



**Rear Admiral Mark D. Hammond, AM, RAN
Deputy Chief of Navy**

Defence FOI 587/19/20



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LIEUTENANT COMMANDER S SHEPPARD, RAN

NAVY DIRECTIVE 05/2020—NAVY INDIGENOUS ADVISOR

INTRODUCTION

1. In accordance with the Defence Act 1903 (Cth), the Chief of the Defence Force (CDF) is the commander of the Australian Defence Force (ADF) and separate to matters that fall within CDF's command authority, CDF jointly administers the ADF with the Secretary of the Department of Defence.
2. The Chief of the Defence Force has directed that Chief of Navy (CN) to command the Royal Australian Navy (RAN) and to achieve the results outlined in the Chief of Defence Force Charter Letter to the Chief of Navy.
3. The Chief of Navy Directive to the Deputy Chief of Navy delegates to me the accountabilities, responsibilities and authorities required to assist him to achieve the results required by CDF. CN's Directive details his expectations of me in the performance of my duties.
4. This Directive to you is issued pursuant to CDF's Charter Letter and CN's Directive. It sets out your responsibilities to me in your role as Navy Indigenous Advisor (NIA). This Directive also sets out the basis on which I will assess your performance.

MY INTENT

5. In formulating advice to me with respect to Indigenous matters, you are to display initiative and creativity, pursue all opportunities, and operate efficiently within your allocated budget. In the course of your duties, identify problems, develop solutions and take action as befitting your position as Navy Indigenous Advisor, and the rank of Lieutenant Commander. You are to engage and consult widely at all ranks, challenge entrenched ideas and identify the barriers to successful Navy careers for Indigenous members. My expectation is that decisions that should be within your remit be taken by you, keeping me informed as appropriate and seeking my assistance if required.

ACCOUNTABILITIES AND RESPONSIBILITIES

6. Understanding the 'stretch' nature of the fourth iteration of the Defence Reconciliation Action Plan 2019-2022 (D-RAP), you are accountable to me for executing the following functions on my behalf and are to provide assurances in the appropriate form or fora:
 - a. Supported by Staff Officer Navy Indigenous Affairs, develop and maintain the Aboriginal and Torres Strait Islander Diversity Reference Group in order to be able to provide:
 - i. Cultural advice to Navy's Senior Leadership Team.
 - ii. Advice to me on the implementation of the D-RAP.

- iii. Co-design, promote and implement opportunities to enhance cultural awareness strategies to engage all staff on the importance of reconciliation across the Australian Defence Force, including participation in culturally significant events including NAIDOC and National Reconciliation Week.
- b. Be one of Navy's appointed advisors on the Indigenous Cultural Advisory Group (ICAG) and support the D-RAP Working Group, and other Indigenous Advisory Groups as required.
- c. Engage with Aboriginal and Torres Strait Islander personnel and Advisors to continuously review and improve HR policies and procedures, including those concerned with anti-discrimination.
- d. Develop and implement strategies to increase the participation rate of Aboriginal and Torres Strait Islander personnel in support of Defence guidance, with particular focus on increasing officer participation in Navy.
- e. Lead and oversee the administrative requirements of Navy's Indigenous Performance Group, Bungaree, in the agreed cultural immersion and performance program.
- f. Represent Defence at forums and events that impact Defence and Aboriginal and Torres Strait Islander personnel.
- g. Establish, mentor and support the Regional Indigenous Development Officers (RIDO).
- h. Support and reinforce the broader Defence Indigenous Liaison Officer Network.
- 7. Specific tasks of the NIA will include:
 - a. (D-RAP deliverable 10) – Development a paper for CN consideration for a Navy community assistance program to assist Indigenous communities. A concept paper is required by Aug 2020 with a fully developed paper based on CN direction by end 2020, to allow budgeting and planning for implementation in FY 2021/22.
 - b. Work with the RIDO network to establish regular engagement activities with Indigenous communities in areas where Defence personnel live, work and train.
 - c. Establish and oversee the maintenance of relationships between Navy platforms and an Aboriginal and/or Torres Strait Island Community, on commissioning for new platforms and retrospectively for existing platforms, in conjunction with the Sea Power Centre.
 - d. Oversee all reporting aspects of D-RAP as required by Navy.

COMMAND RELATIONSHIP

- 8. As NIA, you are directly responsible to me and you act with my authority. You are to assist in meeting my intent through the coordination and provision of expert advice and recommendations, and through the timely identification and resolution of issues which may affect the progress, agility or success of Navy People initiatives. I expect that in the course of providing advice and recommendations, you will have liaised and consulted with all appropriate stakeholders and subject matter experts beforehand and that your advice will be clear, concise, considered and innovative.

9. You are to be prepared to respond to the requirements of CN, DCN, FC, Head Navy Capability, Head Navy Engineering, your peers and civilian Directors-General for the provision of advice and input on current Navy Indigenous matters.

BEHAVIOUR

10. You are to be an NGN champion, treating people with fairness, dignity, respect and honesty. Your behaviour must be beyond reproach, and you must at all times act as a role model for our sailors and officers.

REPORTING

11. You are to report to me quarterly in line with ICAG meetings or as needed for significant issues.

12. You are to bring to my attention in a timely manner significant occurrences or developments:

- a. That you consider need my personal attention, or which I should bring to the attention of CN.
- b. For which you receive significant criticism or praise both internally within Defence, or from an external source.
- c. Which results in you being unable, or potentially unable to, meet your responsibilities or the expectations that I have of you.

GOVERNANCE

13. You should be aware of all delegations and authorisations available and applicable to you, whether by legislation or written instruments. In particular, you should understand the limits of application available to you under the Defence Force Discipline Act 1982 and lawful and reasonable directions under the Public Service Act 1999. As a trusted agent you will advise me on many important topics including sensitive personal matters; you must comply and be cognisant of the Privacy Act 1988 when discussing these sensitive issues.

PERFORMANCE APPRAISAL REPORTING

14. I will complete your performance appraisal. You are to provide me with a list of your goals at the commencement of your reporting period through my Personal Staff Officer.

APPLICATION OF DIRECTIVE

15. This Directive is effective immediately. It must be read in conjunction with the Chief of Defence Force Charter Letter to the Chief of Navy, the Chief of Navy Directive to the Deputy Chief of Navy and any further directive or guidance which I may issue to you.

REVIEW

16. You are to review this Directive periodically and raise proposals for change if necessary. I will review the Directive every twelve months.

ACKNOWLEDGEMENT

17. You are to acknowledge receipt of this Directive in writing to my Personal Staff Officer.

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MD Hammond, AM
Rear Admiral, Royal Australian Navy
Deputy Chief of Navy

13 May 2020