and Media Branch (2008-2009), Ambassador to Iran (2005-2008) and as the Senior Negotiator with the Peace Monitoring Group on Bougainville.<br>Mr Moriarty holds a Bachelor of Arts Degree with Honours from the University of Western Australia and a Masters Degree in Strategic and Defence Studies from the Australian National University. <b>s47F</b> . Mr Moriarty has studied Indonesian and Tok Pisin. |                                      |                             |  |  |


**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date             | Level      | Job Title / Group / Department  | Brief Description of Work |
|------------------|------------|---|---------------------------|
| Sep 17 – current | Secretary  | Secretary / Department of Defence   |                           |
| Apr 17 – Sep 17  | SES Band 3 | Chief of Staff / Prime Minister's Office  |                           |
| Sep 16 – Apr 17  | SES Band 3 | International and National Security Adviser / Prime Minister's Office   |                           |
| Jun 15 – Sep 16  | SES Band 3 | Commonwealth Counter-Terrorism Coordinator / Department of the Prime Minister and Cabinet   |                           |
| 2014 – 2015      | SES Band 3 | Deputy Secretary / Department of Foreign Affairs and Trade  |                           |
| 2010 – 2014      | SES Band 2 | Ambassador to Indonesia / Department of Foreign Affairs and Trade   |                           |
| 2009 – 2010      | SES Band 2 | First Assistant Secretary, Consular Public Diplomacy and Parliamentary Affairs Division / Department of Foreign Affairs and Trade |                           |





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|  |                                      |                            |   |                                       |
|--|--------------------------------------|----------------------------|---|---------------------------------------|
| 0Christian or Given Names:<br><b>Rebecca</b>   |                                      | Surname:<br><b>SKINNER</b> |   | CV Updated (date):<br><b>1 Aug 17</b> |
| Rank / Band:<br><b>SES Band 3</b>  | Honours and Awards:                  |                            |   | Post Nominals:                        |
| Date Of Birth:<br><b>s47F</b>  | Service / AGS Number:<br><b>s47F</b> | PMKEYS ID<br><b>s47F</b>   | Date of Commencement in Service:<br><b>18 Jan 93</b>                                |                                       |
| Present Position:<br><b>Acting Associate Secretary</b>   |                                      |                            | Present Location<br><b>Russell Offices</b>  |                                       |
| Academic Record:<br>1992 Graduate Diploma in Computer Science<br>1998 Graduate Diploma in Education<br>1987 Bachelor of Science  |                                      |                            |  |                                       |
| Courses (Non-academic)<br>2017 Secretary Talent Council (APSC)<br>2017 China Reciprocal Study Program (ANZOG)<br>2014 SES Band 3 Leadership Program (APSC)<br>2013 Media Awareness and Skills<br>2012 APSC SES Band 2 – Talent Development Program<br>2011 Parliamentary Privilege and Accountability (also attended in 2005)<br>2008 Working with Ministers<br>2007 Company Directors Course Diploma<br>2006 Leading Australia's Future in Asia – Pacific<br>2005 Senior Leadership Financial Management<br>2005 Senior Executive Orientation<br>2004 Capstone<br>2003 Simple Procurement<br>2003 Senior Management Development Program, Australian Graduate School of Management   |                                      |                            |   |                                       |
| Personal Biographical Details<br>Rebecca has acted Associate Secretary since October 2017, where she is responsible for Defence enterprise planning, performance and risk management, and the integration of all corporate enabling functions across the Department. Prior to this, Rebecca was appointed to Deputy Secretary Strategic Policy and Intelligence in September 2016 with stewardship of the Defence intelligence agencies, strategic, international and industry policy and contestability. This followed her promotion to Deputy Secretary Defence People in May 2014, responsible for ADF and civilian personnel policy, delivery of people shared services, the ADF recruitment and family programs, culture change and honours and awards.<br>Prior to this, as First Assistant Secretary Capability Investment and Resources, Rebecca managed the Capability Investment and Resources Division providing the contestability function for Defence capability proposals, delivering the Defence capability plan and developing the capability submissions for Government consideration. She also previously held the position of First Assistant Secretary Ministerial and Executive Coordination and Communication responsible for support to Ministers, parliamentary business and public affairs. During 2010 Rebecca was head of the secretariat for the Government's review of the Woomera Prohibited Area. She led a cross-government team examining the national security and economic interests of the area with Dr Allan Hawke. Rebecca was promoted to First Assistant Secretary Strategic Policy in March 2008, responsible for strategic policy development, strategic planning and the delivery of Defence export control, compliance and policy. This included support to the development of the Defence White Paper 2009. In mid-2007 she was appointed as an Assistant Secretary in the Department of the Prime Minister and Cabinet where she was responsible for policy coordination across the full spectrum of Defence and Australian Intelligence Community issues. Her appointment followed a year as a senior executive in the Australian Security Intelligence Organisation responsible for delivering the first phase of growth to a key security intelligence operational capability.<br>Rebecca worked in the Department of Defence, joining in 1993 after four years as a secondary teacher. Rebecca worked at the Australian Signals Directorate holding a range of positions in information security and signals intelligence, including a three year posting as ASD's Liaison officer to the National Security Agency in Washington DC. Moving to the Defence Intelligence Organisation in 2002 to head intelligence production and coordination she took up a senior executive service position as Assistant Secretary Analytical Services in 2003. In this role Rebecca was responsible for all corporate intelligence support functions and the management of the allied information systems and policy.<br>Rebecca has a Bachelor of Science Degree and a Graduate Diploma in Education from the University of Melbourne, and a Graduate Diploma in Applied Science (Computer Science) from Swinburne University. In 2003 she completed the Senior Management Development Program at the Australian Graduate School of Management and is a Graduate member of the Australian Institute of Company Directors. |                                      |                            |   |                                       |

**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date             | Level      | Job Title / Group / Department              | Brief Description Of Work  |
|------------------|------------|---|--|
| Oct 17 – current | SES Band 3 | Associate Secretary / Department of Defence | <p>Responsible for the control, integration and reform of corporate services policy and delivery across the Defence enterprise to ensure the capability, operations and governance requirements of the organisation are achieved.</p> <p>Coordinates the work of the Deputy Secretary Defence People, the Chief Information Officer, the Deputy Secretary Estate and Infrastructure, Defence Legal Services, Defence Governance and Reform, and Security and Vetting Services.</p> |



|   |                            |
|---|----------------------------|
| Christian or Given Names:<br><b>Rebecca</b> | Surname:<br><b>SKINNER</b> |
|---|----------------------------|


**EMPLOYMENT RECORD (CONTINUED)**

| Date             | Level      | Job Title / Group / Department   | Brief Description Of Work  |
|------------------|------------|--|--|
| Sep 16 – Current | SES Band 3 | Deputy Secretary Strategic Policy & Intelligence / Strategic Policy & Intelligence Group / Department of Defence                 | Stewardship of the Defence intelligence agencies, strategic, international and industry policy and contestability.   |
| May 14 - Sep 16  | SES Band 3 | Deputy Secretary Defence People / Defence People Group / Department of Defence   | Responsible for delivering high quality human resource outcomes across the Defence employment cycle from strategy and policy development, through to implementation and service delivery.  |
| May 12 – Apr 14  | SES Band 2 | First Assistant Secretary Capability Investment and Resources / Defence Capability Development Group / Department of Defence     | Manage staff at division level and perform duties commensurate with that level. Provide advice on capability proposals and priorities.   |
| May 11 – Apr 12  | SES Band 2 | First Assistant Secretary Ministerial and Executive Co-ordination and Communication / Strategy Executive / Department of Defence | Lead a Division that provides quality and timely advice and support to ministers and senior Defence leaders to enable them to lead the Defence organisation. Worked in partnership with ministers' offices, central agencies, and Defence Groups and Services. |
| Mar 08 – Apr 11  | SES Band 2 | First Assistant Secretary Strategic Policy / Strategy Executive / Department of Defence  | Leadership and management of three branches responsible for strategic policy development, domestic security, military strategy and export and arms control.  |
| Jul 07 – Feb 08  | SES Band 1 | Assistant Secretary Defence & Intelligence / Department of Prime Minister & Cabinet  | Coordination and leadership of all Defence and AIC matters.  |
| Jul 06 – Jun 07  | SES Band 1 | Manager Surveillance / Australian Security Intelligence Organisation   | Management of a core and developing operational capability.  |
| Feb 04 – Jun 06  | SES Band 1 | Assistant Secretary Analytical Services / Intelligence and Security / Department of Defence                                      | Management and leadership of 90 staff responsible for supporting DIO's core intelligence and analysis capability.  |





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|   |   |                            |  |  |
|---|---|----------------------------|--|--|
| Christian or Given Names:<br><b>Stephen</b>   |   | Surname:<br><b>Pearson</b> |  | CV Updated (date):<br><b>28 Nov 17</b>   |
| Rank / Band:<br><b>SES Band 3</b>   | Honours and Awards:<br>Winner of 2010 SAP Award of Excellence for best ERP Program – Australia / New Zealand<br><br>Winner of 2013 SAP Award of Excellence for best ERP Program – Australia / New Zealand |                            |  | Post Nominals:   |
| Date Of Birth:<br><b>s47F</b>   | Service / AGS Number:   | PMKEYS ID<br><b>s47F</b>   | Date of Commencement in Service:           |  |
| Present Position and Location:<br><b>Chief Information Officer</b>                  |   |                            | Present Address:<br><b>Anzac Park West</b> |  |
| Academic Record:<br>Associate ICA, Institute of Chartered Accountants Aust/NZ, 1979 |   |                            |  |  |
| Courses (Non-academic):   |   |                            |  |  |
| Personal Biographical Details:  |   |                            |  |  |

**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date         | Rank / Designation | Job Title / Division/Branch / Department                           | Brief Description Of Work   |
|--------------|--------------------|--|---|
| 18 - Current | SES Band 3         | Chief Information Officer (CIO),<br>Department of Defence          | <p>The Chief Information Officer (CIO) for Defence is accountable to the Secretary for Defence and the Chief of the Defence Force (CDF) for the completeness and coherence of the Defence Single Information Environment (SIE) planning; and for establishing effective governance and coordination arrangements for the development, operation and management of SIE capabilities.</p> <p>The authority of the CIO encompasses all aspects of the SIE capability management including strategy, planning, prioritisation, development, implementation and support.</p>   |
| Feb 17 – 18  |                    | HEAD OF TRANSFORMATION & CHIEF INFORMATION OFFICER, LATTICE ENERGY | <ul style="list-style-type: none"> <li>Responsible for full end-to-end operational review and optimization of Lattice Energy Value Chain</li> <li>Emphasis on cost effectiveness, productivity, accountability, process standardisation &amp; compliance</li> <li>Overall responsibility for separation of Lattice Energy from Origin Energy post-IPO</li> <li>Responsible for establishing and delivery of Lattice Energy Information Technology function</li> <li>Vision and leadership for business performance, strategy &amp; architecture, financial management, governance &amp; control, resource and performance management, infrastructure &amp; application management, operations &amp; service management</li> <li>Business partner supporting the planning and delivery of sustainable enterprise IT solutions to support the Lattice Energy business strategy, priorities and operational excellence.</li> </ul> |



