



Australian Government  
Department of Defence

# DEFENCE

MAGAZINE ›

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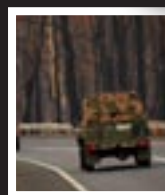
**ABOVE:** Her Excellency the Governor General Quentin Bryce takes the salute as more than 300 current and former Australian Defence Force veterans and Defence civilians take part in a parade at the Australian War Memorial in Canberra on 21 November. Marking the end of Operation Catalyst, in which more than 20 000 ADF personnel have served since 2003, the parade featured Australia's Federation Guard, the Band of the Royal Military College of Australia and the Royal Australian Navy Band. They were followed by Navy, Army and Air Force contingents, Defence civilians and ex-ADF members in a march-past. Guests included senior government figures as well as ambassadors of countries involved in the Iraq conflict.

*Photo: LAC Aaron Curran*

**RIGHT:** The Iraq campaign medal from Operation Catalyst is shown second from left.



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a nation**  
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DEFENCE  
MAGAZINE

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DEFENCE MAGAZINE ›

Editorial

Within the 10 editions of *Defence Magazine* published this year, we have aimed to make each one a snapshot of a month in Defence.

While looking back on the 440 pages that comprised these editions, we have dedicated a mere eight herein to the many and varied stories that have encapsulated the past 12 months, which have passed in the blink of an eye.

The more-than 6000 words in the review of 2009 by no means captures everything that happened, but we at least hope you read something you didn't already know.

The one thing to take away from this edition is that, overall, Defence and its head count of 81 106 people (as of 30 June), is in very good shape.

And it's embarking on a reform program to make it even better.

Approximately 3 300 people in that head count are currently deployed to 13 operations overseas and domestically, and will continue to shape a significant slice of Defence's priorities during the Christmas break. Likewise, those who have worked together on the five operations that concluded this year have also played a major part in the history of 2009.

Those operations run and won this year have been Operation VIC Fire Assist, Operation Outreach (the Northern Territory Emergency Response), Operation Samoa Assist, Operation Padang Assist and Operation Catalyst.

Significantly, a welcome home parade for Op Catalyst was held in Canberra on 21 November; an event that honoured the more than 20 000 ADF personnel who have served in Iraq since 2003.

This edition's cover image, taken that day, is, in some small way, a tribute to those who have served their own country and its national interests.

Likewise, there is as much to honour from the last month as there is from the past year, and in closing, acknowledgement and thanks is also due to all who contributed to this publication in that time. It has been a pleasure and we look forward to doing it all again from February, 2010.

- Michael Weaver, Editor

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PHOTO OF  
THE MONTH:

**Welcome to the finish line:** Chief Petty Officer Simon Butterworth from HMAS *Toowoomba* crosses the finish line after completing a marathon 666 laps of the flight deck, which helped raise \$3 500 for the ship's charities. Forty members of the ship including its Commanding Officer, Commander Ivan Ingham, participated in teams or individually during a four-hour period, with the direction changed every 15 minutes to ensure an even impact on the runners' bodies. *Photo: LEUT Kelli Lunt.*



# Snapshot

**BELOW: Sabi and a US Army CH-47 Chinook helicopter on the flightline at Tarin Kowt. INSET: Sabi receives a long overdue bath moments after her return to the Australian Special Forces compound near Tarin Kowt in Afghanistan. Photos: CAPT Stuart Wood**

## SAS dog found after year in Afghan wilderness

An Australian Special Forces explosive detection dog has been found alive and well more than a year after she went missing in action in Afghanistan.

Black Labrador "Sabi" was recovered by a US soldier at an isolated patrol base in Oruzgan Province, after going missing in the same September 2008 battle during which Trooper Mark Donaldson, VC, earned his Victoria Cross.

The ensuing media interest saw the story picked up by agencies around the world, including in Russia and by The Letterman Show in the United States.

Nine Australian soldiers, including Sabi's handler, were wounded during the fighting.

The US soldier who recovered Sabi, who can be identified only by his first name John, was aware that Australian Special Forces were missing one of their explosive detection dogs. He said it was immediately obvious that Sabi was no ordinary canine.

"I took the dog and gave it some commands it understood," John said.

John said he thanked the man who was with Sabi and shook his hand.

Sabi was then flown to Tarin Kowt to be reunited with one of her Australian Special Forces trainers.

"I nudged a tennis ball to her with my foot and she took it straight away," the trainer said.

"It's a game we used to play over and over during her training. It's amazing, just incredible to have her back."

After meeting Her Majesty the Queen in the United Kingdom, Trooper Mark Donaldson, VC, said Sabi's return had closed a chapter of their shared history.

"She's the last piece of the puzzle," Trooper Donaldson said.

"Having Sabi back gives some closure for the handler and the rest of us that served with her in 2008. It's a fantastic morale booster for the guys."

At the time of her disappearance, Sabi was



coming to the end of her second tour of duty in Afghanistan, having previously deployed in 2007.

Sabi has since undergone a period of quarantine including a veterinary assessment, and is awaiting a decision to be made about the timing of her return to Australia.

## Army choppers return home

Two CH-47 Chinook helicopters and crew recently have returned home after an eight-month tour to Afghanistan.

Rotary Wing Group (RWG-4) Commanding Officer Lieutenant Colonel (LTCOL) Karl Hamlyn said the tasks carried out by 60 members of the group had been a real test of character and endurance.

"RWG personnel were confronted with extreme heat and dust, however the aircraft and crew were able to remain serviceable and operate

at peak performance," LTCOL Hamlyn said.

"There's a pretty big effort all round to move a million pounds of cargo around Afghanistan."

During the tour, aircraft and crew completed more than 780 flying hours, and lifted more than 7000 passengers and more than a million pounds (approx. 453 593 kgs) of cargo.

Lieutenant Colonel Hamlyn said the benefit of having a high level of flight readiness was best seen in the amount of passengers, many of whom are Coalition forces, safely across Afghanistan.

"When put into context, that means more than 7 000 people haven't been exposed to travelling by road and the associated dangers of improvised explosive devices," LTCOL Hamlyn said.

Both aircraft were partially dismantled for the journey back to Australia, with the first helicopter leaving on a Royal Australian Air Force C-17 during the last week of October.

The two medium-lift helicopters will return to Afghanistan following the winter break to commence operations in March next year.

## Health study results released

The results of two studies on the health of personnel that deployed on missions to East Timor and Bougainville have been released.

The Bougainville Health Study included veterans who deployed between 1997 and 2003, while the East Timor Health Study focused on ADF personnel who deployed between 1999 and 2005.

Minister for Defence Personnel, Materiel and Science Greg Combet said the studies examined mortality and cancer rates, mental health, as well as general health and lifestyle factors.

The studies found mortality and cancer rates for the Bougainville and East Timor veterans were no different to the rates of personnel who did not deploy. The study also found that there were no significant differences in symptoms of post-traumatic stress for East Timor and Bougainville veterans compared to non-veterans.

Fatigue was the most common symptom reported by veterans from both studies which is also the most commonly reported symptom in similar studies, both nationally and internationally.

"These results will help inform policy that will

support the health of ADF members, and identify any need for improvement in areas of healthcare to members post-deployment," Mr Combet said.

The next study funded under this program will examine the health effects of deployment to the Middle East Area of Operations and is scheduled to begin at the end of this year.

## Navy supply community overcomes logistics to win national award

The Royal Australian Navy (RAN) supply community has received the national award for Excellence in People Development at the Chartered Institute of Logistics and Transport Australia (CILTA) annual awards ceremony at Newcastle in October.

Captain Steve O'Keefe and Lieutenant Jodie Wilkinson were in attendance to accept the award on behalf of the Navy supply community.



**ABOVE: Logistics Manager in the Capability Development Group, Lieutenant Jodie Wilkinson, and Chief of Staff at the Australian Defence Force Warfare Centre, Captain Steve O'Keefe, with their national award from the Chartered Institute of Logistics and Transport Australia.**

# SNIPSHOT

## Australia's commitment in Afghanistan

The Minister for Defence, Senator John Faulkner, has reaffirmed there will be no increase to Australian troops numbers in Afghanistan at a press conference in Washington.

Senator Faulkner said the major focus of his meetings with senior US Defense officials had been Australia's ongoing commitment with the International Security Assistance Force (ISAF) in Afghanistan.

When asked about Australia's contribution to operations in Afghanistan, Senator Faulkner reaffirmed that current ADF numbers were right.

"I think there is a very clear understanding and appreciation of the fact that Australia increased the number of troops to Afghanistan very significantly on 29 April this year," Senator Faulkner said.

Senator Faulkner also talked of the importance of counter-terrorism and counter-insurgency, as well as working with the local Afghan population as outlined in US General McChrystal's 60-day assessment.

## Defence Annual Report released

Tabled in October, the 2008-09 Annual Report highlighted a busy past year for Defence, which has welcomed two new Ministers and a new Secretary in a relatively short period of time.

Operationally, Defence continued the high-tempo of the previous year, with 18 operations around the world at a cost of \$1 194.9 million, and a peak contribution of 3 500 personnel.

In the financial year 2008-09 Defence again achieved unqualified financial statements. A new Freedom of Information and Records Management Branch was also established to ensure that Defence is positioned to implement a pro-disclosure culture.

The Annual Report also detailed the latest personnel figures for Defence ADF and APS employees. The permanent strength of the ADF increased by 1 925 people, to a total of 55 068, while the APS component of Defence decreased by 641. Among the services Army reported the greatest increase, with an additional 1 403 personnel, followed by 421 in Air Force and 101 in Navy.

The number of separations from the ADF also continued to decrease, with 9.4 per cent of the military's force, or 5 043 leaving – 93 fewer than in 2007-08.

The Defence Annual Report is the principal formal accountability mechanism between Defence, the Government, and Parliament. It also provides a valuable reference guide for Defence's activities for the 2008-09 financial year. The full report can be found at <http://www.defence.gov.au/annualreports/>.

# Snapshot

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The award recognises corporate or individual achievement relating to the development of people in the supply chain and logistics industry and covers areas such as training, education, formal accreditation processes, mentoring and the like.

"The RAN supply community was recognised for our significant investment in the professional development of our people," LEUT Wilkinson said.

"Our commitment was demonstrated through the alignment of our categories with industry bodies, the payment of relevant membership fees and the award of civilian qualifications for equivalent training and work experience.

"Our nomination further highlighted the quality of internal and external training and education throughout the Navy career journey which prepares members to perform effectively in the contemporary logistics environment."

The nomination included achievements in the areas of professional alignment, conferences, education, literature and industry involvement.

"Not only is the wider logistics community more aware of the role of supply officers and sailors in the Navy, but the RAN supply community is now a model for many major corporations who seek to emulate Navy's successful professional development program," LEUT Wilkinson said.

CILTA is Australia's leading professional association which represents individuals and key corporations in the transport and logistics industry. The supply community has been professionally aligned with CILTA since 2006 and currently has 158 members. It is through this relationship that many Navy people, particularly Supply Officers and Stores Naval sailors, have received professional recognition and further development opportunities.



**LEFT: Major General Tanjung thanks Colonel Mark Brewer for the Australian assistance to the earthquake-devastated region during an official handover of the local medical facility in Seigerringing, West Sumatra.**  
*Photo: CPL Dion Trevillion*

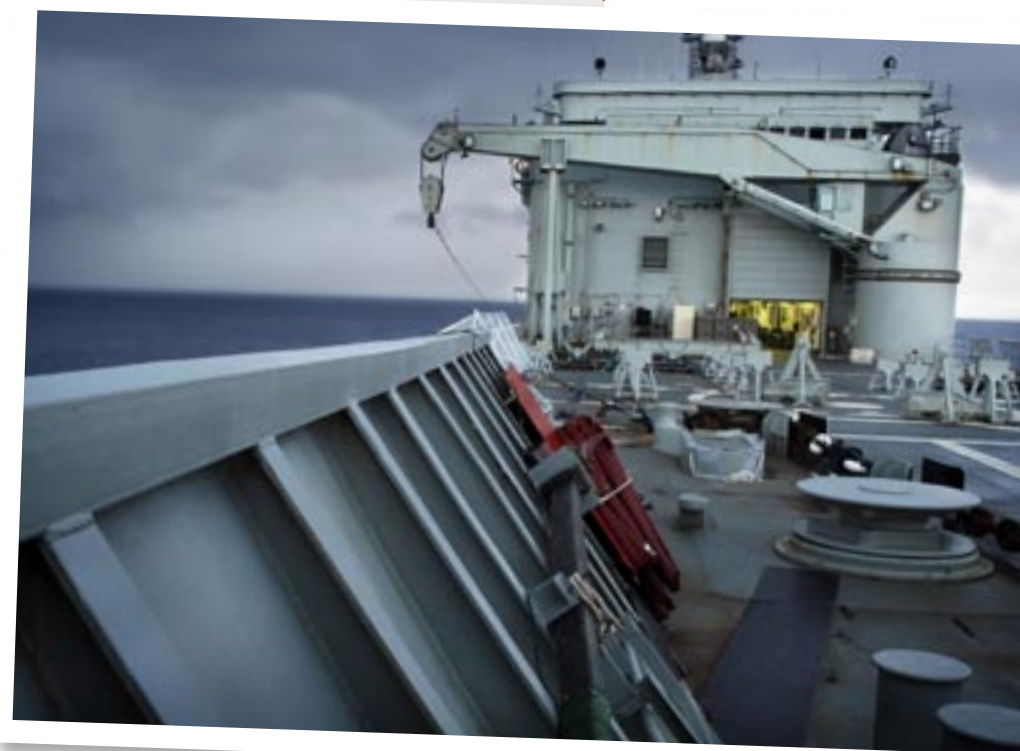
## Padang mission ends

The ADF's month-long mission to help those affected by a major earthquake that struck the Indonesian city of Padang has finished.

The Chief of the Defence Force, Air Chief Marshal Angus Houston, said the work done in the aftermath of the earthquake had strengthened the friendship between Indonesia and Australia.

Among the many tasks achieved by the Australian contingent, 1.3 million litres of water was produced and distributed, 1300 patients were treated in a purpose-built medical facility, 63 buildings were assessed for structural integrity and more than 532 metric tons of humanitarian aid was flown into the region.

**BELOW: HMAS Kanimbla at anchor during a late afternoon storm in Pariaman, West Sumatra during Operation Padang Assist.**  
*Photo: ABIS Andrew Dakin*



"It also highlights our commitment to using the full suite of our Special Forces to protect the local population, ADF elements and to work in partnership with other coalition forces."

## Defence ICT Strategy launched

The 2009 Defence Information and Communications Technology (ICT) Strategy has been released, aiming to increase efficiency and effectiveness within Defence's ICT portfolio.