## EMPLOYMENT RECORD (CONTINUED)

| Date            | Rank / Designation | Job Title / Division/Branch / Department                                      | Brief Description Of Work  |
|-----------------|--------------------|---|--|
| Jul 16 – Dec 16 |                    | DIRECTOR – TRANSFORMATION PROGRAM, OIL SEARCH LIMITED                         | <p>Overall responsibility for Transformation Program (Planning &amp; Assessment Phase) covering delivery of enterprise wide business and technical solutions supporting Supply &amp; Logistics, Asset Management, Finance, Human Resources, Payroll, Planning and Operations including:</p> <ul style="list-style-type: none"> <li>Target business operating model (and processes) for Oil Search across its Value Chain.</li> </ul> <p>Potential business projects and sequencing rationale (objectives / scope / approach / timing / dependencies / costs / benefits / risks / resources) to focus on delivering this future state view of Oil Search.</p>   |
| 2011-2016       |                    | INDEPENDENT ADVISOR TO CEO/ CFO / exco – TOLL GROUP / ORICA LIMITED / AUSENCO | <ul style="list-style-type: none"> <li>Dec 2015 – June 2016: Advisor to Toll CFO to oversee the 'rescue' of the Global Finance Transformation (GFT) Program. Responsible for re-planning, re-scoping and mobilization of the program to define and implement a single global Group Finance operating model enabled through SAP S4HANA technology</li> <li>2011 – 2013: Advisor to Orica (pre CIO role) and Ausenco CEO(s) and Executive Team(s) on strategy, approach, planning and monitoring of several major corporate wide transformation initiatives involving substantial investment in SAP and Oracle technology and business re-engineering</li> </ul>   |
| Dec 13 Dec 15   |                    | CHIEF INFORMATION OFFICER, ORICA LIMITED                                      | <p>Global responsibility for vision and leadership for development, implementation and ongoing support for information technology initiatives that support Orica's business strategy including:</p> <ul style="list-style-type: none"> <li>Setting an enterprise wide IT strategy that drives innovation, efficiency and strong governance</li> <li>Developing and implementing an IT operating model and organizational structure that supports "one way of working" and effective delivery of services by a team of 300+ IT and business professionals to Orica's global business operations across 53 countries and in 13 supported languages</li> <li>Emphasis on rationalizing the IT environment to eliminate duplication, streamline performance, drive cost effectiveness, service quality and exploit enterprise knowledge resources</li> <li>Implementing an optimized sourcing model to clearly differentiate between internal core services and outsourced commodity services to leverage vendor scale, deliver cost efficiencies and access to improved capabilities</li> <li>Delivered major business transformation initiatives globally including track and trace of products, financial standardization, asset maintenance improvement and customer intimacy initiatives.</li> <li>Delivered major transformation programs for single global WAN/LAN infrastructure; enhanced IT security; server, data centre and application rationalization; migration from Lotus Notes to Enterprise Microsoft O365; SAP consolidation and optimization across Finance, Supply Chain, Manufacturing functions; Salesforce.com for Mining Services;</li> <li>Responsible for all aspects of IT separation of Orica General Chemicals business to Blackstone (IXOM), including establishment of initial IT function within IXOM</li> <li>Maintaining strong internal and external stakeholder relationships to influence positive alignment of IT services and solutions with business needs and priorities</li> <li>Responsibility for managing an annual OPEX budget \$80+M and CAPEX budget of \$95+M</li> </ul> |
|                 |                    |   |  |




## EMPLOYMENT RECORD (CONTINUED)

| Date            | Rank / Designation | Job Title / Division/Branch / Department  | Brief Description Of Work  |
|-----------------|--------------------|---|--|
| Jun 08 – Dec 13 |                    | Director – NEWCREST ENTERPRISE SYSTEM STRATEGY program, NEWCREST MINING LIMITED | <p>Overall responsibility for delivery of enterprise wide business and technical solutions supporting Supply &amp; Logistics, Asset Management, Finance, Human Resources, Payroll, Planning, Studies &amp; Projects, Mining Operations, Processing, Metallurgy, Geology, and Business Excellence including:</p> <ul style="list-style-type: none"> <li>Development, integration and deployment of integrated SAP and associated business and technical systems across all Australian, Indonesian and Papua New Guinea (corporate and operating) sites to support the “one way of working” strategic direction of Newcrest</li> <li>Integrated project schedules, budgets (\$150+M) and resource plans involving all business units, IT and third party business and IT providers to coordinate all required Newcrest business readiness and IT activities during both the delivery phases and subsequent ongoing production support</li> <li>Multiple concurrent projects teams across Australia, Indonesia, PNG, USA and India (200 staff)</li> <li>Complex integration with (and de-commissioning of) multiple Newcrest legacy systems</li> <li>Establishment &amp; management of strong program delivery and ongoing support governance, and stakeholder engagement processes</li> <li>Strong relationship management at CEO, CFO, CIO, executive management and external partners</li> <li>functions; Salesforce.com for Mining Services;</li> <li>Responsible for all aspects of IT merger of Newcrest and Lihir Gold</li> <li>Establishment of more robust internal business and IT support capability, structure and processes to maximize service delivery across Newcrest business operations.</li> <li>Substantial reengineering of Newcrest business and IT processes and organisational structures to optimise the new systems and drive business benefits. Includes personnel capability assessments and recommendations for imbedding improved performance and accountability</li> <li>Assessing and driving business and IT innovation to achieve targeted benefits</li> <li>Major improvements to accuracy and timing of individual business unit operational performance reporting and comparative analysis of Operational, Maintenance and Financial performance</li> <li>Training for over 6,000 Newcrest and third party personnel</li> <li>Management of a complex competitive tendering and negotiation process covering the acquisition and integration of IT systems and services from multiple suppliers (domestic &amp; international)</li> <li>Mentoring and career development of Newcrest key management and resources</li> </ul> |
|                 |                    |   |  |





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|   |                               |                          |   |  |
|---|-------------------------------|--------------------------|---|--|
| Christian or Given Names:<br><b>Justine Elizabeth</b>   |                               | Surname:<br><b>GREIG</b> |   | CV Updated (date):<br><b>28 Jun 18</b> |
| Rank / Band:<br><b>SES Band 2</b>   | Honours and Awards:           |                          |   | Post Nominals:                         |
| Date Of Birth:<br>s47F  | Service / AGS Number:<br>s47F | PMKEYS ID<br>s47F        | Date of Commencement in Service:<br><b>18 Jun 92</b>                                |  |
| Present Position:<br><b>Deputy Secretary Defence People</b>   |                               |                          | Present Location<br><b>Russell Offices (R1-1-C001)</b>                              |  |
| Academic Record:<br>2012 Finalist Australian Human Resource Institute Practitioner of the Year.<br>2004 Master of Arts (Strategic Studies), Centre of Defence Strategic Studies, Canberra, and Deakin University, Victoria, Australia<br>2000 Master of Science (Occupational Psychology), Goldsmiths College, University of London, London, United Kingdom<br>1990 Bachelor of Arts (Honours, Psychology), Australian National University, Canberra<br>1999 Achievement Award from the Technical Cooperation Program, presented by the Minister for Defence, for participation in the work of the Military Human Resource Issues Technical Panel.<br>1987 L F Crisp Memorial Prize for Political Science (shared), Australian National University<br>1999 Achievement Award from the Technical Cooperation Program, presented by the Minister for Defence, for participation in the work of the Military Human Resource Issues Technical Panel.  |                               |                          |  |  |
| Courses (Non-academic)<br>2016 National Institute of Dramatic Art (NIDA) - Corporate Performance<br>2015 SES Band 1 Talent Development Program (APSC)<br>2014 SES Orientation<br>2013 Working with Government Workshop<br>2013 Mastering the Political Environment<br>2013 SES Defence Media Awareness and Skills Course (DMASC)<br>2013 Capstone<br>2004 Campaign Planning Course<br>2004 Defence and Strategic Studies Course<br>2003 APS Career Development Assessment Centre (CDAC)<br>2002 Simple Procurement  |                               |                          |   |  |
| Memberships<br>1998-2011 Member of The Technical Cooperation Program international Military Human Resource Panel. Australian Leader for this panel (2002-2003)<br>2002-2003 Chair of the ACT Branch of the Australian Psychological Society   |                               |                          |   |  |
| Personal Biographical Details<br>Justine was promoted to Deputy Secretary Defence People in June 2018. She is responsible for ADF and civilian people policy, delivery of people shared services, the ADF recruitment and family programs, culture change and honours and awards. Prior to this, Justine was appointed as First Assistant Secretary People Policy Culture & Development where she was responsible for people policy and employment conditions for both military members and APS employees, Workplace Health and Safety for the organisation, People Strategy and the implementation of a range of recommendations from the recent cultural reviews brought together in <i>Pathway to Change: Evolving Defence Culture</i> .<br>Justine was promoted into the SES in February 2013 as the Director General People Strategy and Culture, where she had oversight of a number of cultural reform initiatives and was the central point of contact for Defence and APS engagement on learning and development, diversity, disability, indigenous and women's leadership.<br>Prior to this, Justine held a number of management roles, including: <ul style="list-style-type: none"> <li>Principal Psychologist for the Defence Force Psychology Organisation (1998-2001), which included leading the development and implementation of common recruitment entry standards for the ADF;</li> <li>Director Defence Strategic Personnel Policy and Research (2001-2003);</li> <li>Director Workplace Relations (2005-2006), where her responsibilities included the development of the annual Defence Attitude Survey, the 2006-2009 Defence Employee Certified Agreement (DECA), and the implementation of the 2007-2017 Defence Strategic Workforce Plan;</li> <li>Director Defence Strategic Workforce Planning (2007-2008); and</li> <li>Director Workforce Intelligence, Department of Defence (2009-2012), responsible for developing the Workforce Intelligence Capability. This long term work-force strategy included the development of a program to integrate personnel research and workforce planning across Defence, and provide stronger evidenced based decision making. It also combined economic/labour force analysis with internal attitudinal and workforce planning data to improve understanding of Defence workforce outcomes, a prepared workforce inputs to Defence planning guidance.</li> </ul> Justine holds a Masters in Occupational Psychology at the University of London. She has been a member of a number cross agency working groups and IDCs, and champions diversity and indigenous affairs within Defence and across the APS. In 2013, she was a finalist in the Westpac/AFR Women of Influence awards, in the public policy category. |                               |                          |   |  |



|   |                          |
|---|--------------------------|
| Christian or Given Names:<br><b>Justine Elizabeth</b> | Surname:<br><b>GREIG</b> |
|---|--------------------------|


**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date             | Rank / Designation | Job Title / Group / Department  | Brief Description Of Work   |
|------------------|--------------------|---|---|
| Jun 18 – current | SES Band 3         | Deputy Secretary Defence People / Defence People Group / Department of Defence                                      | Responsible for delivering high quality human resource outcomes across the Defence employment cycle from strategy and policy development, through to implementation and service delivery.   |
| Mar 16 – Jun 18  | SES Band 2         | First Assistant Secretary People Policy Culture & Development / Defence People Group / Department of Defence        | Leadership and guidance across the department in Strategic Human Resource policies and practices, including strategies to build a diverse workforce. Drive the internal change strategy within DPG and across a dispersed workforce at a time of change in Defence to support better delivering of HR services. Plan, formulate and develop high level strategies and policies and advise the Minister, Secretary and the Group Head on programs and initiatives to ensure effective outcomes are achieved across the Defence People System. Provide the necessary direction to support the Pathways to Change implementation. Manage a Division, with a dispersed workforce, within the Australian Defence Organisation. Represent the Department at conferences and committees and undertake high level negotiations. |
| Jun 15 – Mar 16  | A/SES Band 2       | Acting First Assistant Secretary People Policy Culture & Development / Defence People Group / Department of Defence | Outlined above.   |
| Feb 13 – Jun 15  | SES Band 1         | Director General People Strategy and Culture / Defence People Group / Department of Defence                         | Management and development of a Branch responsible for workplace Diversity, APS career development and talent management, graduate programs, senior officer management and Defence People Group governance and coordination.  |
| Sep 12 – Feb 13  | A/SES Band 1       | Acting Director General People Strategy and Culture / Defence People Group / Department of Defence                  | Outlined above.   |
| Mar 09 – Sep 12  | EL 2               | Director Workforce Intelligence / People Group/ Department of Defence   | Responsible for the development of the Workforce Intelligence Capability (a 2009 Defence White Paper Initiative) to advance long-term workforce strategy.   |
| Mar 07 – Jun 08  | EL 2               | Director Defence Strategic Workforce Planning / Personnel Executive / Department of Defence                         | Implementation of the Defence Strategic Workforce Plan (2007-2017). Management of Workforce Risk Assessments for Defence capability projects. Assisting with development of procedures for the Defence Workforce and Financial Management Committee. Member of the Workforce Companion Review team, supporting development of the 2009 Defence White Paper.   |
| Jan 05 – Mar 06  | EL 2               | Director Workplace Relations / Personnel Executive / Department of Defence  | Responsible for the development of the 2006-2009 Defence Employee Certified Agreement (DECA). Development and implementation of a new performance management arrangement for the Defence APS. Day to day management of workplace relations for the 20,000 strong Defence APS workforce.   |





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|  |                                      |                                |  |                                       |
|--|--------------------------------------|--------------------------------|--|---------------------------------------|
| Christian or Given Names:<br><b>Steven Richard</b>   |                                      | Surname:<br><b>GRZESKOWIAK</b> |  | CV Updated (date):<br><b>1 Aug 17</b> |
| Rank / Band:<br><b>SES Band 3</b>  | Honours and Awards:                  |                                |  | Post Nominals:                        |
| Date Of Birth:<br><b>s47F</b>  | Service / AGS Number:<br><b>s47F</b> | PMKEYS ID<br><b>s47F</b>       | Date of Commencement in Service:<br><b>13 Oct 03</b>                                 |                                       |
| Present Position:<br><b>Deputy Secretary Estate &amp; Infrastructure</b>   |                                      |                                | Present Location<br><b>Russell Offices</b>   |                                       |
| Academic Record:<br>1986 MSc Marine Engineering, University College, London.<br>1985 BSc Mechanical Engineering, University College, London<br>1982 Technician Apprenticeship, Ministry of Defence   |                                      |                                |  |                                       |
| Courses (Non-academic)<br>2016 Oxford Advanced Management and Leadership Program<br>2014 Vincent Fairfax Fellowship<br>2014 SES Band 3 Leadership Program (APSC)<br>2014 Defence Media Awareness and Skills Course<br>2013 SES Band 2 Talent Development Program (APSC)<br>2012 Jeff Whalan Executive Learning Group<br>2011 Parliamentary Privilege and Accountability<br>2010 Working with Government<br>2009 SES Band 2 residential - Leading across boundaries<br>2007 Working with Ministers<br>2005 Senior Executive Orientation<br>2005 Senior Leadership Financial Management<br>2005 Capstone<br>2005 Defence Media Awareness<br>2004 Simple Procurement  |                                      |                                |  |                                       |
| Memberships<br>Member Corporate Leadership Council<br>Member Royal Corps of Naval Constructors   |                                      |                                |  |                                       |
| Personal Biographical Details<br><p>Steve Grzeskowiak joined the UK Ministry of Defence (MoD) as a technician apprentice in 1978. He was subsequently sponsored through University on the fast stream development program that included one year attached to the RN at LT CDR rank. He served at sea in HMS Ark Royal and HM Submarine Warspite throughout this year.</p> <p>The next four years (1987-1991) were spent as a professional Engineer in the Sea Systems arm of the Materiel Support Organisation, firstly as a 'Shock effects' specialist in HQ, then as a Foreman of Fitters at Portsmouth Naval Base. Promotion (EL2 equivalent) and a move into HR as a Career Manager followed in 1991.</p> <p>He returned to Engineering management with a three-year secondment to NATO in Munich (1994-1997), as Avionics Manager for the four Nation Eurofighter 2000 acquisition program. On return to the UK he was appointed Project Manager Hull Mounted Sonar's, leading the acquisition of the RN's surface ship sonar program (1997-1999). With the creation of the Defence Procurement Agency and the Smart Procurement Initiative, he was invited to join a mixed MoD/KPMG team of Change Management and Supply Chain Consultants to deliver the consultancy support to enable Smart Procurement. Following this successful period, he was selected to join the UK/Australia Personnel exchange program in Canberra (2001-2003). During this period he worked within the Personnel Systems area of Personnel Executive and was subsequently successful in securing the position of Project Manager PMKeys Upgrade, commencing in October 2003 as an APS employee.</p> <p>He was promoted into the SES in July 2004 as the Director General Occupational Health and Safety for Defence, where he was responsible for overseeing the corporate OH&amp;S programs for Defence. He moved into Personnel Policy in July 2006 as the Director General Personnel Policy and Employment Conditions, responsible for all conditions of service for both Military and Civilian employees in Defence. In January 2008, he took on the role of Head People Policy, and led the development of people policy and strategies for the Civilian and Military workforce in Defence. He became Chief Operating Officer, Defence Support Group in September 2011. On 29 January 2013 he was promoted to Deputy Secretary Estate and Infrastructure Group.</p> <p><b>s47F</b></p> |                                      |                                |  |                                       |

**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date             | Level      | Job Title / Group / Department   | Brief Description of Work   |
|------------------|------------|--|---|
| Jan 13 - current | SES Band 3 | Deputy Secretary Estate & Infrastructure Group / Department of Defence | Responsible for managing the Estate & Infrastructure Group ensuring that it is responsive and accountable to the Ministers. The role involves managing the construction and maintenance of the Defence estate, and provision of services on Defence bases and training areas eg. Hospitality and catering, access control, cleaning, grounds maintenance etc. Responsible for environmental management on Defence property and in communities where contamination has spread. |



|  |                                |
|--|--------------------------------|
| Christian or Given Names:<br><b>Steven Richard</b> | Surname:<br><b>GRZESKOWIAK</b> |
|--|--------------------------------|


**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date              | Level        | Job Title / Group / Department   | Brief Description of Work   |
|-------------------|--------------|--|---|
| May 12 - Dec 12   | A/SES Band 3 | Acting Deputy Secretary Defence Support & Reform Group / Department of Defence   | Outlined above.   |
| Sep 11 – April 12 | SES Band 2   | Head Reform and Corporate Services / Defence Support & Reform Group / Department of Defence                            | Delivering corporate services in personnel administration, travel and procurement. Leading reform streams in Non Equipment Procurement and the implementation of procurement shared services, together targeting savings of the order of \$3Bn over ten years while implementing improved ways of working. Managing the implementation of a new Garrison and Estate management IT system. Assisting the Chief Operating Officer with creating the new COO Organisation. |
| Jan 08 - Aug 11   | SES Band 2   | Head People Policy / People Strategies & Policy Group / Department of Defence  | Lead the development of people policy and strategies for the Civilian and Military workforce in Defence with emphasis on developing a compelling employment offer in terms of remuneration, benefits, development, equity and diversity. Lead negotiator for workplace agreements.  |
| Jul 06 - Dec 07   | SES Band 1   | Director General Personnel Policy & Employment Conditions / Defence Personnel Executive Group / Department of Defence  | A key role in the personnel organisation responsible for the development of Defence people policy for Remuneration, Allowances, Superannuation, Housing, Conditions of Service, and Workplace Relations for the Civilian and Military workforces.   |
| Mar 05 - Jun 06   | SES Band 1   | Director General Occupational Health Safety & Compensation / Defence Personnel Executive Group / Department of Defence | Lead the Occupational Health, Safety and Compensation (OHSC) Branch in exercising its responsibilities for corporate level OHSC Policy development and implementation of the Defence OHS Strategic Plan. Provide support to Defence senior leaders in the execution of their corporate level OHS leadership role and in meeting their statutory OHS responsibilities. The focus in this period has been in moving strategy into action.                                 |





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|   |                                      |                           |   |  |
|---|--------------------------------------|---------------------------|---|--|
| Christian or Given Names:<br><b>Steven</b>  |                                      | Surname:<br><b>GROVES</b> |   | CV Updated (date):<br><b>30 Apr 18</b> |
| Rank / Band:<br><b>SES Band 3</b>   | Honours and Awards:                  |                           |   | Post Nominals:                         |
| Date Of Birth:<br><b>s47F</b>   | Service / AGS Number:<br><b>s47F</b> | PMKEYS ID<br><b>s47F</b>  | Date of Commencement in Service:<br><b>February 1996</b>                            |  |
| Present Position and Location:<br><b>Chief Finance Officer</b>  |                                      |                           | Present Address:<br><b>Russell ACT</b>  |  |
| Academic Record:<br>Fellow Certified Practicing Accountants (FCPA) of Australia – CPA since 2004. Fellow status granted in 2013.<br>ANZSOG Executive Fellows Program - 2016<br>Graduate Certificate in Management - 2003 University of New England (UNE)<br>Certificate in Public Administration - 1995 Public Service Commission.<br>Bachelor of Commerce - 1994 James Cook University, Townsville Queensland  |                                      |                           |  |  |
| Courses (Non-academic):   |                                      |                           |   |  |
| Personal Biographical Details:<br>Before being appointed as the CFO, Steven was the Acting Chief Operating Officer, Deputy Secretary Corporate and Enabling Group at the Department of Home Affairs.<br>Prior to this, Steven was the CFO of the Department of Home Affairs including in its various pre-merger entities including the Department of Immigration and Border Protection, the Australian Customs and Border Protection Service and the Australian Customs Service. While at ACBPS Steven also led a taskforce on Revenue and Trade Crime. Steven joined Customs in 2008.<br>Steven was first appointed a CFO of a Commonwealth Department in 2007 at the Department of Veterans Affairs.<br>Prior to Veterans Affairs, Steven spent 8 years in corporate accounting roles at the Australian Taxation Office (ATO) leading at various times the Management Accounting and Financial Operations Branches. During this time, he worked directly to the ATO CFO in a deputy role.<br>Steven has extensive experience in executive and leadership positions within the Commonwealth Public Service with over 20 years working predominantly in senior corporate finance roles.<br>Steven graduated in 1994 from the James Cook University, in Townsville with a Bachelor of Commerce. Steven is a Fellow of CPA Australia and has completed a number of post graduate courses.<br>Steven grew up in Townsville, North Queensland <b>s47F</b> . |                                      |                           |   |  |