The Minister for Defence, Senator John Faulkner, said the Strategy would strengthen the relationship between Defence's strategic objectives and its ICT capabilities.

"Through enhanced strategic planning processes and transparent portfolio-based resource allocation, the ICT Strategy will improve Defence's ability to conduct forward ICT capability planning," Senator Faulkner said.

"The Defence ICT Strategy is also consistent with the recommendations of the Gershon Review and elements of the Strategy were included in the 2009 Defence White paper."

Senator Faulkner said the Government was also seeking to improve the publicly-available information relating to the future direction of Defence ICT, and added that Defence would conduct annual reviews of the new Strategy.

## Soldiers strike insurgent stronghold

A Special Forces operation during mid-October in Afghanistan has resulted in the seizure of insurgent weapons, improvised explosive devices, as well as Afghan Army uniforms and about 100 kilograms of opium.

The Commander of Australian Forces in the Middle East, Major General Mark Kelly, said the success of the raid would have a positive impact on the security of the civilian population and coalition forces across southern Afghanistan.

"This stronghold has, until now, provided a secure base area from which to sustain the insurgency throughout southern Afghanistan," Major General Kelly said.

Major General Kelly said the destruction of these munitions means they can no longer be used against the local Afghan population and coalition forces.

"What this operation says very clearly to the insurgency is that it doesn't matter where you are, we can find you, and strike you," Major General Kelly said.

# SNAPSHOT

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## Royal honours for Navy commander

The King of Tonga has honoured HMAS Tobruk's commanding officer for his role in the humanitarian relief effort to the disaster-stricken region.

The Officer of The Royal Military Order of St. George, the King's fourth highest military honour, was presented to Commander Peter Thompson at a ceremony in the Tongan capital of Nuku'alofa.

The King of Tonga, George Tupou V, said he "very much appreciated" the work the Navy and the Australian Government had done to help the region's tsunami-affected communities.

Commander Peter Thompson said the operation was a chance for the ADF to help Australia's Pacific neighbours. "I am honoured and humbled to receive this award on behalf of the Royal Australian Navy and the Australian Government," Commander Thompson said.

The relief effort saw Tobruk carry more than 500 tonnes of humanitarian aid supplies to assist local groups and agencies such as the Red Cross. The total assistance by the Australian Government, non-government organisations and the Australian public in both Samoa and Tonga now stands at \$13 million.

## John Schumann to tour East Timor

John Schumann, the singer-songwriter famously known for his Vietnam veteran's anthem I was only 19, will be touring East Timor in December to entertain Australian service men and women, performing the hit track more than 25 years after it was first recorded.

A lifetime honorary member of the Vietnam Veterans Association of Australia, Mr Schumann will travel to East Timor with his band The Vagabond Crew to meet with and play for the troops based within the Dili surrounds.

"It has been a long time coming. We've had so many requests from serving men and women of the Australian Defence Force that it's nice to be able to finally go. We are all really looking forward to the tour and we hope to bring a bit of home to our troops in East Timor who will no doubt be missing their families over the Christmas period," Mr Schumann said.

## Recognition for peacekeeping service

The Defence Honours and Awards Tribunal will inquire into recognition for Defence Force personnel who served as peacekeepers since 1947.

The Parliamentary Secretary for Defence Support, Dr Mike Kelly said the inquiry is another in a series of reviews into long-standing Defence honours

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# Snapshot

RIGHT: Trooper Mark Donaldson, VC, is greeted by Her Majesty Queen Elizabeth II at Buckingham Palace.

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The final elements of the ADF's Joint Task Force departed Indonesia for Australia on 2 November, after the closure of the Australian Army Primary Health Care Facility and its official handover to the local health authorities.

The Commander of the Indonesian Earthquake Relief Effort, Major General Tanjung, praised the Australians for their dedication to the relief effort in support of the Indonesian Defence Force (TNI).

"Your performance was outstanding to finish your mission in such a short time, we look forward to more opportunities to work together in the future," Major General Tanjung said.

Joint Task Force Commander Colonel Mark Brewer said he was proud of the performance of his personnel during the operation.

"To see the Australian and Indonesian soldiers working side by side, forging friendships in the aftermath of a natural disaster, will be an enduring feature of this mission," Colonel Brewer said.

## Trooper meets the Queen

Australia's 97th Victoria Cross winner Trooper Mark Donaldson, VC has met the Her Majesty Queen Elizabeth II.

Trooper Donaldson said being granted an audience with the Queen was a great honour and something he would never forget.

"I feel very proud to be given the opportunity to meet Her Majesty the Queen," Trooper Donaldson said.

"It's something not many people get to do, so I feel very privileged."

Trooper Donaldson also played an important role in the Passing of the WWI Generation Service at London's Westminster Abbey, as part of the

official commemorations marking Remembrance Day 2009.

Trooper Donaldson joined British Lance Corporal Johnson Beharry, VC in laying a wreath during the service.

While in London, Trooper Donaldson also met with members of the Victoria Cross and George Cross Association of which he is the newest member.

"It will be good to share stories about commitments, the Association and life after the receipt of the award," Trooper Donaldson said.

## Defence Budget Audit released

The Minister for Defence, Senator John Faulkner, announced on 17 November that the Government released the 2008 Defence Budget Audit, also known as the Pappas Review.

"The Audit advised on the efficiency and effectiveness of the Defence budget and how to improve budget management. It was independently conducted by a respected external consultant, Mr George Pappas, working closely with Defence," Senator Faulkner said.

"Releasing the Audit shows our commitment to transparency in Government and highlights the robust decision-making that underpinned the Defence White Paper and the Strategic Reform Program."



Some of the material in the Audit has been exempted from release by the FOI decision-maker, on grounds such as sensitive military capabilities, privacy and commercial sensitivities, and material yet to be considered by Cabinet.

"The Government accepted the vast majority of the Audit recommendations and these will be implemented through the Strategic Reform Program," Senator Faulkner said.

"We agreed to an alternative funding model which provides funding certainty for planning and real funding growth to meet the growing cost of the military equipment we will need in an increasingly demanding world. This model is similar to that recommended in the Audit and, we believe, more appropriate given current fiscal circumstances."

Senator Faulkner also pointed to his establishment of an oversight committee, the Defence Strategic Reform Advisory Board (DSRAB), to provide careful external scrutiny of the reform program.

The Defence Budget Audit made a number of recommendations, which the Government did not accept, regarding the future of the Defence estate, including consolidating the Defence estate into a super-base model.

Senator Faulkner has asked Defence to undertake further work on the issue of base consolidation. A comprehensive departmental review, including a strategic assessment of Defence's basing requirements and a detailed financial analysis of long-term costs and efficiency gains of different basing mixes, will develop options for changes to the estate in a 25-30 year period.

The Defence Budget Audit and a brief Departmental response can be downloaded from: <http://www.defence.gov.au/header/publications.htm>.

# SNIPSHOT

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and awards issues identified by the Australian Government in late 2007.

A call for submissions will be released shortly in the national press. Submissions to the inquiry close on Monday, 21 December 2009.

"Many people have raised with the Government the issue of separate additional recognition for Australian Defence Force peacekeeping service and I would encourage them to now take advantage of this opportunity to make a submission," Dr Kelly said.

The Tribunal can be contacted at: Defence Honours and Awards Tribunal, Locked Bag 7765, Canberra Business Centre, ACT, 2610; or via email to [DHA.Tribunal@defence.gov.au](mailto:DHA.Tribunal@defence.gov.au).

## Future submarine design capability study

A contract has been signed with the United States RAND Corporation to complete a domestic design study for the Future Submarine Project, SEA 1000.

The domestic design study will examine Australia's submarine design capability and capacity. Investigations by the Project to date have aimed at developing an understanding of the capability of the international submarine industry.

The results of the domestic design study will inform project strategy options for consideration by Government during 2010 and is an example of the Government's careful planning for Australia's next generation of submarines.

As outlined in the White Paper, the Government has decided to acquire 12 new Future Submarines, to be assembled in South Australia. This project will be the largest and most complex defence procurement undertaken in Australia's history. The report is to be completed by February 2010.

## WWII Z Force veteran passes away

The Commanding Officer of HMAS Stirling, Captain Brett Dowsing, expressed his condolences on behalf of Navy at the passing of revered 84-year-old WWII Z Force veteran, Jack Wong Sue, on 17 November.

"Jack Sue was a highly respected West Australian who served his country with great distinction," CAPT Dowsing said. "He was awarded the Distinguished Conduct Medal for his actions in WWII and in 2006 was made a Member of the Order of Australia. He will be sadly missed by the local Perth ex-serving and current military community."

After joining the Royal Australian Air Force for WWII, as a 19-year-old Jack Wong Sue served as a member of Z Force, a special operations unit formed to operate behind enemy lines in South East Asia. After WWII he became a

recognised author, prominent businessman, Justice of the Peace and well-regarded musician in Perth for around 60 years.

He returned to Perth after being discharged from the RAAF in January 1946 and subsequently opened a diving equipment store in Midland. He was so highly regarded by the military that, although remaining a civilian, he later instructed and advised members of the Australian Army's SAS Regiment in jungle warfare.

## First Navy commander in East Timor

Commodore Stuart Mayer from the Royal Australian Navy has taken command of the International Stabilisation Force (ISF) that is working to maintain security and restore normality in East Timor.

Commodore Mayer is the first naval officer to command the ISF and assumed responsibility from the outgoing ISF Commander, Brigadier Bill Sowry, at a handover ceremony in Dili on 23 October.

Commodore Mayer has held numerous command positions at sea and at Maritime Headquarters in Australia since joining the Royal Australian Navy as a Seaman Specialist in 1984. Commodore Mayer is a recipient of the Conspicuous Service Cross and served in multiple theatres of operation.

## Initial delivery of Wedgetail aircraft

The Defence Materiel Organisation (DMO) has taken initial delivery of two Airborne Early Warning and Control (AEW&C) aircraft from Boeing.

AEW&C Program Manager, Air Vice Marshal Chris Deeble said the aircraft, known as Wedgetail, is critical to Australia's Air Combat Capability and will play a key role in achieving the Australian Defence Force's network-enabled war fighting capability.

"The Wedgetail aircraft is a first-of-type development and extremely complex, given the range of cutting-edge radar technology and sensors that will be incorporated into each aircraft.

"Development, test and evaluation are still ongoing with many hurdles still to be overcome, particularly with respect to radar, electronic support measures and integrated system performance and stability," AVM Deeble said.

The Commonwealth will eventually acquire six Wedgetail aircraft at a cost of more than (AUS) \$4 billion.



ABOVE: Leading Seaman Aircrew Brad Mills (left) and Leading Seaman Aircrew Dean Morgan with Indonesian school children, before departing a school field during Operation Padang Assist. Photo: ABIS Andrew Dakin



## HIGHLIGHTS MARK momentum for year ahead

**The theme of this edition of the *Defence Magazine* is "The Year in Review".**

After such a short time in the role of Secretary, perhaps I am not in the best position to review the year's successes – it is probably best left to the CDF, Service Chiefs, and Group Heads who have all contributed to this edition and have described in detail their busy and challenging year.

I will, however, draw particular attention to the thank you message from the Minister for Defence, John Faulkner, (page 12) and his reference to the production of the White Paper in 2009 after 18 months of hard work across all of Defence. The release of the White Paper is without doubt an impressive achievement from any perspective, whether from those of you who were involved or for those, like myself, who observed from a distance and watched its release with interest.

I would like to acknowledge the effort that went into its production and congratulate you all on the quality of the finished product. It has provided a clear direction for the future of the organisation.

During the past three months I have experienced several highlights worthy of an end-of-year mention.

On 23 and 24 September, I attended an off-site meeting of the Defence Committee at the Royal Military College, Duntroon. This was a stand-out session for me as it marked in my mind a major change in the direction of the Defence leadership. This was a chance to define the approach of the leadership to the year of change ahead of us, to assess the way the DC works as a leadership team, and ensure that we have a collective understanding of how we can drive change in our own behaviour and processes.

It was an open and honest session where we put the problems out on the table and committed ourselves to the direction of the organisation. There was an increased sense of collaboration and unity at the end of the meeting that impressed

**RIGHT: Secretary of Defence Dr Ian Watt and Chief of the Defence Force Air Chief Marshal Angus Houston lay a wreath as part of the Remembrance Day service at Camp Holland in Afghanistan. Photo: Corporal Rachel Ingram**



me and filled me with optimism for 2010.

Visiting East Timor and Afghanistan were also highlights for me. They were two examples of Defence delivering at the sharp end. This is what we are all working toward. So much of our time and effort is focused on Afghanistan and the trip was invaluable in giving me a better understanding of the problems that need to be resolved.

There was also the chance to meet a real celebrity, a well-travelled and highly-intelligent black Labrador named Sabi who has now been the subject of more than 500 headlines around the world after her return from a 14-month tour of Afghanistan (*Snapshot*, page 4).

The third highlight for me this year has been the level of commitment I have seen from people doing their jobs. I said in my first column that I intended to visit as many Defence establishments as possible,

interstate, overseas and in the Canberra region. I have begun this process with visits to RAAF Tindal, Darwin, East Timor and Afghanistan but have also visited local sites such as the mail-sorting centre in Fyshwick, Canberra, and the card-management centre, at Anglesea Barracks, in Hobart. I have observed that even though the locations are diverse and the functions performed very different, the high level of commitment is the same.

There will be many more visits in 2010 as I get to know even more about the business of Defence and the people who make it happen. I intend to update you on my visits through my website.

Finally, I would like to wish every member of Defence a happy and safe holiday season with family and friends and look forward to us all returning in 2010 refreshed and ready to face the challenges of the new year.



## 2009: A reflection from the Chief

**I would like to congratulate the men and women of Defence on a job exceptionally well done this year. 2009 has been eventful and demanding with many unexpected tasks in addition to the anticipated requirements of our various deployments, exercises and training.**

Of course, this has meant that we have all been required to work very hard to enable and support our busy operational tempo. I am delighted with the way in which all our operations are progressing. I would like to particularly acknowledge our efforts in Afghanistan training and mentoring the Afghan National Army; our success in our offshore maritime area with numerous boardings and interdictions; and our very fast response to assistance requests from our neighbours in Indonesia, Samoa, Tonga and Papua New Guinea.

In this short column I could not possibly go into all of our many achievements this year. However, I would like to highlight some of the events that, in one way or another, were particularly significant for all of us in Defence.

I was so very proud in January when Trooper Mark Donaldson was presented with the Victoria Cross for his exceptional act of gallantry in Afghanistan. Since his investiture, Trooper Donaldson has been an outstanding ambassador for the Australian Defence Force and our nation, culminating with an audience with the Queen in November.