**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date             | Rank / Designation | Job Title / Division/Branch / Department  | Brief Description Of Work  |
|------------------|--------------------|---|--|
| May 18 – Current | SES Band 3         | Chief Finance Officer, Department of Defence  | Responsible for developing policy and strategies to guide the management of financial and accounting practices within the organisation. This includes overseeing the development of the budget for the Defence Portfolio, providing advice on the financial aspects of policy and strategic decisions made in relation to all departmental activities and the overall management of the Defence Budget of around \$35 billion per annum.   |
| Nov 17 – May 18  | A/SES Band 3       | Acting Chief Operating Officer (COO) and Deputy Secretary Corporate Group, Department of Home Affairs | As Acting COO, I was responsible for a range of corporate functions and divisions including Corporate Services (FOI, Property and Shared Services), Finance, People, Legal, Detention Services (encompassing major contract management of onshore and offshore detention and regional processing arrangements, Health Policy and Children, Community and XXX Division. The Corporate Group is approximately 1300 staff and an annual departmental budget of \$470 million and an administered budget of \$1.5 billion encompassing the major onshore and offshore contracts. |




**EMPLOYMENT RECORD (CONTINUED)**

| Date               | Rank / Designation | Job Title / Division/Branch / Department  | Brief Description Of Work  |
|--------------------|--------------------|---|--|
| Oct 15 –<br>Nov 17 | SES Band 2         | Chief Finance Officer, Finance Division,<br>Department of Immigration and Border<br>Protection (DIBP) | Responsible for the management and oversight of DIBP's annual budget of just under \$5 billion in operating funds, a \$480 million capital investment programme and the collection of over \$20 billion in administered revenue on behalf of the Commonwealth. The CFO role reports to the Chief Operating Role and is an advisor to DIBP's Executive. I am a member of our Financial Statements Steering Committee, a standing attendee at DIBP's Audit Committee and co-chair the Capability Planning and Resources (Budget) Committee.  |
| Jun 14 –<br>Oct 15 | SES Band 2         | National Director, Revenue and Trade<br>Crime Taskforce, ACBPS  | This role entailed me going offline to undertake specific projects related to securing revenue offsets to fund ACBPS's significant reform program. It involved developing a business case for negotiation with the Department of Treasury premised on using advanced analytics and other process improvements to improve the ACBPS's collection of Duty Revenue. The second major project was conducting a Review of Border Fees, Charges and Taxes. This involved negotiating with client groups and central agencies to increase the range of the charges levied by ACBPS and the DIBP. Both projects were considered a success and delivered additional revenue proposals totalling \$1.2 Billion over 5 years. |
| Aug 08 –<br>Jun 14 | SES Band 2         | Chief Finance Officer, Strategy, Planning<br>and Resources Division, ACBPS                            | Reporting directly to the Chief Executive Officer, I was responsible for the management of the organisation's business planning and strategy functions, budget and financial management, property, project assurance and design functions. Compliance and reporting was a focus area for the Division across areas of responsibility including financial management, project assurance, and corporate business performance reporting. The Division included 150 staff.   |





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|  |   |                             |  |  |
|--|---|-----------------------------|--|--|
| Christian or Given Names:<br><b>Thomas Doolan</b>  |   | Surname:<br><b>HAMILTON</b> |  | CV Updated (date):<br><b>02 Mar 16</b>   |
| Rank / Band:<br><b>SES Band 2</b>  | Honours and Awards:<br><b>PM&amp;C 2008 Australia Day Achievement Awards (x2)</b> |                             |  | Post Nominals:   |
| Date Of Birth:<br><b>s47F</b>  | Service / AGS Number:<br><b>s47F</b>  | PMKEYS ID<br><b>s47F</b>    | Date of Commencement in Service:<br><b>12 Feb 01</b>   |  |
| Present Position:<br><b>Acting Deputy Secretary Strategic Policy &amp; Intelligence</b>  |   |                             | Present Location<br><b>Russell Offices (R1-1-A005)</b> |  |
| Academic Record:<br>1996 Bachelor of Arts with First Class Honours in History  |   |                             |  |  |
| Courses (Non-academic)<br>2015 Jeff Whalan Executive Learning Groups<br>2014 Capstone<br>2013 Mastering the Political Environment<br>2013 Defence Media Awareness & Skills Course<br>2008 Cranlana Colloquium<br>2001 Basic Procurement  |   |                             |  |  |
| Personal Biographical Details<br>Tom was born in and grew up in Adelaide.<br>He joined the Australian Public Service as a graduate in the Department of Defence in 2001. He has worked in Defence, the Department of the Prime Minister and Cabinet and as a Senior Ministerial Adviser.<br>He has a BA with Honours in History focussing on military history from Adelaide University.<br><b>s47F</b> |   |                             |  |  |

**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date             | Level        | Job Title / Group / Department  | Brief Description of Work  |
|------------------|--------------|---|--|
| Aug 18 – Current | A/SES Band 3 | Acting Deputy Secretary Strategic Policy & Intelligence / Strategic Policy & Intelligence Group / Department of Defence | Stewardship of the Defence intelligence agencies, strategic, international and industry policy and contestability.   |
| Mar 16 - current | SES Band 2   | First Assistant Secretary Strategic Policy / Strategy Group / Department of Defence                                     | Lead the Strategic Policy Division, including the provision of advice on Australia's strategic defence policies and military strategy. Lead the Defence Export Control Office and the Woomera Protected Area Coordination Office. Manage the effective development of policies, legislation, and regulations that underpin Australia's defence interests. Contribute to the development of Defence's policy officers. Effectively manage grants and external engagement to support Australia's non-government strategic policy community.  |
| Oct 13 – Mar 16  | SES Band 1   | Assistant Secretary Global Interests / Strategy Group / Department of Defence   | Plan and direct the activities of the Global Interests Branch within the International Policy Division, and manage its resources to deliver policy outcomes supporting Defence's global interests. Monitor, and provide policy responses to, strategic developments affecting Australia's global defence interests. Manage the development and implementation of high level policies pertaining to global defence interests, providing appropriate advice to Ministers, the Secretary and CDF, Defence committees and the Defence Senior Executive.<br><br>Secondment to the 2015 Defence White Paper team from May 2015 to September 2015 to assist drafting the White Paper. |



|   |                             |
|---|-----------------------------|
| Christian or Given Names:<br><b>Thomas Doolan</b> | Surname:<br><b>HAMILTON</b> |
|---|-----------------------------|


**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date            | Level | Job Title / Group / Department  | Brief Description of Work   |
|-----------------|-------|---|---|
| Sep 10 - Oct 13 |       | Senior Adviser / Office of the Minister for Defence / the Hon Stephen Smith MP  | Deputy Chief of Staff. Policy responsibility for emerging issues, strategic policy (including the 2013 Defence White Paper) and Defence reform.<br><br>Attended the National Security Committee and Expenditure Review Committee of Cabinet as the Minister's adviser. Advised the Minister on a range of matters, including Defence reform, Defence industry, the Defence Budget, border security operations and Defence personnel. Drafted briefs and talking points to support the Minister's presentation of submissions to NSC.<br><br>Represented the Minister's interests, including to other Ministers, Government agencies and industry. |
| Jun 09 - Sep 10 |       | Adviser with responsibility for capability and industry / Office of the Minister for Defence / Senator the Hon John Faulkner                | Acting Deputy Chief of Staff (June 2010 to 6 August) and managing the office as acting Chief of Staff during the 2010 election campaign. Advised the Minister and his senior staff on a range of capability and procurement matters.  |
| Jan 09 - Jun 09 | EL2   | Director Capability Analysis – Air Systems / Defence Capability Development Group / Department of Defence                                   | Managed a team writing Cabinet Submissions seeking approval for aviation-related Defence Capability Plan projects, involving effective staff management and prioritisation of work. Built expertise in relevant aspects of the 2009 Defence White paper and the 2009 Mortimer Review.   |
| Jan 08 - Dec 08 | EL2   | Senior Adviser Employment and Transitions / Social Policy Division / Department of the Prime Minister and Cabinet                           | Leading a team to provide advice to the Prime Minister, Prime Minister's Office and PM&C senior executive on employment services, working age income support and youth policy. Shaped decisions by government on nationally significant reforms, including the \$3.9 billion Employment Services contract and the COAG National Partnership on Indigenous Economic Development.   |
| Aug 07 - Dec 07 | EL2   | Senior Adviser, Indigenous Policy Branch / Social Policy Division / Department of the Prime Minister and Cabinet                            | Provided advice to the Prime Minister, Prime Minister's Office and PM&C senior executive on a range of specific Indigenous matters, including Defence Indigenous Land Use Agreements and managing the Secretariat for the Secretary's Group on Indigenous Affairs.  |
| Dec 05 - Aug 07 | EL1   | Adviser, Domestic Security Policy/Transport and Border Security / National Security Division / Department of the Prime Minister and Cabinet | Provided advice on maritime border security policy, operations and intelligence issues including in relation to people smuggling and illegal foreign fishing. Represented PM&C at the 2006 Commonwealth Games Immigration Entry Advisory Group.   |





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|  |                                      |                          |  |   |
|--|--------------------------------------|--------------------------|--|---|
| <b>Alexander</b>   |                                      | <b>ZELINSKY</b>          |  | CV Updated (date):<br><b>1 Aug 17</b>   |
| Rank / Band:<br><b>SES Band 3</b>  | Honours and Awards:                  |                          |  | Post Nominals:  |
| Date Of Birth:<br><b>s47F</b>  | Service / AGS Number:<br><b>s47F</b> | PMKEYS ID<br><b>s47F</b> | Date of Commencement in Service:<br><b>12 Mar 12</b> |   |
| Present Position:<br><b>Chief Defence Scientist</b>  |                                      |                          | Present Location<br><b>Fairbairn</b>                 |   |
| Academic Record:<br>2010 Hon DSc (Computer Vision & Robotics) - University of Wollongong<br>1991 PhD (Electrical Eng & Computer Science) - University of Wollongong<br>1983 B Math Sciences (Hons - First Class) - University of Wollongong  |                                      |                          |  |  |
| Courses (Non-academic)<br>2014 SES Band 3 Leadership Program<br>2014 SES Band 3 Defence Media Training - VIP Media Preparation session<br>2010 Preparing to appear before Parliamentary Committees (APSC)<br>2007 Harvard University, Advanced Management Program (AMP 172)<br>2005 Australian Institute Of Company Directors, Graduate Diploma  |                                      |                          |  |   |
| Personal Biographical Details<br>Dr Zelinsky's career spans innovation, scientific and industrial research and development, commercial start-ups and education. Prior to his appointment as Chief Defence Scientist, worked at CSIRO as Group Executive for Information Sciences and was Director of CSIRO's Information and Communication Technologies (ICT) Centre. Before joining CSIRO, Dr Zelinsky was Chief Executive Officer and co-founder of Seeing Machines, a high-technology company developing computer vision systems. The company was a start-up from the Australian National University in Canberra, Australia, where Dr Zelinsky was Professor of Systems Engineering.<br>Dr Zelinsky worked as a research scientist in robotics and computer vision at the AIST (Japan) and has taught and conducted research in computer science at the University of Wollongong, New South Wales, Australia. He started his career as a Systems Engineer with BHP Steel International.<br>Dr Zelinsky's contributions to science have been recognised by numerous science and industry awards including, Australian Engineering Excellence Awards, 1999 and 2001 Business-Higher Education Round Table Award, 2001, Australian Information Industries Award (iAward), 2002 and 2006, Australian Eureka Science Prize, 2002, US R&D magazine Top 100 Award, 2002, ATSE Clunies-Ross National Science & Technology Award, 2005, IEEE Inaba Technical Award for Innovation Leading to Production, 2010.<br>Dr Zelinsky is an elected Fellow of Australian Academy of Technological Sciences and Engineering (FTSE), Institute of Electrical and Electronic Engineers (FIEEE), Institution of Engineers Australia (FIEAust), Australian Institute of Company Directors (FAICD). In 2009 Engineers Australia named Dr Zelinsky Professional Engineer of the Year (Sydney Division) and he has been included in Engineers Australia's list of the 100 most influential engineers since that year. The World Economic Forum named Dr Zelinsky a Technology Pioneer in 2003, 2004 and 2005. Dr Zelinsky was awarded the Warren Centre, Innovation Hero Award for 2012, and the Pearcey Foundation, Pearcey Medal for lifetime achievement industry award in the Information and Communications Technology Sector for 2013. |                                      |                          |  |   |

**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date             | Level      | Job Title / Group / Department   | Brief Description of Work  |
|------------------|------------|--|--|
| Mar 12 - current | SES Band 3 | Chief Defence Scientist / Defence Science & Technology Group / Department of Defence | The CDS is the primary adviser to the Secretary and the CDF and through these offices, Portfolio Ministers and Government, on science and technology issues. The CDS is also the Chief Executive Officer of the Defence Science and Technology Organisation (DSTO) and is required to contribute to relevant Defence initiatives required of all Group Heads and Service Chiefs.   |
| Jul 07- Feb 12   |            | Group Executive / Information Sciences Director / CSIRO                              | <ul style="list-style-type: none"> <li>• P &amp; L responsibility of \$220m budget - 1085 scientists and engineers</li> <li>• Overseeing business units; Astronomy &amp; Space Science, Mathematics &amp; Statistics, Information &amp; Communication Technologies (ICT) Centre, and Information Management &amp; Technology Services</li> <li>• Managing scientific research, business development, commercialisation &amp; technology transfer and major projects (including \$153m Australian SKA Pathfinder and \$80m Pawsey Super Computer Centre)</li> <li>• Major client relationships in business, government &amp; university sectors</li> <li>• Delivering advanced information and library services across CSIRO</li> </ul> |



|   |  |
|---|--|
| Christian or Given Names:<br><b>Alexander</b> | Surname: <b>Defence FOI 076/18/19</b><br><b>ZELINSKY</b> |
|---|--|


### EMPLOYMENT RECORD (LAST 10 YEARS)

| Date            | Level | Job Title / Group / Department  | Brief Description of Work   |
|-----------------|-------|---|---|
| Jul 04 - Jun 08 |       | Chief Executive Officer/Chief Technology Officer / ICT Centre / CSIRO | <ul style="list-style-type: none"> <li>• P &amp; L responsibility of \$56m budget - 265 scientists and engineers</li> <li>• Restructure and refocusing of the ICT Centre business unit</li> <li>• Managing scientific research in Autonomous Systems, Wireless &amp; Networking Technologies and Information Systems</li> <li>• Managing business development, commercialisation &amp; technology transfer</li> <li>• Development of cross-organisational technology platforms in sensors &amp; sensor networks and computational &amp; simulation sciences</li> <li>• Integrating ICT capabilities into health, energy, water, mining, agriculture and manufacturing flagship portfolios.</li> </ul> |





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|   |  |                           |   |                                       |
|---|--|---------------------------|---|---------------------------------------|
| Christian or Given Names:<br><b>Kim Rogers</b>  |  | Surname:<br><b>GILLIS</b> |   | CV Updated (date):<br><b>1 Aug 17</b> |
| Rank / Band:<br><b>SES Band 3</b>   | Honours and Awards:  |                           |   | Post Nominals:<br><b>FCCPM</b>        |
| Date Of Birth:<br><b>s47F</b>   | Service / AGS Number:<br><b>s47F</b><br>(Previous 786-23283) | PMKEYS ID<br><b>s47F</b>  | Date of Commencement in Service:<br><b>05 Jan 80</b>                                |                                       |
| Present Position:<br><b>Deputy Secretary Capability Acquisition and Sustainment</b>   |  |                           | Present Location<br><b>Russell Offices</b>  |                                       |
| Academic Record:<br>2010 Advanced Diploma of Project Management (Australian Institute of Project Management)<br>2000 Bachelor of Arts (Business Administration) - University of Canberra  |  |                           |  |                                       |
| Courses (Non-academic):<br>Management of Serious Crime (AFP National Command Training)<br>Operational Command/Chief ( Australian Customs Service)<br>Federal Investigators Program (AFP)<br>Master Mariner (Australian Maritime College)<br>General Dynamics (GD) Executive Leadership Program<br>(GD) Electric Boat Senior Leaders Program<br>Master Project Director (AIPM) |  |                           |   |                                       |
| Personal Biographical Details:<br>DOB: <b>s47F</b><br>Born: <b>Gnowangerup, Western Australia</b><br><b>s47F</b>  |  |                           |   |                                       |


**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date             | Level      | Job Title / Group / Department   | Brief Description of Work   |
|------------------|------------|--|---|
| Aug 15 - current | SES Band 3 | Deputy Secretary Capability Acquisition & Sustainment / Capability Acquisition & Sustainment Group / Department of Defence | Responsible for overseeing the acquisition and sustainment of Defence materiel in direct support of the Australian Defence Forces. This encompasses concurrent delivery of business as usual outputs and implementation of reform arising from the First Principles Review. |
| Sep 10 – Aug 15  |            | Vice President / Managing Director / Boeing Defence Australia / The Boeing Company   | Profit and loss leader for Boeing's Australian and South East Asian defence business.   |
| Aug 06 - Aug 10  | SES Band 3 | General Manager Systems / Defence Materiel Organisation / Department of Defence  | Group Head managing acquisition and sustainment within the DMO.   |
| Sep 04 - Jun 06  | SES Band 2 | Program Manager Amphibious Deployment and Sustainment / Defence Materiel Organisation / Department of Defence              | Program management for SEA 1654 (HMAS Sirius) JP 2088 (Air Drop Rhib) JP2048 1A (Army Watercraft) and JP 2048 4A/B (LHDs). Lead negotiator for the FFG 6 – 4 negotiations with ADI. Acting DCEO DMO   |





Department Of Defence  
**SENIOR EXECUTIVE  
 CAREER BRIEF**

|  |  |                           |  |                                     |
|--|--|---------------------------|--|-------------------------------------|
| Christian or Given Names:<br><b>John James</b>   |  | Surname:<br><b>FREWEN</b> |  | CV Updated (date):<br><b>Aug 17</b> |
| Rank / Band:<br><b>Lieutenant General</b>  | Honours and Awards:<br><b>Member of the Order of Australia</b> |                           |  | Post Nominals:<br><b>AM</b>         |
| Date Of Birth:<br>s47F   | Service / AGS Number:<br>s47F                                  | PMKEYS ID<br>s47F         | Date of Commencement in Service:<br><b>24 January 1983</b>                           |                                     |
| Present Position:<br><b>Principal Deputy Director-General,<br/>Australian Signals Directorate</b>                                      |  |                           | Present Location<br><b>Russell Offices, Canberra ACT</b>                             |                                     |
| <b>Academic Record:</b><br>Bachelor of Arts<br>Masters in Defence Studies<br>Masters in Strategic Studies                              |  |                           |  |                                     |
| <b>Courses (Non-academic)</b><br>Royal Military College – Duntroon<br>Australian Army Command and Staff College<br>US Army War College |  |                           |  |                                     |

### Personal Biographical Details

Major General Frewen is a graduate of the University of New South Wales, the Australian Army Command and Staff College and the US Army War College. He holds a Bachelor of Arts Degree and Masters Degrees in both Defence and Strategic Studies.

His operational service includes Rwanda with the United Nations in 1993/94; leadership of the regional military intervention force in support of the re-establishment of law and order in the Solomon Islands in 2003 (a force comprising 1800 military personnel drawn from Australia, New Zealand, Fiji, Papua New Guinea and Tonga); and Afghanistan, as both the Australian National Commander in Kabul and later, in Kandahar, coordinating NATO efforts to rebuild the Afghan National Army and Afghan National Police in Regional Command (South).

He was appointed as a Member of the Order of Australia (AM) for his leadership in the Solomon Islands. Major General Frewen also received the United States Meritorious Service Medal as a Strategic Plans Officer with the Headquarters of the United States Army Pacific (USARPAC) in Hawaii. Other awards include the Army Journal Chauvel Essay Prize in 2008, a Future Summit Australian Leadership Award in 2009 and the US Secretary of Defense National Security Essay Prize in 2010 (the first non-US recipient of that award).

s47F He is the Chairman of the Australian Services Rugby Union and his leisure interests include rugby union, surfing and reading.