Unfortunately, as is so often the case, the good is often followed closely by the bad. This was the case in February when parts of Victoria were devastated by bushfires and many Australian lives were lost. Defence was very quick to respond to this national disaster and all told about 850 ADF men and women took part in Operation VIC FIRE ASSIST. When I visited our people during this deployment I was so inspired by their stoic determination and spirit of compassion. Our people will probably never

fully realise the impact they were able to have on our fellow Australians in need.

March saw the official opening of Headquarters Joint Operations Command (HQJOC) and our improved higher command and control arrangements. These new arrangements have been in place about nine months now, and I can say that I am very pleased with the way in which HQJOC has been planning and managing our joint operations and exercises. We are responding very quickly and effectively to events worldwide.

In May, the 2009 White Paper was launched, along with the Strategic Reform Program. In addition to setting our strategic direction and providing the ADF with an outstanding plan for our future force structure, we also committed to a program of reform that will ensure every dollar in Defence is better spent. In years to come, 2009 will go down as the year Defence began to improve the way we do business.

July brought the end of Operation CATALYST in Iraq. During the course of this six-year operation, more than 15 000 Australian men and women were instrumental in developing a secure and stable Iraq. To all our people who contributed to Operation CATALYST, I offer my sincere gratitude for your service. In completing this task, you performed extremely well under considerable pressure and you significantly enhanced the reputation of the ADF with your fellow countrymen, our allies and the people of Iraq.

2009 also brought new leadership to Defence and in June, we welcomed a new Ministerial team. Minister John Faulkner, Minister Greg Combet and Parliamentary Secretary Mike Kelly have all expressed to me how pleased they are with our efforts this year. Defence also welcomed a new Secretary with the appointment of Dr Ian Watt in August. Dr Watt and I look forward to continuing to work together closely next year in leading Defence

through our program of reform to deliver Force 2030.

I am also delighted with the performance of the three Services this year. The Service Chiefs have done a wonderful job maintaining their important raise, train, sustain role during a very busy operational tempo – whilst at the same time they are also embarked upon their individual cultural and structural reforms. I look forward to seeing what 2010 will bring for New Generation Navy, Adaptive Army and Air Force – One Team.

During 2009, we also made great strides in our continued efforts to look after our people. The review into mental health, our program to assist our wounded people, the Action Plan into the recruitment and retention of women, and improvements to Occupational Health and Safety, are just a small number of initiatives this year. I think it is because of this approach to our people, as well as a number of other new and successful strategies, that we have been able to turn around our workforce growth. This year we have had steady improvement within most of our critical categories and separation rates have continued to decrease, while recruiting is improving.

Finally, I would like to express my deep sadness at the loss of five of our soldiers this year. Private Gregory Sher, Corporal Mathew Hopkins, Sergeant Brett Till and Private Benjamin Ranaudo were all lost in Afghanistan and Lance Corporal Mason Edwards was lost while he was training here at home. For the families of these men, 2009 will be one of the worst of their life – the year in which their families were never to be whole again. I would like everyone in Defence, as they celebrate Christmas with their own family, to keep these families in their hearts. The loss of these fine young men will certainly be in my thoughts as I reflect on the year that was and contemplate the sacrifice they have made for our nation.

**“I was so very proud in January when Trooper Mark Donaldson was presented with the Victoria Cross for his exceptional act of gallantry in Afghanistan”**

# MINISTER FOR DEFENCE MESSAGE



## THANK YOU TO ALL DEFENCE PEOPLE

**A**s 2009 draws to a close, I would like to take this opportunity to thank you all for your hard work and dedication throughout the year. Defence's people are our greatest asset.

The last 12 months have been a busy time for Defence with the release of the Defence White Paper, *Defending Australia in the Asia Pacific Century: Force 2030*. Together with the Strategic Reform Program, this will ensure that Australia has a first-class Defence Force for many years to come.

Since taking up the role of Defence Minister on 9 June, I have tried to visit as many Defence bases and personnel as I possible can. I have always been impressed by the enthusiasm, professionalism and leadership of people in Defence, and though I might be forgiven a certain bias, my international colleagues or counterparts always comment on the impressive quality of our people.

For most of us, the festive season is a time spent with family and loved ones. During this period we should spare a thought for the members of our Defence Force who have spent time away from their families on operational deployments this year, and the many who are still away. From the Solomon Islands and East Timor to the Middle East, the courageous young men and women of the ADF are undertaking important and often dangerous work, so that our nation is more secure.

At this time we especially remember those who have fallen. Our thoughts are with the families and friends of Private Gregory Sher, Corporal Matthew Hopkins, Sergeant Brett Till, Private Benjamin Ranaudo and Lance Corporal Mason Edwards.

I would also like to acknowledge the fine work done by the men and women of the ADF who deployed at short notice in response to tragic incidents in our region this year. I commend the efforts of those members who provided relief and assistance in challenging and difficult circumstances

**ABOVE:** From L-R: International Stabilisation Force personnel in East Timor, Major John Potts, Captain Andrew Mahoney and Captain Shirley Robinson talk with the Minister for Defence, Senator the Hon. John Faulkner during a visit to Camp Phoenix in September. *Photo: LAC Christopher Dickson*

**RIGHT:** Mentoring and Reconstruction Task Force 2 member, Sapper Luke Coble speaks with Senator Faulkner over dinner at Camp Holland, Tarin Kovt during the Minister's recent visit for Remembrance Day. *Photo: Corporal Rachel Ingram*

**RIGHT:** Senator Faulkner is greeted by the Commanding Officer of Navy base HMAS Kuttabul, Commander Christine Clarke (left) during a visit to Fleet Base East, Sydney in July. Also pictured is Commander Australian Fleet, Rear Admiral Nigel Coates. *Photo: LSPH Yuri Ramsey*



on Op PNG Assist, Op Samoa Assist, Op Padang Assist, Op Ashika Assist, Op Kokoda Assist and Op Vic Fires Assist.

I also applaud the work of Defence's Australian Public Servants, who are essential to delivering these outstanding outcomes. The professionalism, courage and skill our uniformed personnel and civilian staff routinely display might make it look easy, but I and the rest of the Government know just

how much goes into every ADF deployment, and we very much appreciate your efforts.

At the conclusion of this busy and historic year, I would like to wish all members of Defence and their families all the best for the holiday season, and a safe and happy New Year. I look forward to visiting more bases, and meeting as many of you as possible next year, as we work together to deliver Force 2030.

# CDF plan to drive cultural change

By Jack Foster

**T**he Chief of the Defence Force (CDF) Action Plan for the Recruitment and Retention of Women was released in November, striving to improve workplace flexibility, accountability and career management for women across the ADF.

Warrant Officer (WOFF) Kellie Wood was at the official launch and said the Action Plan would enhance the future growth of the ADF.

"I was proud to be an active participant of the initial commitment by the CDF to enhance and recognise the contribution of women in the ADF," WOFF Wood said.

"The Action Plan will provide me with more choices; choices that will help in balancing my professional and personal life."

Also at the launch, Director Navy Recruitment Management Lieutenant Commander (LCDR) Elizabeth Mulder said Defence already had several initiatives in place to help with the often challenging task of maintaining a healthy work/life balance.

"Defence has a culture where work and family responsibilities are accepted and this has helped me achieve a good balance most of the time," LCDR Mulder said.



**ABOVE: (L-R): Warrant Officer Kellie Wood, Lieutenant Commander Elizabeth Mulder, Colonel Georgeina Whelan, Squadron Leader Amanda Robinson, Able Seaman Sally Reiffel, and Sergeant Kimberley Kiely with Chief of the Defence Force Air Chief Marshal Angus Houston, AC, AFC during the launch at Parliament House. Photo: Bryan Doherty**

Minister for Defence Personnel, Materiel and Science, Greg Combet said the ADF was moving to become more representative of the community it served.

"While much has been done to improve the recruitment and participation rates of women, Defence recognises there is more to do," Mr Combet said.

"The plan has at its heart a cultural change program that will impact on everyone in Defence at every level and workplace.

"The next few years will see changes to the performance appraisal system, career management philosophies and practices, and personnel policies for the benefit of the women

and men in Defence and the general community."

CDF Air Chief Marshal Angus Houston said the Action Plan built on previous achievements and initiatives and introduced new measures to increase the attractiveness of an ADF career.

"Defence wants to be recognised as an employer that values its members and provides them with conditions of service that support, enable and encourage their personal circumstances, whatever they may be," Air Chief Marshal Houston said.

The Action Plan was developed after nearly 18 months of consultation with the CDF Reference Group on Women and 17 roundtables with 200 ADF women across Australia.

By Jack Foster

# Executive effort rewarded

**Below:** Patricia Young (centre) with her colleagues, (L-R) Ms Jane Vincent, Commander Australian Defence College Rear Admiral James Goldrick, Chief of Staff Joint Education Training and Warfare Command Colonel Dianne Gallasch, and Centre for Defence and Strategic Studies Principal Dr Alan Ryan.

**D**edicated, hardworking and reliable – just some of the words used to describe Patricia Young from the Australian Defence College, after being named runner-up in this year's prestigious EA/PA of the Year Awards in Canberra.

Organised by EXPAND, a network of public sector executive and personal assistants, the national awards aim to promote and celebrate the vital role executive assistants and personal assistants, or EAs and PAs, perform in managing their executive areas.

"Each department was only able to choose one nominee, and I was it for Defence," Patricia said. "I was surprised, honoured and incredibly excited to tell you the truth."

EXPAND Secretary Lyndie Mitchell said that this year's award criteria had changed, allowing only for nominations endorsed at the Secretary or CEO level.

"The 12 nominations received represented the finest example of an executive assistant within a department," Lyndie said.

Patricia said that working to both the Australian Defence College (ADC) Commander and the Principal for the Centre for Defence and Strategic Studies (CDSS) was a challenging but rewarding job.

"Working for a military and civilian person means I have to be sensitive to two different management styles," Patricia said.

"But I really enjoy the diversity of this job. I get to meet a whole range of people, including many foreign dignitaries. It's really unpredictable and I love that."

Commander ADC Rear Admiral (RADM) James Goldrick said Patricia regularly went above and beyond to help the whole Command.

"Trish is a dedicated, hardworking and a



**“Trish is a dedicated, hardworking and a caring individual who has the highest standards of integrity and discretion”**

– Commander Australian Defence College, RADM James Goldrick

caring individual who has the highest standards of integrity and discretion," RADM Goldrick said.

"She regularly puts the needs of others above herself and has been an enormous support to me and the other senior staff."

CDSS Principal Dr Alan Ryan said Patricia managed the balance between two bosses with equanimity and style.

"Trish keeps a number of balls in the air at any one time and always keeps her sense of humour," Dr Ryan said. "She is one of those

people that you can thoroughly depend on."

Lyndie Mitchell said the EXPAND Awards, now in their 16th year, will continue to recognise an EA or PA that is not only excellent in the role he or she plays, but one who is a major corporate citizen within their organisation.

"Patricia has demonstrated all of this – a real enthusiasm for her role and genuinely a great corporate citizen giving back support, not only to other EAs and PAs, but mostly to the people in her team," Lyndie said.

## Magic moments set for robot challenge

By Jack Foster

**T**he Defence Science and Technology Organisation (DSTO) is embarking on an International Robot Challenge called MAGIC 2010 with an objective to develop super-smart robots that can cooperate autonomously in high-risk environments and emergency situations to protect human life.

The Multi-Autonomous Ground-robotic International Challenge (MAGIC), jointly organised by DSTO and US Army REDCOM attracted 23 entries from countries such as the US, Canada, Turkey, Poland, South Korea, Japan and Australia.

Minister for Defence Personnel, Materiel and Science Greg Combet said 12 teams had now been short-listed to progress their projects to the next stage of the challenge.

"Of the 12 teams, five are from the United States, four from Australia, and one each from Canada, Japan and Turkey," Mr Combet said.

Ten of these teams will receive \$US50 000 to develop their proposals. The remaining two teams have the opportunity to self-fund their projects.

DSTO's Chief of Land Operations Division Mr Steve Quinn said most of the teams were partnerships between universities and private companies at the forefront of robotics technology.

"These include Cornell University, Carnegie Mellon Robotics Institute, universities of Michigan, Pennsylvania, and Virginia Tech at Chiba University. General Dynamics, Thales Australia, Flinders University, La Trobe University, University of Adelaide and University of New South Wales," Mr Quinn said.

Mr Quinn said that autonomous robotic technology would provide enhanced protection to ADF forces deployed in the Middle East and other operational environments.

"We are looking at a technology push through this competition," Mr Quinn said.

"We are challenging the technology world internationally to find a solution where one person can control more than one robot."

Mr Quinn said that teams were aiming to develop robots capable of conducting complex intelligence, surveillance and reconnaissance missions.

"If we can send unmanned robotic systems to identify and classify a threat, it will significantly reduce the risk for our soldiers. This competition is all about enhanced protection," Mr Quinn said.

"This can only happen if you can design and build a robotic system that can actually make decisions, one that looks at and then classifies a threat before communicating information back or undertaking certain procedures."

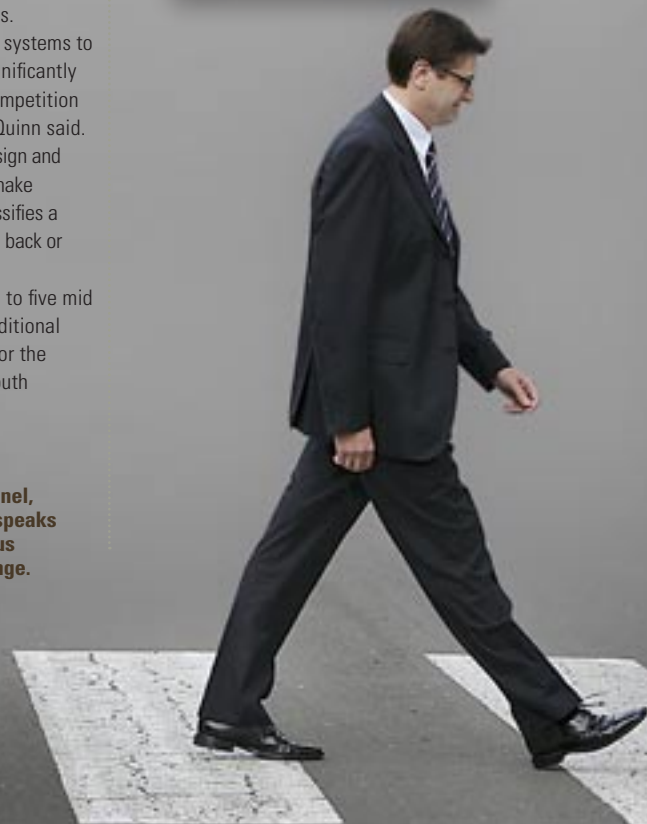
Short-listed teams will be reduced to five mid next year when they will receive an additional \$US50 000 to complete their projects for the Grand Challenge Event to be held in South Australia in November 2010.