### EMPLOYMENT RECORD (LAST 10 YEARS)

| Date     | Rank   | Job Title / Division/Branch / Department   |
|----------|--------|--|
| Jan 2017 | MAJGEN | Commander JTF 633                          |
| Oct 2014 | MAJGEN | Head Military Strategic Commitments        |
| Oct 2012 | BRIG   | Commander 1 Brigade                        |
| Nov 2010 | BRIG   | Chief of Staff Headquarters Forces Command |
| Jun 2009 | COL    | Student US Army War College                |
| Jan 2008 | COL    | Director Military Strategic Commitments    |





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|  |                                      |                            |   |  |
|--|--------------------------------------|----------------------------|---|--|
| Christian or Given Names:<br><b>Stephen Elliot</b>   |                                      | Surname:<br><b>JOHNSON</b> |   | CV Updated (date):<br><b>24 Aug 18</b> |
| Rank / Band:<br><b>SES Band 2</b>  | Honours and Awards:                  |                            |   | Post Nominals:                         |
| Date Of Birth:<br><b>s47F</b>  | Service / AGS Number:<br><b>s47F</b> | PMKEYS ID                  | Date of Commencement in Service:<br><b>16 Nov 15</b>                                |  |
| Present Position:<br><b>General Manager Submarines</b>   |                                      |                            | Present Location<br><b>Russell Offices, Canberra</b>                                |  |
| Academic Record:<br>BBA Information Systems & Accounting, University of Wisconsin Madison  |                                      |                            |  |  |
| Courses (Non-academic):  |                                      |                            |   |  |
| <p>Personal Biographical Details:</p> <p>Stephen E. Johnson commenced as General Manager Submarines in the Capability Acquisition and Sustainment Group on 4 November 2015. Steve is responsible for all aspects of submarine support across Defence in Australia, working across government and industry as the project integrator of our existing submarine fleet and the Future Submarine Project.</p> <p>Prior to commencing with Defence, Steve was Vice President and General Manager at Power and Control Technologies, a DRS Technologies owned company.</p> <p>From 2006 until his retirement, as Rear Admiral, from the United States (US) Navy in 2010 Steve served as the Director of the Strategic Systems Program and the officer in charge of the program to replace the Ohio Class Ballistic Missile Submarines. He had a major role in the design or construction of every class of US nuclear powered submarine since the Ohio Class. In addition to serving in a key position during the design of the Virginia Class, Steve was Program Manager for the Seawolf Class and USS Jimmy Carter before commencing the Ohio Replacement Program.</p> <p>As the US Polaris Sale Agreement representative Steve oversaw the modification of the agreement to design and build a common missile compartment for the Royal Navy's successor to the Vanguard Class Ballistic Missile Submarine and the Ohio Replacement Program.</p> <p>Steve is a native of Wisconsin Rapids and a graduate of the University of Wisconsin at Madison.</p> |                                      |                            |   |  |

**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date    | Rank / Level | Job Title / Group / Department  | Brief Description Of Work  |
|---------|--------------|---|--|
| Current | SES Band 3   | A/Deputy Secretary National Naval Shipbuilding / Capability Acquisition & Sustainment Group / Department of Defence | <p>Deputy Secretary National Naval Shipbuilding is the accountable officer for delivery of the Naval Shipbuilding Plan. Responsibilities include the naval shipbuilding projects, relevant sustainment activities and delivery of the four key enablers (infrastructure, workforce, industry reform and a national approach).</p> <p>Responsibilities include chairing the new Deputy Secretaries Committee on Shipbuilding which will support coordination of whole of government advice and resources to support the development of the Naval Shipbuilding Enterprise.</p> |
|         |              |   |  |




**EMPLOYMENT RECORD (CONTINUED)**

| Date      | Rank / Level | Job Title / Group / Department   | Brief Description Of Work   |
|-----------|--------------|--|---|
| 2015-2017 | SES Band 2   | General Manager Submarines/ Capability Acquisition & Sustainment Group / Department of Defence | General Manager Submarines is responsible for the establishment of a single work force which will collaborate, partner, plan and execute all submarine related CASG work.<br><br>The General Manager will propose, implement and execute a plan to self monitor the changes which brought the improvement in Collins availability and implement additional initiatives to move beyond the Coles recommendations to become a world class submarine force.  |
| 2014-2015 |              | Vice President / Waypoint LLC / Privately-owned Consulting Company                             | Clients include the Department of Energy, NASA, DRS, Raytheon and other defense sector companies.   |
| 2012-2014 |              | General Manager / Power & Control Technologies (PCT) / DRS                                     | Established a major position for DRS in the Ohio Replacement Program, winning more than \$400M in propulsion and power distribution contracts for the lead ship. Negotiated the DRS Marine Group's first international propulsion contract as well as business increases in key international markets for power distribution both for PCT and affiliated businesses. Under my guidance, Power & Control Technologies grew 30% in revenue with matching increases in profitability and work orders |
| 2006-2010 | Rear Admiral | Director of the Strategic Systems Program / US Navy  | Played a major role in the design or construction of every class of US nuclear powered submarines since the OHIO Class. Served in a key position during the design of the Virginia Class. Was the Program Manager for the Seawolf Class and also for the USS Jimmy Carter before commencing the Ohio Replacement Program  |
| 2003-2006 |              | Chief Operating Officer / Navy Research and Development Warfare Centers / US Navy              |   |
|           |              |  |   |





Department Of Defence  
**SENIOR EXECUTIVE  
 CAREER BRIEF**

|  |  |                             |   |  |
|--|--|-----------------------------|---|--|
| Christian or Given Names:<br><b>Angus John</b>   |  | Surname:<br><b>CAMPBELL</b> |   | CV Updated (date):<br><b>24 Aug 18</b> |
| Rank / Band:<br><b>General</b>   | Honours and Awards:<br><b>Distinguished Service Cross / Member of the Order of Australia</b> |                             |   | Post Nominals:<br><b>AO, DSC</b>       |
| Date Of Birth:<br><b>s47F</b>  | Service / AGS Number:<br><b>s47F</b>   | PMKEYS ID<br><b>s47F</b>    | Date of Commencement in Service:<br><b>19 January 1981</b>                          |  |
| Present Position:<br><b>Chief of the Defence Force</b>   |  |                             | Present Location<br><b>Russell Offices, Canberra ACT</b>                            |  |
| Master of Philosophy (International Relations), University of Cambridge<br>Bachelor of Science (Honours in Physics), University of NSW   |  |                             |  |  |
| <b>Courses (Non-academic)</b><br>Royal Military College – Duntroon<br>Army Command and Staff College<br>US Pinnacle senior command seminar<br>APS SES Band 3 development program |  |                             |   |  |

**Personal Biographical Details**

General Angus Campbell joined the Australian Army in 1981, graduating from the Royal Military College - Duntroon in 1984. He was assigned to the Royal Australian Infantry Corps and initially served as a platoon commander in the 3rd Battalion (Parachute), The Royal Australian Regiment (3RAR). He then served in troop and squadron command appointments within the Special Air Service Regiment. In 2001 he was appointed the Commanding Officer of the 2nd Battalion, The Royal Australian Regiment (2RAR). While in command, the battalion group deployed to East Timor, as a component of the United Nations Transitional Administration East Timor.

General Campbell has also served in a range of staff appointments including as Aide-de-Camp to the Chief of Army, as a strategic policy officer in Army Headquarters, an instructor at the Australian Command and Staff College and as Chief of Staff to the Chief of the Defence Force. In late 2005, he joined the Department of Prime Minister and Cabinet as a First Assistant Secretary to head the Office of National Security and was subsequently promoted to Deputy Secretary and appointed to the position of Deputy National Security Adviser. In these roles he was responsible for the preparation of advice to the Prime Minister on national security matters and coordinating the development of whole-of-government national security policy.

Upon his return to the Australian Defence Force in early 2010 he was appointed to the rank of Major General and led the Military Strategic Commitments staff in Defence headquarters until January 2011, when he assumed command of Australian forces deployed in the Middle East Area of Operations. He subsequently served as Deputy Chief of Army from February 2012 to September 2013, when he was promoted to Lieutenant General to command the Joint Agency Task Force responsible for the implementation of Operation Sovereign Borders. General Campbell was appointed Chief of the Australian Army on 16 May 2015. In April 2018, the Government announced his appointment as Chief of Defence Force from July 2018.

General Campbell holds a Bachelor of Science (Honours) from the University of New South Wales, a Master of Philosophy in International Relations from Cambridge University and he is a graduate of the Australian Army Command and Staff College. General Campbell's hobbies include hiking, distance running, military history and gardening. **s47F**


**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date   | Rank   | Job Title / Division/Branch / Department                        |
|--------|--------|---|
| May 15 | LTGEN  | Chief of Army   |
| Sep 13 | LTGEN  | Commander Joint Agency Task Force – Operation SOVEREIGN BORDERS |
| Feb 12 | MAJGEN | Deputy Chief of Army  |
| Jan 11 | MAJGEN | Commander, Joint Task Force 633, Middle East Area of Operations |
| Mar 10 | MAJGEN | Head - Military Strategic Commitments                           |





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|  |   |                             |   |  |
|--|---|-----------------------------|---|--|
| Christian or Given Names:<br><b>David Lance</b>  |   | Surname:<br><b>JOHNSTON</b> |   | CV Updated (date):<br><b>24 Aug 18</b> |
| Rank / Band:<br><b>Vice Admiral</b>  | Honours and Awards:<br><b>Officer of the Order of Australia</b> |                             |   | Post Nominals:<br><b>AO, RAN</b>       |
| Date Of Birth:<br><b>s47F</b>  | Service / AGS Number:<br><b>s47F</b>                            | PMKEYS ID<br><b>s47F</b>    | Date of Commencement in Service:<br><b>16 January 1978</b>                          |  |
| Present Position:<br><b>Vice Chief of the Defence Force</b>  |   |                             | Present Location<br><b>Russell Offices, Canberra ACT</b>                            |  |
| Academic Record:<br>Bachelor of Science degree (University of NSW)<br>Master of Science – Operations Research 1993-95 (Monterey, California)   |   |                             |  |  |
| Courses (Non-academic):<br>Master of Arts Strategic Studies (Australian Defence College)   |   |                             |   |  |
| Personal Biographical Details:<br><p>Vice Admiral David Johnston RAN was born in 1962 and entered the Royal Australian Naval College as a junior entry Cadet Midshipman in 1978. He graduated from the College in 1982 as a seaman officer, later specialising as a Principal Warfare Officer. He was appointed Vice Chief of the Defence Force on 7 July 2018.</p> <p>His operational naval tours include serving as Commanding Officer of HMAS Adelaide (FFG 01) and HMAS Newcastle (FFG 06). In these commands he conducted border security patrols and deployed on Operation QUICKSTEP to Fiji in 2006. His staff appointments include Command and Control specialist staff positions in Australian Defence Headquarters, Operations Manager at Sailors' Career Management and later as Director Joint Plans in Strategic Operations Division, where he developed strategic military response options for consideration by Government.</p> <p>In July 2007 on promotion to Commodore, he joined Fleet Headquarters as Commodore Flotillas where he was responsible for planning maritime operations and the operational training of Navy's ships, submarines and diving teams. In November 2008 he assumed the role of J3 (Director General Operations) at Headquarters Joint Operations Command. This role encompassed the operational level execution of all Australian Defence Force operations both overseas and within Australia. In October 2010, he deployed to Operation SLIPPER in the Middle East Area of Operations as the Deputy Commander Joint Task Force 633. He supported the Commander JTF in providing national command oversight of all Australian Defence Force elements conducting maritime, land and air operations in Iraq, Afghanistan and adjacent maritime areas. He was awarded a Commendation for Distinguished Service for this role.</p> <p>Promoted to Rear Admiral he assumed the role of Deputy Chief Joint Operations Command in June 2011. While performing this role he commanded the Defence Joint Task Force that supported the Commonwealth Heads of Government Meeting in 2011 and the visit by the President of the United States of America later in that year. Vice Admiral Johnston was appointed Commander Border Protection Command in December 2011 and held this responsibility until December 2013. As commander of this multi-agency organisation he was responsible for the civil maritime security of Australia's maritime domain using resources from both the Australian Defence Force and the then Australian Customs and Border Protection Service.</p> <p>On promotion to Vice Admiral in April 2014, he was appointed Chief of Joint Operations in May 2014. As CJOPS his role was to plan, control and command ADF military campaigns, operations, joint exercises and other activities in order to meet Australia's national objectives.</p> <p>Vice Admiral Johnston holds a Master of Science in Operations Research from the USN Postgraduate School in Monterey, California and a Master of Arts in Strategic Studies from Deakin University. He participated in the inaugural Australian Security Executive Development Program in 2009. In 2012 he was appointed a Member of the Order of Australia (Military Division) and in 2018 was appointed an Officer of the Order of Australia (Military Division). <b>s47F</b>.</p> |   |                             |   |  |

**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date    | Rank / Designation | Job Title / Division/Branch / Department  |
|---------|--------------------|---|
| May 14  | VADM               | Chief of Joint Operations                 |
| Dec 13  | RADM               | Duties in the OCN                         |
| Dec 11  | RADM               | Commander Border Protection Command       |
| June 11 | RADM               | Deputy Commander Joint Operations         |
| Apr 11  | RADM               | Deputy Commander, Exercise TALISMAN SABRE |
| Dec 08  | CDRE               | Director General Operations               |




|         |      |                     |
|---------|------|---------------------|
| July 07 | CDRE | Commodore Flotillas |
|---------|------|---------------------|





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|   |  |                           |  |  |
|---|--|---------------------------|--|--|
| Christian or Given Names:<br><b>Michael Joseph</b>  |  | Surname:<br><b>NOONAN</b> |  | CV Updated (date):<br><b>24 Aug 18</b> |
| Rank / Band:<br><b>Vice Admiral, RAN</b>  | Honours and Awards:<br><b>Officer of the Order of Australia<br/>Commendation for Distinguished Service x 2</b> |                           |  | Post Nominals:<br><b>AO, RAN</b>       |
| Date Of Birth:<br><b>s47F</b>   | Service / AGS Number:<br><b>s47F</b>   | PMKEYS ID<br><b>s47F</b>  | Date of Commencement in Service:<br><b>16 Jan 84</b>                                 |  |
| Present Position:<br><b>CHIEF OF NAVY</b>   |  |                           | Present Location<br><b>Russell Offices , Canberra ACT</b>                            |  |
| Academic Record: <ul style="list-style-type: none"> <li>• Master of Arts (International Relations) – Salve Regina University - 2007</li> <li>• Master of Marketing Communication – University of Canberra - 2003</li> <li>• Master of Business Administration – Queensland University of Technology - 2002</li> <li>• Master of Arts (Maritime Policy) – University of Wollongong - 1999</li> </ul>   |  |                           |  |  |
| Courses (Non-academic): <ul style="list-style-type: none"> <li>• Australian Company Directors Course – Graduate – 2013</li> <li>• Parliamentary Privilege and Accountability Seminar - 2011</li> <li>• Working with Government Seminar - 2011</li> <li>• Cranlana Colloquium – 2010</li> <li>• US Naval Command Course – 2005/6</li> </ul>  |  |                           |  |  |
| Personal Biographical Details:<br><p>Vice Admiral Michael Noonan, AO, RAN joined the Royal Australian Navy in 1984, trained as a seaman officer and then subsequently completed Principal Warfare Officers course and specialised in Air Direction and Above Water Warfare. Throughout his career, he had experience in a wide range of Navy and ADF operations through various sea and shore posting and operational roles. Highlights have included deployments to the Middle East, Southern Ocean and being the Commissioning Commanding Officer of the ANZAC class frigate HMAS Parramatta.</p> <p>He has fulfilled leadership positions at all levels of the Australian Defence Force, with senior positions including the Director of Military Strategic Commitments, Director General of Operations at HQJOC, Command of Maritime Border Command and Deputy Chief of Navy.</p> <p>In June 2018, he was appointed as an Officer of the Order of Australia in recognition of his distinguished service in significant senior ADF command roles.</p> <p>Vice Admiral Noonan assumes command of the Royal Australian Navy on 7 July 2018 and will be the 32nd professional head of the Australian Navy, and the 9th officer to hold the title of Chief of Navy Australia. In this role, he is entrusted by Government to be its principal naval advisor, and to raise, train and sustain Australia's naval forces to execute maritime missions in a dynamic region.</p> <p><b>s47F</b></p> |  |                           |  |  |


**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date   | Rank / Designation | Job Title / Division/Branch / Department                                     |
|--------|--------------------|--|
| Jan 16 | RADM (O8)          | Deputy Chief of Navy   |
| Dec 13 | RADM (O8)          | Commander Border Protection Command & Commander Joint Task Force 639         |
| Sep 12 | CDRE (O7)          | Commodore Training   |
| Jun 10 | CDRE (O7)          | Director General Operations (J3) – Headquarters Joint Operations Command     |
| May 09 | CAPT (O6)          | Director Military Strategic Commitments – VCDF Group                         |
| Apr 09 | CAPT (O6)          | Chief of Staff HQJTF 633 – Operations Catalyst & Slipper                     |
| Jan 08 | CAPT (O6)          | Director Joint Effects – Plans Branch, Headquarters Joint Operations Command |





Department Of Defence  
**SENIOR EXECUTIVE  
CAREER BRIEF**

|  |   |                          |  |  |
|--|---|--------------------------|--|--|
| Christian or Given Names:<br><b>Richard Maxwell</b>  |   | Surname:<br><b>BURR</b>  |  | CV Updated (date):<br><b>24 Aug 18</b>   |
| Rank / Band:<br><b>Lieutenant General</b>  | Honours and Awards:<br><b>Officer of the Order of Australia, Distinguished Service Cross,<br/>Member of the Royal Victorian Order</b> |                          |  | Post Nominals:<br><b>AO, DSC, MVO</b>  |
| Date Of Birth:<br><b>s47F</b>  | Service / AGS Number:<br><b>s47F</b>  | PMKEYS ID<br><b>s47F</b> | Date of Commencement in Service:<br><b>24 Jan 82</b>     |  |
| Present Position:<br><b>Chief of Army</b>  |   |                          | Present Location<br><b>Russell Offices, Canberra ACT</b> |  |
| <b>Academic Record:</b><br>Master of Military Studies<br>Bachelor of Arts  |   |                          |  |  |
| <b>Courses (Non-academic)</b><br>Royal Military College – Duntroon<br>United States Marine Corps Command and Staff College (1997-98)<br>USMC School of Advanced Warfighting (1998-99).<br>Cranlana Colloquium (2006)<br>AICD Company Directors Course (2006)<br>Capstone (Aug 2009)<br>One/Two Star Operations Course (2010)<br>Coalition Joint Force Land Component Commander Course, USA (2010)<br>Harvard Club of Australia, Strategy for Changing Times (2010)   |   |                          |  |  |
| <b>Personal Biographical Details</b><br>Lieutenant General Burr assumed command of the Australian Army on 2 July 2018.<br>He joined the Army in 1982, graduating from the Royal Military College, Duntroon in 1985 to the Infantry Corps. He has seen service in the 8th/9th Battalion, the Royal Australian Regiment and the Special Air Service Regiment, which he commanded in 2003-04. His senior leadership roles have been diverse. He was previously the Deputy Chief of Army, and prior to that had unique service as Deputy Commanding General US Army-Pacific – the first foreign officer to hold such a position. In 2011-12 he was commander of the 1st Division and Deployable Joint Force Headquarters.<br>His operational commands include the theatre-level multinational command of all Special Forces assigned to the International Security Assistance Force in Afghanistan in 2008, and command of the Australian Special Forces Task Group in Afghanistan 2002 and Iraq 2003. In addition to his command roles, he gained broad experience across Army, Defence and Government in a range of staff, training and representational appointments. Committed to the development of our future leaders, he has been an instructor at the Royal Military College, Duntroon, and Chief Instructor of the Australian Defence Force Warfare Centre, responsible for the education and training of ADF officers in planning joint operations.<br>In key staff roles he was the senior operations and plans officer in Special Operations Headquarters in 2001-02, and Military Assistant to the Chief of the Army in 2005. As a Colonel he served as Director of Force Structure and then Director General Preparedness and Plans in Army Headquarters. In 2007 he was seconded as a senior adviser to the Department of Prime Minister and Cabinet, and was Director General Military Strategic Commitments in 2009-10. In a key representational appointment, he was the Equerry to Her Majesty Queen Elizabeth II for the Royal Visit to Australia in 2000. |   |                          |  |  |


**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date   | Rank / Designation | Job Title / Division/Branch / Department             |
|--------|--------------------|--|
| Dec 14 | MAJGEN             | Deputy Chief of Army                                 |
| Nov 12 | MAJGEN             | DCG US Army Pacific                                  |
| Jan 11 | MAJGEN             | Commander, Headquarters 1 <sup>st</sup> Division     |
| Apr 09 | BRIG               | Director General, Military Strategic Commitments     |
| Jan 08 | BRIG               | Commander ISAF Special Operations Forces, Op SLIPPER |