**"We are challenging the technology world internationally to find a solution where one person can control more than one robot."**

DSTO's Chief of Land Operations Division  
Mr Steve Quinn



**ABOVE: Minister for Defence Personnel, Materiel and Science Greg Combet speaks at the launch of the Multi Autonomous Ground-robotic International Challenge.**



# Building a nation

Former commander puts perspective on diplomacy and soldiering

By Stephen Ridgway

**B**rigadier Bill Sowry has just returned from nine months in command of the International Stabilisation Force (ISF) in East Timor. As commander of an international force, the posting involved high-level diplomacy as much as soldiering.

It's just the latest high-profile overseas deployment in an Army career that began on 17 January 1980.

The grandson of a Gallipoli veteran, Brigadier Sowry commanded some 800 Australian and New Zealand soldiers, sailors and airmen and airwomen in East Timor. But he is also surrounded by soldiers even when he comes home. His elder brother was an army officer who retired 10 years ago, his younger brother is currently serving in Afghanistan, and he is married to a serving officer, Lieutenant-Colonel Kath Sowry. Their four children, aged 14, 13, eight and seven, haven't made up their minds yet.

However, four children is nothing for the average East Timorese couple and that could become one of the country's biggest challenges. Fifty per cent of the country is now under 18 and the average birth rate is 7.6 children per woman. East Timor is already one of the world's poorest countries and is facing a tripling of its population by 2050.

Brigadier Sowry brought a novel approach to the longer-term issue of unemployed youth in East Timor.

"When I got there the security situation was calm but not stable," Brigadier Sowry said.

"The Government had largely resolved the most pressing problem of resettling the large number of internally-displaced personnel, but we needed to find something for the youths to do – a non-traditional intervention that would bring a strategic outcome.

"We decided to implement the Duke of Edinburgh Awards – technically known as the International Award for Youth when they are not in a Commonwealth country.

"With President Ramos Horta as patron, we began a pilot scheme with six independent operators, about 80 adult award leaders and 450 participating youths.

"It was hardly the same level as Singapore where every school-student over the age of 14 participates, but the International Secretariat in Sydney was so impressed at the speed of introduction of the program it gave the ISF a vote of thanks in front of the Earl of Wessex at its recent Asia Pacific Forum.

"Because the scheme focuses on community service and self-development, it provides a more positive outlet for their energies than the gangs many Timorese youths belong to and should result in an improved longer-term security outcome as well."

Another challenge was Prime Minister Gusmao's request that the ISF "make its invisibility more visible".

"In other words the Prime Minister wanted a less obvious security presence and a refocussing on more exemplar training of his own Army-in-development," Brigadier Sowry said. "We began with learn by showing, which transitioned into learn by doing."

The composition of the international force was also a contributing factor to building good working relationships, according to Brigadier Sowry.

"I must especially acknowledge the Kiwi factor. They brought their own Kiaora Kiwi style and they understood small island cultures – many Kiwi soldiers were Maoris or Islanders. The locals got on with them like a house on fire."

Brigadier Sowry said that the high Reserve element among the Australian soldiers was also a big positive.

"For example we used our police Reservists as liaison officers with the local police. Our UN liaison officer had worked in both the youth space and the disaster relief space," Brigadier Sowry said.



**“ Sometimes it felt like I was commanding a force of 800 international consultants who just happened to be in uniform, but it was a way of tapping into the Force’s inherent talents ”**

– Commander of the International Stabilisation Force in East Timor from January to October, Brigadier Bill Sowry

"Our civil engineer Reservists were assigned to CIMIC-type projects, and our fire-fighter Reservists developed training programs for the Timorese bombieros [firemen] and soccoros [airport emergency staff].

"Meanwhile our geospatial soldiers were working with the land and planning agencies, helping prepare for the 2010 census by teaching them how to use GPS.

"Sometimes it felt like I was commanding a force of 800 international consultants who just happened to be in uniform, but it was a way of tapping into the force's inherent talents."

## Know the culture

Understanding the culture of the country – and especially its leaders – also contributed to Brigadier Sowry's success. He said it was the key to understanding the national objectives of the Timorese leadership, and how his force fitted into this picture.

East Timor's continuing ties to Portugal are another factor that Brigadier Sowry says permeates all walks of life in the country

"Many senior leaders remember the support the Portuguese gave them during their years of exile. There is a very strong emotional bond as a result of that support," Brigadier Sowry said.

"The fact that they speak Portuguese is also perceived to give them leverage by association with other Portuguese-speaking countries – a significant world language group. The bloc has a shared Portuguese experience and it gives the East Timorese a footprint in all four corners of the world, from Brazil to Macau. They feel it places them in a stronger space.

"The language spoken by most East Timorese, Tetum, was geographically isolated, and mainly geared to the needs of subsistence farming. For example, there is no Tetum word for 'training'."

Brigadier Sowry says this is all about to change with a bold new program aimed at the young generation of East Timorese.

"To overcome these limitations, all schools are now closed while the 9 000 teachers are learning to teach in Portuguese. From January, when the schools re-open, Portuguese will cease to be the language of just seven to 10 per cent, and start spreading through the whole population," Brigadier Sowry said.

"But getting their army to be in a state of training when most soldiers didn't even have a word for it was another challenge," Brigadier Sowry said.

"By the end of the year the East Timorese army, the Falantil Forsa de Defensa Timor-Leste (FFDTL), was engaging in joint exercises with the ISF, the 11th Marine Expeditionary Unit and the USS Bonhomme Richard. That was pretty good.

"Now they are making it happen themselves and their Army engineers in particular are focused on nation-building, disaster-relief, and post-conflict reconstruction."

**ABOVE LEFT: Brigadier Sowry presents members of the New Zealand contingent with the Timor Leste Solidarity Medal. Photo: SIS Paul Bery**

**LEFT: Brigadier Sowry (far left) works together with the East Timor Defence Force during training missions in urban operations. Photo: LAC Christopher Dickson**

## Developing democracy

Some 200 000-300 000 young people have only known life after independence, but they remain aware of underlying political tensions. The political system is an emerging active democracy with the main opposition party, Fretilin, gaining recognition through a vocal but peaceful press campaign.

The Government remains in a strong position, however, despite the challenges it faces in running the country and developing its operating legislation, policies and bureaucracy simultaneously. In Brigadier Sowry's words: "They are flying the jet and building it at the same time".

"I can think of very few countries where any leaders have had such a profound influence in shaping the future of their country. Poland under Lech Walesa was one. Cuba is another. But President Ramos Horta, Prime Minister Gusmao and Chief of the Defence Force, Brigadier Taur Matan Ruak have been committed to their country for decades. Their views are respected and they are venerated by the people, who reach out to try and touch them in the street."

## Economic underpinning

Timor Sea oil revenue remains central to the country's well-being. The Government has been getting good advice from the Norwegians, drawn from their experience in the North Sea. The East Timorese are managing their petroleum fund well, and maintaining discipline on expenditure to ensure long-term sustainability. But oil remains the country's only heavy industry.

Noting this, Brigadier Sowry sees the gap in big industry as an opening for the entrepreneurial type.

"Holidaymakers who live in the Ruhr or Detroit already have enough heavy industry on their own doorstep," said Brigadier Sowry. "They are looking for the unspoiled, 'back-to-nature' holiday, especially the younger, more adventurous backpacker element.

"Backpacker-style cheap accommodation is springing up, and for kids prepared to travel on a mikrolet bus (about the size of a Hi-ace), the countryside is spectacular – it's ripe for eco-tourism."

## Showcasing the nation

The 'Tour de Timor' international cycle race that was held in mid-August showcased the country, and was a personal initiative of President Ramos Horta. Timor already has an international fishing competition planned for the end of the year and more adventure-type sporting events are on the way.

Brigadier Sowry feels his own nine-month 'Tour de Timor' was an overwhelmingly positive experience.

"People rarely get the opportunity to help progress a whole country – to help it realise its potential," Brigadier Sowry said.

"The presence of the UN and the ISF is buying time and is offering its own expertise to help in the process. As the senior commander I had the opportunity to take part at the diplomatic as well as the military level – to help manage the relationship and in a small way help the Timorese people."



**LEFT:** Proud father John Lingham and his Army Reservist daughter, Private Michelle Lingham make a good impression with students at the San Isadora Deaf School near Honiara in the Solomon Islands. PTE Lingham is an Army Reserve medic with the 41st Battalion, The Royal New South Wales Regiment, and volunteered for the operational deployment with Rotation 19 of Operation Anode, staffed entirely by Army Reservists. Photo: WO2 Graham McBean



**LEFT:** A Special Operations Task Group Bushmaster vehicle takes up an overwatch position as troops prepare to clear the valley below. Photo: LSIS Paul Berry (image digitally altered for operational security)



**LEFT:** HMAS Darwin's ceremonial guard performs a ceremonial sunset as HMAS Arunta's commanding officer hosted participants of Exercise Bersama Lima 2009 for a cocktail party reception while berthed in Sembawang, Singapore. Photo: Evan Murphy



**LEFT:** All bets are on during a Melbourne Cup breakfast held at Poppy's recreational facility at Camp Holland in Tarin Kowt. Sergeant Renae Coulter and Signaller Andrea Wheeler from the 2nd Mentoring and Reconstruction Task Force are kept busy collecting money for the Melbourne Cup sweeps. Photo: Jan-Kees de Meester



**RIGHT:** Remembrance Day 2009 marked a special occasion for Royal Australian Air Force chemical warfare armourers and maintainers, with the unveiling of a plaque for the so-called Mustard Gas Men at Panthers Glenbrook. Pictured (L-R) are WWII veterans and former chemical warfare armourers Geoff Burn and Doug Bain, Director Maintenance-Air Command Group Captain Graeme Davies (representing Air Command Australia), Federal Member for Lindsay David Bradbury MP, and WWII chemical warfare armourer Arthur Lewis.



**CENTRE LEFT:** Governor General Her Excellency Ms Quentin Bryce, is greeted on parade by Vice Chief of the Defence Force Lieutenant General David Hurley during a parade at the Australian War Memorial in Canberra on 21 November, marking the end of Operation Catalyst. Photo: Kevin Piggott



**LEFT:** Explosive ordnance detection dog Flo-Jo takes a break on the bonnet of an Australian Bushmaster after a hot morning's work in Oruzgan Province, Afghanistan. Photo: LSIS Paul Berry (image digitally altered for operational security)



**ABOVE:** Leading Seaman Boatswain's Mate Wade Foulis in HMAS Kanimbla's Rigid Hull Inflatable Boats gives a thumbs up whilst conducting ship protection at anchor in Pariaman, West Sumatra during the final stages of Operation Padang Assist. Photo: ABIS Andrew Dakin



**MAIN:** An Australian Bushmaster is silhouetted against an Afghan night before embarking on a counter-insurgency operation in Oruzgan Province, Afghanistan. Photo: SGT Neil Ruskin

# Intelligence ICT and intelligence HR

**T**he two SRP streams featured in Spotlight on Reform this month are very much about reforming the way Defence conducts its business. The first is the Intelligence Information Communications Technology (ICT) stream. Defence will bring the ICT capabilities of its three intelligence agencies, the Defence Signals Directorate (DSD), Defence Imagery and Geospatial Organisation (DIGO) and Defence Intelligence Organisation (DIO), under single management.

The second stream to be featured, Intelligence Human Resources (HR) reform stream, will similarly consolidate the separate human resources areas of the whole Intelligence and Security (I&S) Group. Recruitment and other HR activities for the three Defence intelligence agencies, the Defence Security Authority, and the Business Management – Intelligence Branch, which comprise I&S group, will be brought together in one section, People Strategies and Services (PSS).

Both of the intelligence reform streams are led by Deputy Secretary Intelligence and Security Mr Stephen Merchant. The cost of achieving these reforms has been met from within the I&S Group, by taking advantage of the expertise and buy-in of existing staff.

### Intelligence ICT

The consolidation of existing ICT capabilities into one agency is a key initiative within the I&S Group to deliver efficiencies in ICT acquisition and operations. More importantly though, this initiative is intended to increase information sharing, enhance intelligence collaboration and improve ICT management across the three intelligence agencies.

For DSD, taking on the running of the intelligence ICT capability required changes to the organisational structure and a model that aligned with the revised arrangements in the Chief Information Officer (CIO) Group. DSD's organisational structure now includes a new branch responsible for the planning and governance of intelligence ICT. This branch also functions as a stakeholder engagement team for intelligence under the Defence ICT framework.

**As this year's final edition of *Defence Magazine* goes to print, the Strategic Reform Program (SRP) is approaching the conclusion of its diagnostic and planning phase. Detailed diagnostic work on each reform stream is nearing completion and the portfolio-level SRP implementation plan is being prepared for consideration by Government. Defence is also on track to meet the \$797million of SRP-related savings that were programmed into the 2009-2010 Budget.**

**The SRP is about more than savings. While seven of the 15 reform streams are savings streams with specific savings targets, every component of the SRP will deliver important reforms that increase the efficiency and effectiveness of the Department, placing downward pressure on costs and increasing the coordination of business activities across Groups and Services.**

After extensive consultation with agency ICT staff and stakeholders, a two-phase plan to establish the new ICT arrangements was developed. The first phase commenced on 1 July 2009, with approximately 60 ICT staff transferring into DSD from the other two intelligence agencies.

Early achievements include improved information access across DSD, DIGO and DIO, a common user experience through a single service desk interface, and compliance of all ICT operations with the IT infrastructure library. Establishing new governance arrangements has also been achieved to ensure that the consolidated capability meets the needs and objectives of all three agencies.

Planning is now focusing on the second phase of the consolidation, which will bring the ICT capability development elements of the three agencies into DSD.

### Intelligence HR

Unlike the intelligence ICT reform stream, the consolidation of HR services applies to the I&S Group as a whole and covers the provision of operational people management and strategic workforce intelligence for around 2 600 staff. To deliver this aspect of the reform the new HR section, PSS, was stood up on 1 July 2009 and given a 12-month timeframe to transition to a more efficient and effective service.

Prior to 1 July, each agency within the I&S Group had its own HR team, so the first four months of the transition have been a big change not only for the staff and managers using HR services, but also for the staff delivering them. For the staff that now make up PSS, a whole new mindset has been required to lead the reform while still continuing to maintain daily operations. To this end, questions such as "What are we trying to achieve?", "How did each agency do this before?", and "What is the best way to do this now?" have become commonplace.