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|  |  |                           |  |  |
|--|--|---------------------------|--|--|
| Christian or Given Names:<br><b>Gavin Neil</b>   |  | Surname:<br><b>DAVIES</b> |  | CV Updated (date):<br><b>24 Aug 18</b> |
| Rank / Band:<br><b>Air Marshal</b>   | Honours and Awards:<br><b>Officer of the Order of Australia (AO)<br/>Conspicuous Service Cross (CSC), US Legion of Merit</b> |                           |  | Post Nominals:<br><b>AO, CSC</b>       |
| Date Of Birth:<br><b>s47F</b>  | Service / AGS Number:<br><b>s47F</b>   | PMKEYS ID<br><b>s47F</b>  | Date of Commencement in Service:<br><b>10 July 1979</b>                              |  |
| Present Position:<br><b>Chief of Air Force</b>   |  |                           | Present Location<br><b>Russell Offices, Canberra ACT</b>                             |  |
| Academic Record:   |  |                           |  |  |
| Courses (Non-academic):<br>Command and Staff Qualified, 1999   |  |                           |  |  |
| <p>Personal Biographical Details:</p> <p>Air Marshal Leo Davies joined the Royal Australian Air Force as a cadet Navigator in 1979 and graduated to fly P-3B and P-3C Orion aircraft with Number 11 Squadron at Edinburgh in South Australia. In 1987 Air Marshal Davies completed pilot training and after completing F-111 conversion course was posted in 1988 to Number 1 Squadron at RAAF Base Amberley.</p> <p>In 1990, Air Marshal Davies was posted to Cannon Air Force Base, New Mexico, to fly F-111D aircraft on exchange with the United States Air Force. On return to Australia in 1993, Air Marshal Davies was posted to Number 1 Squadron as the Operations Flight Commander followed by one year as Operations Officer at Headquarters Number 82 Wing during 1996. After a posting in 1997 and 1998 as the Executive Officer at Number 1 Squadron, Air Marshal Davies completed RAAF Command and Staff Course. In 2000, he commenced two years in Capability Systems within Defence Headquarters.</p> <p>In 2002 and 2003, Air Marshal Davies' long association with Number 1 Squadron was again rekindled when he returned as Commanding Officer and achieved 2000 hours flying the F-111. He was the Staff Officer to the Chief of Air Force during 2004, before taking up the post of Officer Commanding Number 82 Wing at RAAF Base Amberley, where he was awarded a Conspicuous Service Cross (CSC) for outstanding achievement.</p> <p>Air Marshal Davies worked as Director Combat Capability within Air Force Headquarters in 2006 and 2007, during which time he was deployed to the Middle East to work in the Combined Air Operations Centre. Between 2008 and 2010, Air Marshal Davies was the Director General Capability Planning within Air Force Headquarters. He was then posted to Washington as the Air Attaché, where he was awarded the United States Legion of Merit – Officer. Air Marshal Davies returned from Washington in January 2012 to take up his appointment as Deputy Chief of Air Force.</p> <p>Air Marshal Davies was appointed an Officer of the Order of Australia (AO) in 2014 for distinguished service to the Australian Defence Force in senior command and staff appointments. He was promoted to Air Marshal and appointed to Chief of Air Force on 4 July 2015. <b>s47F</b></p> |  |                           |  |  |


**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date   | Rank    | Job Title / Division/Branch / Department                 |
|--------|---------|--|
| Jul 15 | AIRMSHL | Chief of Air Force                                       |
| Jan 12 | AVM     | Deputy Chief of Air Force                                |
| Jul 10 | AIRCDRE | Air Attache, Washington                                  |
| Jun 08 | AIRCDRE | Director General Combat Capability Planning-Air Force    |
| Jan 07 | GPCAPT  | Director Combat Capability Planning – Air Force, DGCP-AF |





Department Of Defence  
**SENIOR LEADERSHIP  
 CAREER BRIEF**

|  |   |                            |  |  |
|--|---|----------------------------|--|--|
| Christian or Given Names:<br><b>Melvin Ernest Glanville</b>                      |   | Surname:<br><b>HUPFELD</b> |  | CV Updated (date):<br><b>24 Aug 18</b> |
| Rank / Band:<br><b>Air Marshal</b>   | Honours and Awards:<br><b>Officer of the Order of Australia, DSC, AASM-ICAT and IRAQ Clasps, ASM SE Asia Clasp, Iraq Campaign Medal, Meritorious Unit Citation, DFSM** and ADM,</b> |                            |  | Post Nominals:<br><b>AO, DSC</b>       |
| Date Of Birth:<br><b>s47F</b>  | Service / AGS Number:<br><b>s47F</b>  | PMKEYS ID<br><b>s47F</b>   | Date of Commencement in Service:<br><b>16 January 1980</b>                           |  |
| Present Position:<br><b>Chief Joint Operations</b>                               |   |                            | Present Location<br><b>Russell Offices, Canberra ACT</b>                             |  |
| Academic Record:<br>Bachelor of Science<br>Master of Arts in Defence Studies     |   |                            |  |  |
| Courses (Non-academic):<br>UK Joint Services Command and Staff College (1997/98) |   |                            |  |  |

**Personal Biographical Details:**

Air Marshal Mel Hupfeld was born in Sydney in 1962. He joined the Royal Australian Air Force as an RAAF Academy Cadet in January 1980, winning the Flying Prize for his year and graduating with a Bachelor of Science degree in 1983. Air Marshal Hupfeld's early career was spent in a variety of flying positions on Mirage and F/A-18 aircraft, primarily with No 3 Squadron and No 2 Operational Conversion Unit, before qualifying as a Fighter Combat Instructor in 1989. Following a period of service as B Flight Commander, 3SQN, Air Marshal Hupfeld was appointed as the Executive Officer of 2OCU in 1995.

In 1997 Air Marshal Hupfeld was selected to attend the Royal Air Force Advanced Staff Course, graduating with a Master of Arts in Defence Studies from King's College in London, before taking up post as a Deputy Director in the Aerospace Development Branch.

In 2001 Air Marshal Hupfeld took command of No 75 Squadron and led the Squadron in operations in Middle East on Operations BASTILLE and FALCONER. In 2003 Air Marshal Hupfeld was awarded a Distinguished Service Cross in recognition of his performance as Commanding Officer 75SQN on Operation FALCONER, and his Squadron was awarded a Meritorious Unit Citation.

On promotion to Group Captain in January 2004 he was appointed Director Aerospace Combat Development in the Australian Defence Headquarters, before accepting appointment as Officer Commanding No 81 Wing in January 2006. Promoted to Air Commodore on November 2007, he became the Director of the Combined Air Operations Centre in the Middle East Area of Operations, before returning to Australia as the Director-General Air / Director General Air Command Operations in March 2008. In December 2009, he took command of Air Combat Group where he oversaw all of the RAAF's fast-jet combat aircraft to deliver Australia's capability to control the air and conduct precision strike.

Air Marshal Hupfeld was promoted and appointed as the Air Commander Australia on 3 February 2012. In this position he provided specialist air advice on raise, train and sustain issues to the joint environment. In September 2014 he was appointed Head Capability Systems Division in the Capability Development Group. In 2015 Air Marshal Hupfeld received an appointment as Officer of the Order of Australia (AO) for distinguished service to the Australian Defence Force in senior command and staff appointments. In August 2015 he was appointed to the role of Acting Chief Capability Development Group. On the disbandment of Capability Development Group, Air Marshal Hupfeld took up the newly created position of Head Force Design in Vice Chief of Defence Force Group on 1 April 2016.

On promotion to Air Marshal in May 2018, Air Marshal Hupfeld was appointed as Chief Joint Operations.

Air Marshal Hupfeld **s47F**, and his interests include mountain biking, running, fishing, light aircraft, and sailing


**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date    | Rank / Designation | Job Title / Division/Branch / Department                            |
|---------|--------------------|---|
| Apr 16  | AVM                | Head Force Design   |
| Sept 14 | AVM                | Head Capability Systems   |
| Jan 12  | AVM                | Air Commander Australia   |
| Dec 09  | AIRCDRE            | Commander Air Combat Group  |
| Nov 07  | AIRCDRE            | Director Combined Air Operations Centre, MEAO/ Director General Air |
| Jan 06  | GPCAPT             | Officer Commanding No 81 Wing                                       |





Department Of Defence  
**SENIOR LEADERSHIP  
CAREER BRIEF**

|   |   |  |  |  |
|---|---|--|--|--|
| 674 Christian or Given Names:<br><b>Warren George</b>   |   | Surname:<br><b>MCDONALD</b>  |  | CV Updated (date):<br><b>24 Aug 18</b> |
| Rank / Band:<br><b>Air Vice-Marshal</b>   | Honours and Awards:<br>AM, CSC, AASM (Clasps Iraq 2003 and ICAT) Iraq Campaign Medal, Afghanistan Campaign Medal, ASM (Clasp SE Asia), DFSM***, ADM, CJOPS Commendation |  |  | Post Nominals:<br><b>AM, CSC</b>       |
| Date Of Birth<br><b>s47F</b>  | PMKEYS ID<br><b>s47F</b>  | Date of Commencement in Service:<br><b>23 Jan 79</b>                                 |  |  |
| Present Position:<br><b>Chief of Joint Capability</b>   |   | Present Location<br><b>Canberra</b>  |  |  |
| Academic Record:<br>Graduate Diploma of Management in Defence Studies, 2005   |   |  |  |  |
| Courses (Non-academic):<br>Australian Command and Staff Course, 2005  |   |  |  |  |
| <b>Personal Biographical Details:</b><br><p>Air Vice-Marshal Warren McDonald was born in Hay, NSW and joined the Royal Australian Air Force at the age of 15 as an apprentice motor transport fitter. In 1989, he was commissioned and underwent pilot training, flying his first operational tour on the P-3C Orion at No 11 Squadron. In 1993, he was posted to Canada to fly the CP-140 Aurora at 415 Squadron. In 1996, he returned to fly the P-3C Orion with No 10 Squadron and was then posted to No 92 Wing's Maritime Test and Evaluation Unit to introduce the AP-3C Orion. In 2001, he was promoted to Squadron Leader and posted to No 10 Squadron as a flight commander. In 2002, he was posted to Butterworth Malaysia, as the commander of 92WG's Detachment Alpha. In 2005, he returned to Australia to attend Australian Command and Staff Course. This was followed by promotion to Wing Commander and a posting as Deputy Director of Project Air 7000 Phase 1. In 2007, Air Vice-Marshal McDonald was appointed Commanding Officer of No 11 Squadron, for which he was awarded the Conspicuous Service Cross. This was followed in 2009 by appointment as Officer Commanding No 92 Wing and promotion to Group Captain. He commanded No 92 Wing until October 2011, when he deployed to the Middle East as the Australian Air Component Commander for Joint Task Force 633 in support of Operation SLIPPER. With over 5000 hours on the P-3, he has served four operational tours in the Middle East, each one in a different command position. Upon his return from the Middle East in May 2012, Air Vice-Marshal McDonald was promoted to Air Commodore and appointed Director General Capability Planning - Air Force, before appointment as Commander Air Mobility Group. In June 2015, he was appointed a Member of the Order of Australia (AM) for exceptional performance as Officer Commanding No 92 Wing, Director General Capability Planning - Air Force and Commander Air Mobility Group. On promotion to Air Vice-Marshal in July 2015, he commenced as Deputy Chief of Air Force. Air Vice-Marshal McDonald is currently serving as the Chief of Joint Capabilities within the Australian Defence Force Headquarters.</p> |   |  |  |  |

**EMPLOYMENT RECORD (LAST 10 YEARS)**

| Date            | Rank / Designation | Job Title / Division/Branch / Department         |
|-----------------|--------------------|--|
| May 17 -        | AVM                | Chief of Joint Capability                        |
| Jul 15 – May 17 | AVM                | Deputy Chief of Air Force                        |
| Dec 13 – Jul 15 | AIRCDRE            | Commander Air Mobility Group / SADFO             |
| May 12 – Dec 13 | AIRCDRE            | Director General Capability Planning – Air Force |
| Oct 11 – Apr 12 | GPCAPT             | Air Component Commander, JTF633, MEAO            |
| Jan 09 – Oct 11 | GPCAPT             | Officer Commanding, No 92 Wing                   |
| Oct 06 – Dec 08 | WGCDR              | Commanding Officer, No 11 Squadron               |