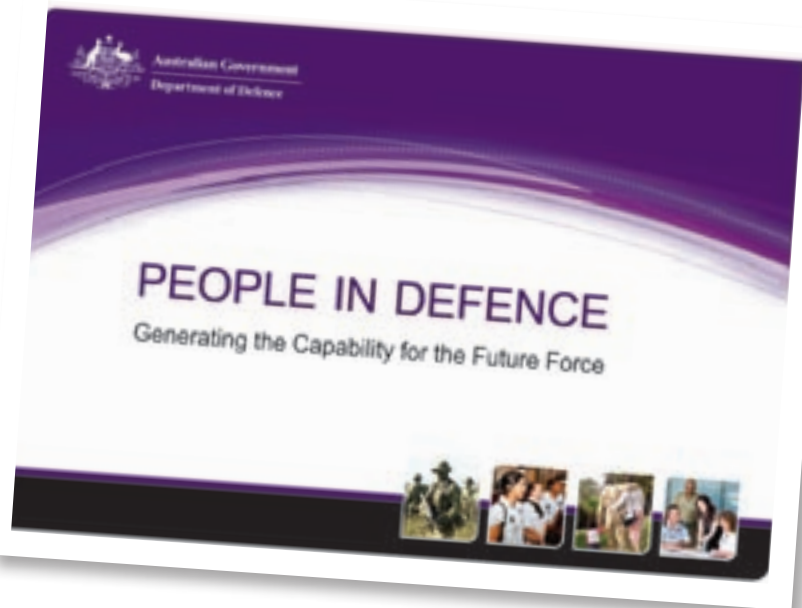
This outcome-focused approach has greatly assisted the identification of consolidation opportunities, ensuring a focus on:

- improving consistency in process and practice across agencies, and
- reducing duplication of services and initiatives that could be managed at the group level.

For the staff and managers within the I&S Group, the change to who and how they contact someone in HR that took effect on 1 July has already been accompanied by changes to HR processes, programs and initiatives. These include:

- a single approach to recruitment, guided by common HR templates and flow charts, and
- the introduction of a common approach to staff surveys, informed by previous agency surveys and the Defence Attitude Survey.

## PEOPLE IN DEFENCE – SUCCESS IN 2015



**The Defence White Paper and Strategic Reform Program will drive massive organisational improvements in the coming years – but what will the workforce look like in 2015 and how will Defence know that it can meet the challenges of reform and Force 2030?**

Chief of the Defence Force, Air Chief Marshal Angus Houston, and Secretary for Defence, Dr Ian Watt, recently launched *People in Defence – Generating the Capability for the Future Force*. The document contains a detailed vision of what success will look like, as well as a blueprint to guide the actions of Defence leaders and people professionals.

*People in Defence* also aims to start a dialogue between the general Australian community, the people who have joined Defence or are contemplating joining, and the Australian Government on how this vision of success in the Defence People Capability space might look in 2015. It provides guidance on how Defence's approach needs to change to deliver more consistent outcomes for its people so that it can, in turn, deliver the capability required for Force 2030.

### Why have a vision?

Defence believes fundamentally that if we all – the community, Defence, Government – can achieve a common vision of what success in 2015 might look like, and how to make it happen, defence stands a much stronger chance of building the people capability required to achieve Force 2030.

### Why 2015 is important?

Making the required changes to achieve better people outcomes will take time.

Many of the new approaches needed to realise the vision either support or rely on the Strategic Reform Program, particularly the workforce and shared services stream, due for full delivery by 2015.

Additionally, Defence does not have the luxury of buying in much of its critical people capability; progress made in the next five years will set the foundation for achieving Force 2030.

### Partners in creating success

Throughout the proposed vision, *Success in 2015* and how to achieve it is viewed through three equally important lenses to capture the perspectives of:

- **Community** – we must find new ways to attract talent from a broader portion of the Community so that those who are pre-disposed to consider a Defence

career are more reflective of Australia's diverse population

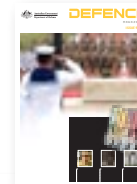
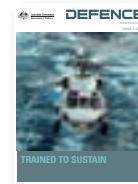
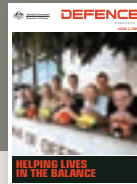
- **Defence's people and potential people** – we must attract and recruit our required share of the available talent pool while retaining the people identified as critical to Defence capability, and
- **Government** – we must ensure the Government's confidence that Defence is delivering the required people capability on a consistent, sustainable and affordable basis.

### Read more about the vision

*People in Defence – Generating the Capability for the Future Force can be found by following the White Paper, Strategic Reform and People link on the People Strategies and Policy intranet and internet sites.*

### PROPOSED TIMELINE

ACTION	DUE FOR COMPLETION
Engage with the community and Defence related organisations to improve and agree the definition of success in 2015	January – April 2010
Complete the design for reformed Human Resources Shared Services in Defence	March 2010
Develop the Annual People Plan to establish 2010/11 priorities and allocate resources	April 2010
Review and recast, where necessary, all Service and Group People in Defence Vision and Blueprint	April 2010 onwards
Implement Reform of the Defence People System	April 2010 onwards



# BUSY and DEMANDING

## – the understatement of 2009

### JANUARY – MARCH:

#### Vale: Private Greg Sher

The year began with the sombre news that 30-year-old Private Gregory Michael Sher had been tragically killed on 4 January following a rocket attack in Oruzgan Province in Afghanistan.

A member of the Sydney-based 1st Command Regiment, PTE Sher was with a Special Operations Task Group element that had deployed from Tarin Kowt to a provincial patrol base.

"Greg epitomised the characteristics all soldiers strive for: he was brave, loyal and determined. Greg was a quiet achiever who never sought praise or recognition for his work. He will be fondly remembered and deeply missed," Special Operations Commander Major General Tim McOwan said.

#### Skills passed to the Afghan National Army

About 50 members of the Afghan National Army (ANA) completed training in the vital role of combat engineering support, conducted by the Australian Mentoring and Reconstruction Task Force in Afghanistan.

Corporal Michael Cole from 1st Combat Engineering Regiment (1CER) was an instructor on the graduating course and said the engineering capability will be of lasting benefit, especially in terms of providing the ANA with the skills base to continue its own training.



#### 7 RAR deployable ahead of schedule

The 7th Battalion of the Royal Australian Regiment (7 RAR) achieved a major milestone in its growth to a full infantry battalion well before the directed timeframe of 2010.

7 RAR was raised in Darwin in January 2007, as the first of two battalions to be raised under the Enhanced Land Force (ELF) initiative. The battalion will relocate from Darwin to Adelaide in 2011 and continue to grow to a full mechanised battalion by 2013.

The second additional battalion – 8th/9th Battalion, The Royal Australian Regiment (8/9 RAR) – was also raised in Brisbane in October 2007, and will be a motorised infantry battalion, using the Bushmaster Protected Mobility Vehicles.

#### Changing of Command

With the new year came two notable changes of command.

On 12 January, the Command of Joint Task Force 633 in the Middle East was passed from Major General Mike Hindmarsh to Major General Mark Kelly.

Closer to home, Commodore David Gwyther was appointed the new Commander, Northern Command (COMNORCOM) – the ADF's operations in Australia's north and northern approaches as directed by the Commander Joint Operations.



Commodore Gwyther succeeded Air Commodore Ian Meyn who had been in charge of Northern Command since February 2007.

#### Arunta rescues Frenchman

The crew of the Royal Australian Navy ship HMAS Arunta rescued a badly-injured skipper of a yacht in the Indian Ocean earlier this year, approximately 850 nautical miles off the Western Australian coast.

Frenchman Yann Elies was competing in the round-the-world Vendee Globe yacht race when he suffered a broken femur. At the time of the rescue, race officials had classed Mr Elies as being in a life-threatening condition.

Using a Rigid Hull Inflatable Boat, specially-trained crew from Arunta extracted Mr Elies from his yacht, Generali.

Shortly after the rescue, the ship's Commanding Officer, Commander Stephen Bowater said his crew displayed exceptional professionalism during the two days to reach the French sailor.



#### CDF salutes VC winner

The Chief of the Defence Force, Air Chief Marshal Angus Houston, saluted Trooper Mark Donaldson, VC when he was awarded a Victoria Cross on 16 January – Australia's highest military honour and the country's first in almost 40 years.

Trooper Donaldson, VC was awarded his Victoria Cross for acts of bravery in Afghanistan. His actions ensured the safety of his comrades, and saved the life of a coalition force interpreter.

Tradition holds that even the most senior military officers salute a Victoria Cross recipient, as a sign of respect for their act of gallantry.

Air Chief Marshal Houston said it was his honour to salute Trooper Donaldson.

Trooper Donaldson said he couldn't be more proud as a soldier following his investiture.

"I don't really feel any different to being me, to being a dad and being a soldier and being a mate," he said.

#### Same-sex discrimination ends

Same-sex discrimination was removed from a range of Commonwealth laws relevant to ADF members. The changes removed discrimination in areas including social security, taxation, Medicare, veteran's affairs, workers' compensation, and educational assistance.

The changes made by the Same-Sex Relationships (Equal Treatment in Commonwealth Laws – Superannuation) Act 2008 ensure that same-sex couples are no longer denied the payment of death benefits from superannuation schemes, or the tax concessions on death benefits, currently made available to opposite-sex couples.



#### Defence helps Victoria rise from the ashes

Just hours after Australia's most devastating firestorm tore through large parts of Victoria in early February, Defence was there.

In the weeks that followed, more than 600 personnel provided specialist and emergency support to hundreds as part of Defence's coordinated relief effort, Operation Vic Fire Assist.

Under the watchful command of Brigadier (BRIG) Michael Arnold, the Joint Task Force (JTF) included full-time and Reserve members, primarily from the Army's 4 Brigade.

Major contributing units also included the 4 Combat Engineer Regiment, 22 Construction Regiment, 4 Combat Service Support Battalion, 108 Signals Squadron and 4/19 Prince of Wales's Light Horse Regiment. BRIG Arnold said it was challenging two weeks for his soldiers.

"They quickly adapted to the significant demands of the task and have interacted extremely well with the police, who've been leading the search, and the local residents of the affected communities," BRIG Arnold said.

#### Insect vision a guiding force for smarter weapons

Studying how insects see and navigate resulted in a smart weapon seeker and guidance technology, developed by the Defence Science and Technology Organisation with the support of several small-to-medium enterprises under the Capability and Technology Demonstrator (CTD) Program.

The Bioseeker technology has a range of possible defence applications, including enhancing the capability of the rocket on the Aussie Tiger Helicopter, various air delivered weapons and shoulder launched or mortar-based land weapons.



#### New head of Future Submarine Program

Rear Admiral (RADM) Rowan Moffitt was appointed to the new position of Head Future Submarine Program in Defence Materiel Organisation (DMO).

The future submarine is planned to replace the Collins class submarine commencing in 2025.

RADM Moffitt commenced duties on 23 February and reports to the Chief Executive Officer of DMO, Dr Stephen Gumley, and will lead a combined Navy, DMO and Capability Development Group Future Submarine Project Office.





## 2009 IN REVIEW

### Royal salute on Sydney Harbour for Fleet Divisions

**HMAS Sydney led 15 Royal Australian Navy ships as they steamed through Sydney Heads as part of a historic Fleet Divisions ceremony on 13 March.**

The ships converged on Sydney Harbour for a Fleet Review by the Governor of New South Wales, after six weeks of Navy training exercises off the east coast, as part of the 2009 Fleet Concentration Period.

Those participating in the Fleet Review included HMA Ships *Sydney*, *Darwin*, *Newcastle*, *Anzac*, *Ballarat*, *Stuart*, *Manoora*, *Kanimbla*, *Success*, *Sirius*, *Diamantina*, *Hawkesbury*, *Yarra*, *Norman* and *Gascoyne* along with Collins class submarine HMAS *Farncomb* and visiting New Zealand ship HMNZS *Canterbury*.

Fleet Divisions also saw a flypast by Navy Sea King, Seahawk and Squirrel helicopters, including a Seahawk helicopter carrying a large Australian flag.

On 14 March, Sydney's centre was a sea of white with 4 600 sailors marching in a Freedom of Entry parade through the CBD.

### HMAS Parramatta welcomed home

**The Royal Australian Navy (RAN) Anzac Class Frigate, HMAS Parramatta, returned home on 18 February following a successful six-month deployment to the Middle East Area of Operations.**

Whilst deployed, Parramatta assisted with the protection of Iraqi offshore oil terminals and helped train the Iraqi Navy. The ship steamed more than 26 000 nautical miles, conducted 430 queries of commercial shipping, 165 aircraft surface searches and a substantial amount of boardings and security sweeps.

### Shark attack fails to scuttle DSTO's maritime security trial

**In spite of a serious shark attack, the Kondari scientific maritime security trial in Sydney Harbour was judged a big success.**

Navy clearance diver injured in a shark attack at Garden Island during the trial is 31-year-old Able Seaman Paul De Gelder, a member of Australian Clearance Dive Team One, based at HMAS *Penguin* in Sydney's northern suburbs.

As a result of the incident, which occurred just before 7am in waters alongside the Navy's Fleet Base East Wharf at Woolloomooloo, Able Seaman De Gelder had his right hand and leg amputated.



### Vale: Corporal Mathew Hopkins and Sergeant Brett Till

**The first three months of the year ended as they began with the tragic loss of two fine, young soldiers in Afghanistan.**

Corporal Mathew Hopkins, 21, died following an engagement with insurgents while serving with the 1st Mentoring and Reconstruction Task Force. A valued member of the Darwin-based 7th Battalion, Royal Australian Regiment Corporal Hopkins, or 'Hoppy' to his mates, was conducting a patrol near Kakarak when he and his team were engaged by a group of around 20 Taliban on 16 March. Corporal Hopkins' wife Victoria said Mat was her best friend and he was very excited to become a father.

"He only got to spend four days with our son when he was born before he had to go back overseas. I'm so glad that Mat got to meet his son and experience fatherhood," Victoria said.



On 19 March, Sergeant Brett Till, from the Sydney-based Incident Response Regiment, was serving with the Special Operations Task Group (SOTG) when he was killed-in-action.

A patrol vehicle bearing SGT Till's casket and a procession of his SOTG colleagues passed solemnly along a route lined by members of the Australian Mentoring and Reconstruction Task Force and representatives from coalition forces in Oruzgan. At Tarin Kowt airstrip, his casket was carried by eight of his mates into the rear of an RAAF C-130 Hercules aircraft to begin the journey home.

Brett's wife of almost one year, Bree, described her husband as a beautiful man whose smile would crack the frowns off a hundred faces.

"Know that your kids will be reminded every day of the man you are," Bree said. "I guess I will have to change a nappy after all."

## APRIL - JUNE:

### New ADF pay structure

**ADF enlisted personnel transferred to a new pay structure in 2009, with the roll-out of the final phase of the Graded Other Ranks Pay Structure, known as GORPS.**

More than 9 000 Navy sailors and warrant officers received their first salary payment under GORPS in mid April, followed by Air Force, Army and Reserve other ranks members.

GORPS represents a 10-year, \$2.4 billion investment that will see more than 37 000 ADF members from the ranks of private to warrant officer and their service equivalents placed in new pay grades based on their skills and experience and contribution to delivering ADF capability. It also offers greater reward for promotion.

### Senior Taliban insurgent killed

**Senior Taliban insurgent leader Mullah Abdul Bari, who was known to have facilitated improvised explosive device (IED) and suicide bomb attacks in Oruzgan province, was killed in an operation by Australian Special Forces and Afghan National Army troops.**



The Chief of Joint Operations, Lieutenant General Mark Evans, said Mullah Abdul Bari was also known to have trained foreign fighters.

"His weapons of choice were road-side bombs and suicide bombers, and his death means that Taliban insurgents operating in the region have lost one of their key facilitators," Lieutenant General Evans said.

### Defence science on the international stage

**Defence corrosion expert Dr Bruce Hinton was awarded the prestigious 2009 Frank Newman Speller Award from the US-based National Association of Corrosion Engineers, or NACE International.**

The then-Minister for Defence Science and Personnel, the Hon. Warren Snowdon MP, said that Dr Hinton's 40 years of research into corrosion problems, including atmospheric corrosion, corrosion sensors and corrosion inhibition has proved invaluable to Defence.

A program to pro-actively manage corrosion in Australia's Black Hawk fleet in the 1990s was one of Dr Hinton's most significant contributions to Defence.

### Submarine plan to stabilise national interest

**The Chief of Navy, Vice Admiral Russ Crane, released a plan to dramatically improve Australia's submarine workforce, after concerns a lack of numbers was placing an unacceptable strain on personnel.**

The program focuses on getting more qualified submariners to sea and on improving support for them once deployed. The strain on seagoing submariners will be eased by increasing crew sizes from 46 to 58 people. A fourth submarine crew will be operating by the end of 2011.

### Millions for enhanced land force

**More than \$793 million worth of new facilities and supporting infrastructure was earmarked to be spent on improving Defence bases around Australia.**

The new infrastructure project was announced in support of Army's Enhanced Land Force Stage 1 capabilities, particularly for the relocation of the 3rd Battalion of the Royal Australian Regiment from Sydney to Townsville.

New facilities will be built at Kapooka, Singleton, Holsworthy and Puckapunyal, as well as RAAF Bases Amberley, Edinburgh and Richmond, directly contributing to job creation around Australia.

### Defence Budget announced

**The Federal Budget was handed down on 12 May, with the then-Minister for Defence, Joel Fitzgibbon announcing the Rudd Government would fund the 2009 Defence White Paper and deliver Force 2030 through a robust financial plan.**

As a result, Defence will have a new funding model that will provide greater long-term funding certainty and ensure that Defence has the funds it needs when it needs them.

### Highest East Timorese honour for Army officers

**President of East Timor, His Excellency, Dr Jose Ramos Horta, awarded the Timor-Leste Medalha de Merito (Medal of Merit) to two Australian Army Officers for their service to East Timor during the past 10 years.**

Major General (MAJGEN) Mick Slater and Major (MAJ) Michael Stone, received the Medal at the President's Office in Dili. The Timor-Leste Medalha de Merito is the highest recognition that can be bestowed by the President of East Timor.

President Horta said MAJGEN Slater's contribution

to East Timor exemplifies the values of the Australian Defence Force and noted, in particular, his leadership of the International Stabilisation Force deployed in response to the break down in security in 2006.

MAJ Stone was honoured for the unique role he played as a peacemaker in East Timor during the past decade. President Horta said his profound understanding of Timorese culture and language has enabled him to promote peace and reconciliation throughout the country, gaining the respect of its people.

### New era for records management

**Record-keeping and managing physical and electronic records in Defence was unlocked thanks to a new Defence Records Management Strategy.**

The Strategy aims to help all personnel better manage Defence records along with several other measures, such as the Responsible Recordkeeping course on CAMPUS and a new policy manual.

The policy manual replaces a much larger document that has become unusable, and provides a practical, easy-to-use guide to record-keeping in Defence by setting down straight-forward policy for the creation and capture of records as well as outlining how to keep, transfer or destroy records.

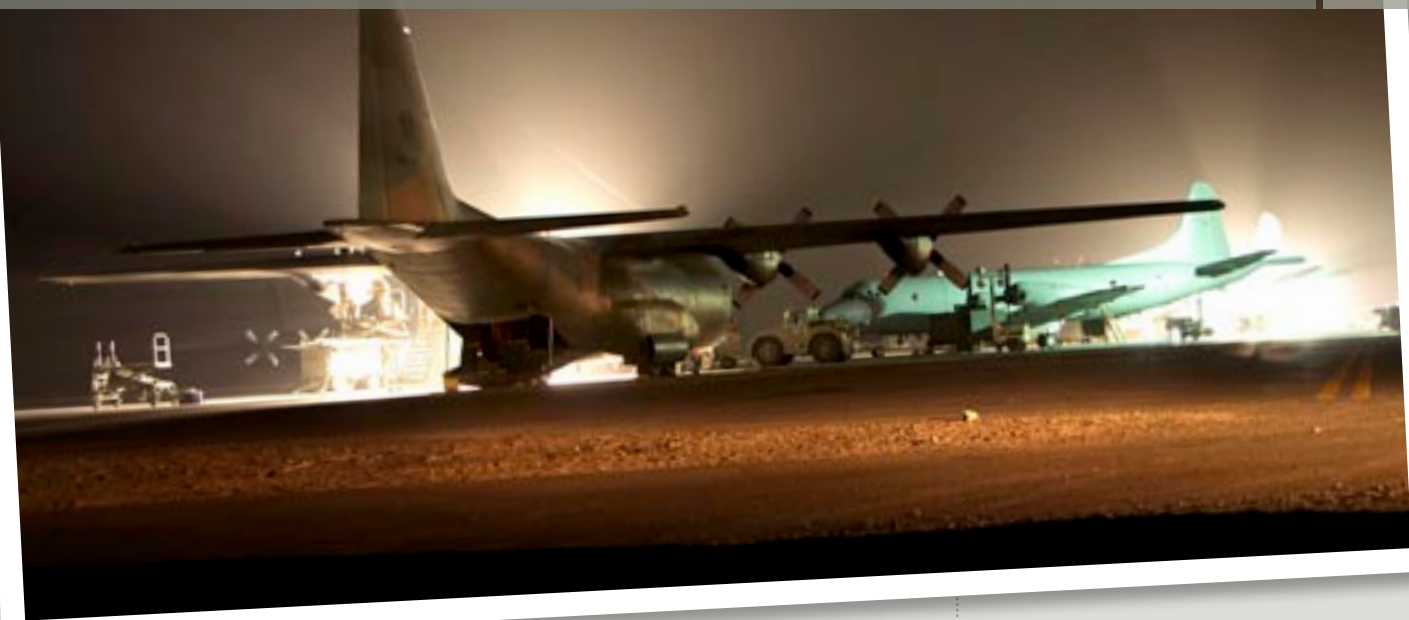
### Family Health Care trial begins

**About 2 700 Defence dependants in Cairns (QLD), Singleton (NSW), Katherine (NT), Sale (VIC) and the Pilbara region in WA were able to access free basic health care as part of the ADF Family Health Care trial.**

The trial also has provision for dependants to claim up to \$300 each for non-cosmetic dental services, which can be accessed at any dentist in Australia.

Dependants registered for the trial were issued with an ADF Family Health card which will enables them to submit claims electronically at most dentists, up to the capped amount.

# 2009 IN REVIEW



## RAAF exercise in Malaysia

**RAAF personnel and aircraft were in Malaysia to participate in Exercise Bersama Shield 2009. The exercise aimed to practice the interoperability of air, ground and naval forces under the auspices of the Five Power Defence Arrangements—involving Australia, Malaysia, Singapore, United Kingdom and New Zealand.**

Eight F/A-18 Hornet strike fighter aircraft from 75 Squadron at RAAF Base Tindal and approximately 50 personnel worked from the Royal Malaysian Air Force (RMAF) Base Butterworth for the duration of the exercise.

An Adelaide-based Air Force AP-3C Orion crew deployed from RAAF Edinburgh to participate in the exercise. The Orion was used for surveillance, anti-surface warfare, anti-submarine warfare and strike direction.



## Missing Vietnam Veterans found

**The remains of the last two Australian Defence Force members missing from the Vietnam War were located in dense jungle in a remote part of Vietnam's Quang Nam Province in April, before being laid to rest in September.**

The crew of Royal Australian Air Force Canberra bomber A84-231 – call sign Magpie 91

– Flying Officer Michael Herbert and Pilot Officer Robert Carver went missing in action while flying on a mission on 3 November 1970.

The aircraft's wreckage was located in April 2009 by an Australian-led recovery team, with the recovery team returning to the site in July this year to conduct a thorough archeological investigation, resulting in the discovery of human remains.

The remains were transported to Hanoi, where Vietnamese and Australian forensic scientists subsequently identified them as those of Herbert and Carver. Both men were welcomed home during a reception ceremony attended by their family and former comrades from 2 Squadron.

## Defence White Paper 2009

**The fifth Defence White Paper was launched by Prime Minister Kevin Rudd in spectacular fashion on Royal Australian Navy frigate HMAS Stuart, with Sydney Harbour as an appropriate backdrop on 2 May.**

The 140-page document represents the most comprehensive Government statement on Defence ever produced and follows the previous four Defence White Papers delivered in 1976, 1987, 1994 and 2000.

The White Paper dictated that Australia's military strategy will be predominantly a maritime one where we will seek to control the air and sea approaches to Australia, if necessary by defeating hostile forces in their bases or staging areas, or attacking them in transit.

"This White Paper has been a lengthy, consultative and comprehensive task," Chief of Defence Force Air Chief Marshal Angus Houston said. "I stress that every facet of our organisation has had the opportunity to contribute to the development of this document. I congratulate all involved Defence members on a job well done. The

future security of our nation has been strengthened with the release of this White Paper."

## F-111 Amberley to Point Cook road trip

**The Royal Australian Air Force allocated an F-111G aircraft, A8-272 named *The Boneyard Wrangler*, for display at the RAAF Museum, Point Cook, Melbourne.**

The F-111G was transported to the museum by road, leaving RAAF Amberley on Tuesday 28 April, arriving at the RAAF Museum, Point Cook on Friday 1 May 2009.

## Pheasant Wood excavation

**Work to recover the remains of up to 400 WWI British and Australian soldiers began on 6 May at Pheasant Wood, in the village of Fromelles in France.**

The excavation marked the next step in seeing those who courageously sacrificed their lives on 19 and 20 July 1916 at the battle of Fromelles, buried with honour and dignity.

## Defence NT shaves for a cure

**The Leukaemia Foundation of Australia announced in May that Defence NT raised the most funds of any public sector team in the nation during the World's Greatest Shave held back in March.**

Larrakeyah Barracks, HMAS *Coonawarra*, Defence Establishment Berrimah, Robertson Barracks and RAAF Base Darwin combined as Defence NT to raise more than \$40 000.

As well as the honour of raising the most funds of any public sector team in Australia, Defence NT was also named the highest fund-raising team in NT and SA and the 14th highest team in the nation. Robertson Barracks was the top fund-raising

team for NT/SA, very closely followed by Defence Larrakeyah, which included Coonawarra and Berrimah in third place in the NT/SA.

## Minister for Defence makes first visit to Afghanistan

**Minister for Defence Senator John Faulkner made his first visit to Australian troops in Tarin Kowt, southern Afghanistan on 14 June. The Minister was accompanied by Chief of Defence Force Air Chief Marshal Angus Houston, the then-Defence Secretary Mr Nick Warner and Commander of the Joint Task Force 633 Major General Mark Kelly.**

In addition to briefings, Senator Faulkner took the time to sit and talk with Australian troops. When addressing the Australian forces at Tarin Kowt, Senator Faulkner thanked the men and women on the ground for their tireless work and dedication in arduous and dangerous conditions.

Meanwhile, other changes at Parliament House affecting Defence included the welcoming of the Hon. Greg Combet back to a Defence portfolio, as Minister for Defence Personnel, Materiel and Science. Mr Combet took over from the Hon. Warren Snowdon.

Senator Faulkner assumed his role following the tenure of the Hon. Joel Fitzgibbon.

## 100th SADI agreement signed

**CAE Australia Pty Ltd became the 100th company to sign an agreement under the Skilling Australia's Defence Industry (SADI) Program. The SADI program shares the responsibility for skills growth and development between defence industry and Government.**

The Australian Government recently committed more than \$40 million to the development of skilled resources in the defence industry sector to meet Defence's future requirements, with 50 agreements signed in a six-month period.

## HMAS *Toowoomba* farewelled

**Royal Australian Navy Anzac Class Frigate, HMAS *Toowoomba*, departed for a six-month deployment to the Middle East Area of Operations before a large gathering of family and friends at Fleet Base West at Garden Island, WA.**

During her deployment, the frigate promoted security in the maritime environment, regional stability and global trade. *Toowoomba* also played a major role in anti-piracy efforts off the coast of Africa.

Meanwhile, fellow Navy frigates HMAS *Sydney* and HMAS *Ballarat* embarked on the first leg of Operation Northern Trident, a worldwide deployment aimed at supporting Government of Australia's priorities in selected Western, European, North America and Asian countries.

## New name for Sydney commandos

**Army's 4th Battalion (Commando), The Royal Australian Regiment (4 RAR (Cdo) has been renamed 2nd Commando Regiment (2 Cdo Regt) during a recent ceremony at Tobruk Lines, Holsworthy.**

The name 2nd Commando Regiment was chosen as it logically complements the existing 1st Commando Regiment, but more importantly it reflects the unit's historical links to the Australian Independent Commando Companies that operated in the Southwest Pacific in the WWII.

# JULY - SEPTEMBER:

## Defence 2020 Youth Challenge

**From May until July 2009, a Youth Challenge program was staged in all states and territories throughout Australia.**

The Challenge brought together young Australians, politicians, ADF personnel (many of whom will have direct and recent peacekeeping experience) and community representatives to explore many of the issues surrounding defence and Australia's future.

## Official handover of the Control and Reporting Centre in Kandahar

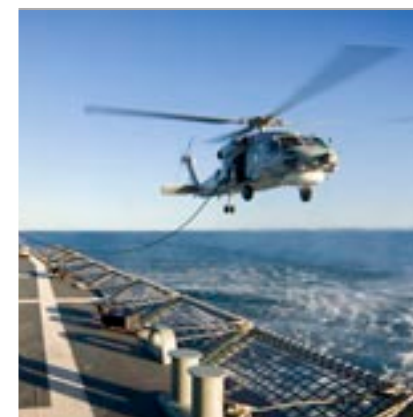
**Australia's Force Element, known as Taipan, has overseen the air surveillance and air battle management of all Afghan airspace for coalition forces since August 2007.**

As of July, Taipan handed responsibility to a remotely-located United States Air Force facility, with a ceremony marking the end of operations held at Camp Palomino in Kandahar.

## Aussie C-17A on the job in Afghanistan

**Amberley-based C-17 Heavy Air Lift aircraft achieved another major capability milestone in their short Air Force careers with the successful delivery of vital stores and equipment to Australian troops based in southern Afghanistan in mid-July.**

The C-17, which only started flying with the Royal Australian Air Force (RAAF) in December 2006, delivered its first load to Australian Army personnel serving with the Mentoring and Reconstruction Task Force-Two, based at Tarin Kowt in Oruzgan Province, southern Afghanistan.



## Exercise Talisman Saber 2009

**Exercise Talisman Saber, a US-led Australian-supported exercise to improve combat training, readiness and interoperability, across the spectrum of military operations from conventional conflict to peacekeeping and humanitarian assistance efforts, was held from 6-25 July.**

The exercise was conducted at designated ADF training facilities throughout Queensland, Northern Territory and within the Australian Maritime Zones of Territorial Sea and Exclusive Economic Zone. Key sites included: Shoalwater Bay Training Area (Central Queensland); Townsville Field Training Area; Delamere Range Facility (Northern Territory); Bradshaw Field Training Area (Northern Territory); Mount Bunder Training Area (Northern Territory); the air space above northern part of the Northern Territory; port facilities in Queensland (Brisbane, Gladstone and Alma Ports); and designated marine areas within Coral, Timor and Arafura Seas which are adjacent to International Waters.



Vale: Private Benjamin Ranaudo

Private Benjamin Ranaudo, 22, was killed by an anti-personnel explosive device in Afghanistan on 18 July.

Private Ranaudo was a member of the Townsville-based 1st Battalion, the Royal Australian Regiment. He was a member of the Mentoring and Reconstruction Task Force in Afghanistan and was killed while on operations north of Tarin Kowt.

Chief of the Defence Force Air Chief Marshal Angus Houston extended his deepest condolences to the family and friends of Private Ranaudo.

“Private Benjamin Ranaudo was a professional soldier who served enthusiastically and with distinction. His career record speaks to a young man, very well trained, with an extraordinary array of completed courses. Benjamin was clearly dedicated to his career as a soldier and committed to the profession of arms. He died ensuring that terrorist groups do not have Afghanistan as a base from which they can plan and mount attacks,” Air Chief Marshal Houston said.

Ceremony marks the end of Operation Catalyst in Iraq

A short flag-lowering ceremony, attended by the Commander of Australian Forces in the Middle East, Major General Mark Kelly, was held at 1600 on 28 July to mark the end of Operation Catalyst in Iraq. The ceremony was held on top of the Roundhouse building – which had been used as accommodation for Australian personnel – at Aussie Island in Camp Victory.

Following the ceremony, the last Australian personnel associated with Operation Catalyst departed for Baghdad International Airport, where they boarded a Royal Australian Air Force C-130 Hercules to begin their journey home.

Pacific Partnership 2009

HMA Ships *Betano* and *Wewak* joined the Humanitarian Civic Assistance Mission Pacific Partnership 2009, enabling the delivery of vital medical, dental, engineering and veterinary aid to Tonga and the Solomon Islands from 13 July to 23 August.

Capable of moving large amounts of cargo, personnel and equipment from the 23 852-tonne light US Merchant Navy vessel USNS *Richard E. Byrd* to key shore locations, the Australian ships were essential to the success of the mission.

Operation Ashika Assist

Australian Defence Force members arrived in Tonga early in the morning on 8 August to help recover bodies from the sunken ferry *Princess Ashika*.

The 16-person clearance diving team and support personnel, responded to an official request from the Government of Tonga for Australian assistance in recovery operations.

Navy divers from Clearance Diving Team One worked with counterparts from the Royal New Zealand Navy, in support of the Tongan Defence Service.

The *Princess Ashika* sunk during a regular weekly service, carrying an estimated 149 people aboard. A Tongan patrol boat recovered two bodies and 54 survivors, including 28 crew members from the ferry.

Loss of HMAS Sydney II report released

The Chief of the Defence Force, Air Chief Marshal Angus Houston, said HMAS *Sydney II* was lost with all hands on 19 November 1941, following an engagement with the German raider, HSK *Kormoran*, off the Western Australian coast.

“For a long time our nation has struggled to understand how our greatest maritime disaster occurred,” Air Chief Marshal Houston said. “The unanswered questions have haunted the families of those brave sailors and airmen that never came home.”

President of the Commission, the Honourable Terence Cole, AO, RFD, QC, said that the Inquiry’s key findings confirm that accounts provided by the HSK *Kormoran* survivors of *Sydney II*’s last movements and of the damage she sustained during the engagement with the German raider were correct.

Identification of Kokoda victims begin

The Australian and Papua New Guinea Defence Forces, along with Australian Federal Police and PNG authorities, extracted the last of the remains of those that died in the Airlines PNG crash near Kokoda in August.

Using Army Black Hawk helicopters, as well as Air Force Caribou transport aircraft, the ADF provided food, water, and supplies to those working in the remote location.

Defence welcomes new Secretary

Chief of the Defence Force Air Chief Marshal Angus Houston welcomed Dr Ian Watt as the new Secretary of the Department of Defence on 18 August.

Dr Watt joined Defence after his seven-year appointment as Secretary of the Department of Finance and Deregulation, and former role as

Secretary of the Department of Communications, Information Technology and the Arts.

Air Chief Marshal Houston also paid tribute to the outgoing Secretary, Mr Nick Warner.

“Nick and I have enjoyed a very close and trusting relationship and I have valued his wise counsel and friendship,” Air Chief Marshal Houston said.

“Nick brought a great policy capability to the Department after so many years as a successful diplomat. He leaves a very important legacy including the 2009 White Paper and the Strategic Reform Program.

Next generation training for ADF pilots

A new Pilot Training System that to enhance the Australian Defence Force’s ability to train highly-qualified and skilled pilots to operate its next generation of airborne capabilities has been given first pass approval.

Minister for Defence Senator John Faulkner said that throughout the coming decade the ADF plans to replace almost all of its airborne assets with the latest generation aircraft, requiring a greater number of pilots with more advanced skill-sets.

Enhanced global communications for ADF forces

Defence signed a \$94 million contract for the construction of three satellite communications earth terminals that will improve global communications for deployed forces.

The new terminals will be built at the Australian Defence Satellite and Communications Station near Geraldton in Western Australia, with completion of the new capability in 2013 to significantly enhance the wideband strategic communications support available to Australian forces overseas.

Panther takes stride in the Middle East

Royal Australian Air Force (RAAF) firefighters are now working alongside their Coalition partners to support air operations in the Middle East with the deployment of the new frontline fire-fighting machine – the Panther.

The Panther 6x6 TFA (Truck, Fire, Aircraft) Fire Truck allows RAAF fire crews to handle any aviation or structural fire or other emergency incident from the base on which they operate.



Lives saved, bravery recognised

During September, Sergeant Damion King of 1st Combat Services Support Regiment received a Commendation for Brave Conduct after rescuing two personnel from a submerged army ambulance in February 2008.

Privates Matthew Pullen and Aimian Magyak were driving the vehicle as part of a driving course, and had to negotiate a flooded roadway after their convoy passed Corroboree Park in the Northern Territory.

When their vehicle was swept off the road into the flooded creek, the vehicle immediately took on water and the cabin of the vehicle was entirely submerged. Sergeant King was travelling in the vehicle behind the ambulance, and when he saw what happened, immediately jumped into the water to assist.

As a result of Sergeant King’s actions, Privates Pullen and Magyak were safely returned to the roadside and the vehicle was later recovered by the unit’s recovery element.

OCTOBER – NOVEMBER:

ADF responds to Samoan earthquake

The Royal Australian Air Force led an ADF-wide response by providing significant air-lift support to the Australian Government’s humanitarian relief effort for victims of the earthquake and tsunami in Samoa.

Up to three Royal Australian Air Force flights into Samoa took place on 1 October, transporting Australian Government officials and emergency aid into the disaster affected region. The first of these flights was a C-17 Globemaster carrying emergency humanitarian stores and medical personnel from RAAF Base Richmond.

Operation Padang Assist

Just one day later, the ADF launched Operation Padang Assist, its Indonesian earthquake relief effort, following the acceptance by the Indonesian Government of an offer of emergency assistance from Australia.

The ADF established a Joint Task Force of military and government agencies to provide the best possible assistance to the Australian Government response effort in Indonesia.

One week later, relief efforts delivered medical treatment, fresh drinking water and tonnes of humanitarian aid into the region.

The ADF teams departed RAAF bases Darwin,

Richmond and Amberley soon after the earthquake and quickly established themselves in the city of Padang and outlying areas destroyed in the disaster, assessing medical and engineering needs.

RAAF C-130 Hercules, flying missions in and out of Padang from Jakarta, ferried 250 tonnes of equipment and emergency aid from United States, the United Kingdom, Malaysia, Japan, Thailand, Singapore and Indonesia so far.

With the cooperation of AusAID and the Department of Foreign Affairs and Trade, the ADF has managed a graduated and measured response to the needs of the earthquake victims.

Initial assessments indicated that fresh drinking water was the number one priority for the people of Padang as the local water treatment plant, supplying 60 per cent of the city’s water, had been damaged in the earthquake. Darwin-based 1st Combat Engineer Regiment, using an ADF water purification plant, produced about 10 000 litres an hour of fresh water a day after arriving.

Joint operation takes fight to Taliban

A joint Afghan National Army, Australian Defence Force, Dutch and US operation worked to remove Taliban insurgents from the Mirabad area, located east of Tarin Kowt.

Under the name of Operation Baz Panje, meaning Falcon’s Talon, the combined force was air-lifted by helicopter into the region in a major air mobile operation on 25 September, with ground operations commencing immediately.

Defence Base Security Review

Defence announced that it is implementing a range of policy and physical security measures which reflect the findings of a recent review into Defence base security, and the subsequent security risk assessments now being conducted at each base.

The review, which followed an alleged terrorist plot to attack Holsworthy Army Barracks, examined security arrangements at Defence bases and facilities around Australia.

Australia-China Defence Strategic Dialogue

The 12th Defence Strategic Dialogue between Australia and China occurred in Canberra on 15 October. The offices of the Secretary and Chief of Defence Force met with the People’s Liberation Army Chief of General Staff, General Chen Bingde.

This is the second time the talks have been held at this level. The talks were upgraded to the Chief of Defence/Secretary level last year in recognition of the developing ties between the two militaries.

The Secretary of Defence, Dr Watt, said that the Dialogue was an opportunity to exchange views on emerging strategic trends and establish a new series of engagement initiatives in education and areas of shared interest such as disaster relief and maritime security.

Vale: Lance Corporal Mason Edwards

Lance Corporal Mason Edwards, a soldier from the Army’s 2nd Commando Regiment, was seriously injured and later pronounced dead at the scene by civilian medical personnel during a training accident at Cultana, South Australia on the evening of 20 October.

The activity was associated with mission-specific training for an upcoming Afghanistan deployment.

Another soldier from the Incident Response Regiment was injured and taken to Port Augusta in a serious condition for treatment.

The family of Lance Corporal Mason Edwards also released a personal message.

“As a beloved son, brother, uncle, and partner, Mason meant the world to us. He was so strong and yet the most gentle, caring, and loving man you would ever meet,” the statement said.

“He made us laugh every time we were together and his easygoing attitude was infectious. Our hearts ache for Mason, and there aren’t enough words to describe him as a person and how we felt about him.”

Remembrance Day

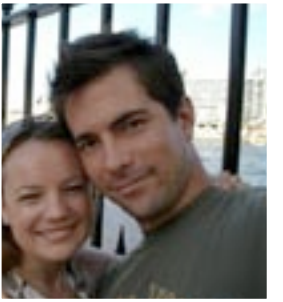
Defence commemorated Remembrance Day at various ceremonies across Australia and overseas, as Australians paused to remember those men and women who died or suffered in all wars on 11 November.

A bugler joined a Catafalque Party and Flag Party ceremony at Darwin’s Cenotaph. In Victoria, four RAAF PC9 aircraft from Central Flying School and a vintage Mustang aircraft from the Point Cook RAAF Museum conducted flypasts over the Shrine of Remembrance.

Perth also saw four RAAF PC9 aircraft flypast various landmarks including the Kings Park State War Memorial and the City of Perth Civic Centre.

In Queensland, a poppy laying ceremony was held in the Memorial Garden at the main gates of RAAF Base Amberley, as well as a commemoration service at the Shrine in Brisbane’s Anzac Square.

In Canberra, Headquarters Joint Operations Command held a service and dedicated a memorial for the 29 Australian Defence Force personnel who have died on operations in the ten years since the original headquarters was formed.



# CHALLENGES & SUCCESS IN WORLD-BEATING YEAR

By Chief of Navy Vice Admiral Russ Crane

**BELOW:** A small contingent from HMAS *Darwin*'s boarding team depart the Adelaide-class frigate during Exercise Bersama Lima 2009. Pictured (L-R): Leading Seaman Boatswains Mate Glenn Phillips, Able Seaman Boatswains Mate Jarrdyn Pittman and Seaman Boatswains Mate Taylor Bradshaw. *Photo: ABIS Evan Murphy*



**T**his year has been one of challenge and success for Navy. We have deployed our men and women on operations and exercises around the world; we have assisted the civil community at home and abroad; we have reflected deeply on who we are and how we will develop our people and our capabilities into our next generation. Our people at all levels are to be congratulated on their outstanding efforts in the service of Australia.

Navy's high operational tempo continues unabated, following the pattern of recent years: multiple simultaneous operations in many locations and to many purposes are fast becoming the norm. Importantly, the pace of deployment and expanding nature of operations demonstrate our ability to meet challenging requirements – a source of great pride to me.

The range of operations in which we have been involved is enormous and draws on all our capabilities and professional skills. At the forefront was Operation Catalyst, which completed on 31 July after six years. Our contribution to Operation Slipper has grown out of Combined Task Force (CTF) 158 in the northern part of the Gulf to CTF 152 and now 150, which is external to the Arabian Gulf and largely focussed on the counter-terrorism role. CTF 151 has seen HMAS *Toowoomba* on anti-piracy patrol off the Horn of Africa for a significant part of her deployment.

Her relief, HMAS *Stuart*, departed in October en route to commence the 22nd frigate rotation to the Middle East Area of Operations, and our specialist personnel continue to contribute ashore. While transiting through the area in May as part of Exercise Northern Trident 09, HMA Ships *Sydney* and *Ballarat* joined in the anti-piracy effort when they responded at short notice to MV *Dubai Princess*, under attack from suspected pirates. Maritime security is an interest shared by all mariners and all sea-going nations and this operation demonstrates Australia's commitment to peaceful, shared use of the seas.

Navy's efforts continue in other theatres, including in East Timor, where Commodore Stu Mayer has recently taken command of the ADF contingent; Op *Azure* in Sudan, and ongoing iterations of Op *Render Safe*. In our most recent *Render Safe* involvement, HMA Ships *Yarra* and *Gascoyne* cleared unexploded WWII-era ordnance in the Solomon Islands, including three bombs of 100kg or more and a range of smaller projectiles, some of which were in close proximity to schools. Their achievement built on the work of our hydrographic experts in charting the unexploded ordnance earlier this year.

I particularly want to mention Op *Resolute*, a very difficult and draining task. Constabulary operations can often put our people in difficult and dangerous positions, and I am enormously proud of the way in which they perform their duties in a very tough environment in the *Resolute* area of operations. They show enormous commitment and work hard in the preservation of life at sea – a central tenet of Navy culture.

The Op *Resolute* year started with a surge in response to increased activity in the 2008 Reduced Activity Period, and our sailors have not rested since.

They are to be especially congratulated on a period of high intensity operations. Most recently, Navy has joined the tri-Service humanitarian response to the earthquakes and tsunami in Samoa and in Padang, Indonesia, in October. Our amphibious expertise was put to good use through the deployment of HMAS *Kanimbla*, with an Army engineering contingent, LCM8s and two *Seakings* embarked, and the completion of a beach landing near the city of *Pariaman*. HMAS *Tobruk* departed for Tonga and Samoa carrying heavy earthmoving equipment to help in the clearance and reconstruction of remote villages damaged in the disaster.

In the course of the year, HMAS *Success* was also able to assist in recovery operations after the loss of an aircraft near the *Kokoda* track; Clearance Diving Team One helped Tonga to locate the sunken ferry *Princess Ashika*; and the Navy community in Victoria and south-east Australia rallied to assist after this year's devastating bushfires.

Of course, support staff, including logistics, communications, public affairs and headquarters personnel, have been as essential to Navy's success as the men and women at sea. Further, the contribution of Reserve members of the Navy team has been fundamental. The result of the integrated workforce model is expanded Navy capability, and we have seen it at work in 2009, for example as operational crew relief in Op *Resolute*.

sustainable internal reform directed to improving transparency, accountability and management.

Resulting programs to achieve Force 2030 are already well underway. The LHD program, led by the Joint Amphibious Capability Implementation Team, is rapidly developing outcomes and plans for its upcoming introduction into service in 2014, and I was pleased to attend the keel-laying of the future *Canberra* in Spain on 23 September. Implementation planning for AWDs is also well advanced, and Air 9000 Phase 8 is focussed on the most viable and enduring replacement for our *Seahawk* helicopters.

The most pressing part, however, of our preparation for Force 2030 is in the personnel space. New Generation Navy (NGN) is our vehicle to implement the change we need to achieve operational and personnel targets for the future, which requires very deep and meaningful cultural change.

This is what an initial consultation group of 500 Navy members of all ranks told us clearly. Our vision is for an Australian Navy renowned for excellence in service to the nation. Our mission remains, as it ever was, to fight and win in the maritime environment. If I could sum it up in one phrase, NGN is about Serving Australia with Pride, and this is our new motto.

NGN has been underway for most of this year and is based on three pillars of change: cultural change,

“the pace of deployment and expanding nature of operations demonstrate our ability to meet challenging requirements – a source of great pride to me”

- Chief of Navy Vice Admiral Russ Crane

Meeting this level of operational activity requires ongoing reflection on and development of our support processes. Graded pay structures, minimum duty watches and the Reduced Activity Period have all been a focus of the last 12 months. Safety remains a critical priority; we have the right procedures in place, but everyone must remain vigilant.

This year has seen separation rates drop to the lowest level in nearly 20 years. Ideally, we need a separation rate in the vicinity of six-eight per cent to maintain realistic career pathways, and we are approaching this level. This has some correlation to the economic situation but our retention measures, including the Defence home loan scheme, have contributed as well.

Recruiting has improved, but that has moved our attention to the structural issues of training our new sailors and officers and getting them to sea early. Our training workforce currently stands at approximately 25 per cent of the total Navy force, and our challenge is to reduce it steadily. Initiatives like Plan Train, which focuses on getting marine technicians to sea to complete their task journals, are part of our solution. Our challenge for the future is to maintain our recruitment and training continuum as an employer of choice, long after the economy recovers.

At the strategic level, Navy provided significant support and input into the 2009 White Paper and the Strategic Reform Program. These programs provide a promising maritime outcome for the ADF. They recognise the strategic reality of Australia as a maritime nation through geography, politics and commerce and the need for our defence to derive from the maritime environment. They chart a realistic course for the projected Force 2030 through

leadership and ethics, and structure. Structural change, in many ways the easiest area to make a difference, was rolled out in July to reflect our new raise, train and sustain role.

Six bow wave projects for cultural change are now well underway, and include a divisional *Making the Change* program to embed our new signature behaviours and re-emphasise Navy values. The behaviours are shaped around people, professionalism and performance; what underlies them is a strong sense of loyalty to, and concern for the welfare of, our Navy people.

Leadership and ethics change focuses on our new leadership framework and doctrine, which explain leadership as a matter of character and ethics. Our aim is to introduce an aspirational level of leadership thinking and behaviour, and lift our game from transactional to more enduring transformational leadership. It is the basis for the new leadership training continuum for all leaders regardless of rank.

In summary, there has not been a quiet day in Navy during 2009. The success of our Navy people, and the families who support us, has been outstanding, but the last 12 months have also been about turning our attention to how we can make this operational tempo more sustainable. We have delivered some significant reforms at the management level, and NGN is targeting the very deepest level of cultural change.

The next 12 months will be no different. What must be different is how we make it all come together. We will need strong leadership and cooperation to challenge the orthodoxies that currently exist. We all serve Australia with pride and we need to ensure our culture, structure and systems reflect it now and into the future.



# DYNAMIC DAYS MARK ACHIEVEMENTS OF 2009

By Michael Weaver

Of all the events and achievements that marked 2009 for the Royal Australian Air Force, one particular day provided the most satisfaction for its chief, Air Marshal (AIRMSHL) Mark Binskin.

The day was 31 August 2009; one which marked the repatriation of the last two Australian servicemen missing from the Vietnam war, after Flying Officer Michael Herbert and Pilot Officer Robert Carver were lost without trace in their Canberra bomber, call-sign Magpie 91, which failed to return from a routine mission on 3 November 1970.

AIRMSHL Binskin said that while the day was not the biggest achievement of 2009, it was a moment that provided the most satisfaction.

“Bringing those final two airmen back was an effort that was not just Air Force. Army, IP (International Policy) Division and DSTO (Defence Science and Technology Organisation) played a significant part, so it really was a team effort.

“Seeing the looks on the faces of the families and the veterans when the repatriation occurred really showed that it meant a lot to a lot of people around Australia,” AIRMSHL Binskin said.

But when AIRMSHL Binskin takes a moment to wipe the brow and reflect on 2009, he, like the vast majority of Air Force members, will have one word that comes to mind – “dynamic”.

The first taskings came from border control operations out of RAAF Base Learmonth and further afield in the Christmas and Cocos Islands, along with continued support to the Middle East. That was followed by support to floods in Queensland and bushfires in Victoria, along with an increased presence of P3 Orions in Darwin.

More humanitarian support operations in Samoa and Padang again saw the RAAF being one of the first Government agencies to put its hand up, while at the same time, heightened levels of support to border protection and in the Middle East did little to stall the commitment.

“So right across the board for the 14 300 people in Air Force, I think the tempo has been very high and we have operated in a very dynamic environment,” AIRMSHL Binskin said.

“That tempo has been matched by Headquarters Air Command, the FEGs (Force Element Groups) and Air Force Headquarters who have done all the work to coordinate our efforts.

At one stage, Air Force had one C-17 going into the Middle East Area of Operations per week, carrying three times the amount of what the C-130s were carrying.

AIRMSHL Binskin said success in these areas has come from a great deal of strategic planning

to position Air Force for these world events.

“We talk now about being a global air force that’s responsive and inter-operable around the region and the world and when you look at the operations we’ve conducted, we are the first response.

“There we were in Samoa reacting to what had happened and then Padang occurred. Straight away we were already swinging forces towards Indonesia while we were still supporting Samoa.”

The Air Force has also been able to show its strength in air shows at Avalon, Wagga and Townsville. There have been welcome-home parades for the Control and Reporting Centre and Operation Catalyst personnel, plus a raft of no less than 12 regional and non-regional exercises, including Talisman Saber.

The Air Force balloon also rose to lofty heights when it conducted a promotional tour of Arnhem Land, achieving a flying rate of 16 hours of tethered flights that carried more than 1000 passengers.

However, it is AIRMSHL Binskin’s priority to maintain a first-rate air power via support to operations that has left him in no doubt about where his priorities lie. “Operations are now our normal business and we’ve managed to make sure we keep the raise, train and sustain motto and the exercises relevant to what we’re doing on operations,” AIRMSHL Binskin said.

“If I looked around the Air Force today, every force element group is represented on operations – there’s even Air Force Training Group personnel away on operations. From the Surveillance and Response Group to Air Combat Group to AirLift Group and Combat Support Group – they are all

At a glance:
Air Force’s oldest remaining aircraft, the Caribou, will be retired
Approximately 165 000 people attended the Australian International Airshow and Aerospace and Defence Exposition at Avalon in March. About 65 000 people witnessed the Defence Force Air Display at Townsville in September, while about 10 000 people attended an open day at RAAF Base Wagga in October
Airman recruitment rose to 91 per cent, while officer recruitment also rose to 84 per cent. Separation rates for airmen and officers also decreased by about one per cent
<b>Operation Padang Assist:</b> 850 passengers, 1.2million pounds (approx. 544 311kgs), 111 sorties by C-130 and C-17 aircraft in just 26 days
<b>Operation Samoa Assist:</b> 60 passengers and five sorties (in which RNZAF helicopters were also carried)

represented on operations around the globe.

“But everyone’s getting tired. I understand that this is a marathon and we’ve got to make sure we pace ourselves continually.” This is sound advice considering the way 2010 is shaping up.

“Across the board we’re asking the units to really look at the way they’re doing business and look at being fiscally responsible in managing what they do and looking for better ways of how they do it,” AIRMSHL Binskin said.

The Strategic Reform Program (SRP) alluded to will also begin to take effect next year with Air Force’s medium-lift program (C-130 Hercules), wide-area surveillance with the JORN capability and the Hornets all ear-marked for reform under SRP.

“We’re introducing the Super Hornets, we’re introducing the KC-30A, while Wedgetail will also start to mature, so they are each big challenges.

“We’ve got Project AFTER (Air Force Training Education Review) which is starting to deliver the new Air Force training and education program.

“We’re looking to increase female participation rates and are actively incorporating flexible strategies. We would like to grow female participation in the aircrew side and also look for some of those non-traditional areas where women may be wanting to serve.”

“And I can tell you now without even looking at a crystal ball, that there will be humanitarian assistance operations at least regionally and maybe world-wide that we’ll be a part of. And we’ll be well positioned to handle that.

“But at the end of the day, with all that we have in front of us, the biggest challenge will be not burning out our people as we do it. My focus is to ensure that we can sustain ourselves as a force into the future,” AIRMSHL Binskin said.



A Caribou cuts an imposing figure on the tarmac at RAAF Base Townsville.

# Fond farewell for the mighty Caribou

By Flight Lieutenants Jeff Tanner and Eamon Hamilton

Throughout 2009, 38 Squadron (38SQN) has been preparing for the withdrawal of the De Havilland Canada DHC-4 Caribou aircraft from operational service.

With a planned withdrawal date of 31 December 2009, the unit recently received the Hawker Pacific Super King Air aircraft on 20 November. The flying unit has been under constant change since the announcement of the Caribou retirement late in 2008, which followed the relocation of its unit from RAAF Amberley to RAAF Townsville in 2007.

The Caribou were the first RAAF aircraft deployed to Vietnam and the last to withdraw, setting a strong work precedent for Caribou squadrons for the next four decades.

The aircraft has also excelled through its ability to operate from short, unprepared runways in Papua New Guinea, as well as the South Pacific, South-East Asia and as far away as Kashmir.

Even during the aircraft’s final months of service, the Caribou has been flown hard by 38SQN, with several short take-off-and-landing missions in Papua New Guinea conducted to maximise aircrew experience in this challenging environment.

For the technical workforce, the completion of trainee journals and involvement in deployments and rescues has increased their maintenance knowledge and proficiencies away from home-based operations.

Mounting costs, an ageing airframe, and lack of commonality with the remainder of the Air Force’s fleet led to the decision to retire the Caribou at the end of this year. The Super King Air will be operated until the arrival

of a new light tactical fixed-wing transport aircraft, to be selected under Project AIR 8000 Phase Two.

Commanding Officer of 38SQN, Wing Commander (WGCDR) Anthony Thorpe was appointed as the lead manager for the Caribou withdrawal. A B300 Transition Team was established under WGCDR Stewart Dowrie to manage the transfer of three Army Aviation King Airs, along with an additional five new King Airs to 38SQN service.

A unit withdrawal plan was developed to capture the roles, responsibilities and milestones pertaining to the unit, which has complemented monthly withdrawal meetings at section head level. Broad communication of these activities through AirLift Group to Headquarters Air Command and items managers in the Defence Materiel Organisation (DMO) allowed informed and timely decisions for the reallocation of assets to fulfill capability needs elsewhere in the RAAF.

Joint Logistics Unit (North Queensland) was identified as a key stakeholder to oversee the return of all unit equipment and stores to their regional warehouse for redistribution, storage or disposal. Consequently, elements of Defence Support Group, DMO and Joint Logistics Command have also met the demands of 38SQN during this period.

The oldest remaining Caribou, A4-140, was part of the initial three aircraft delivered to Australia in April, 1964. Its final tasking will be when it arrives at Defence Establishment Fairbairn before being handed to the Australian War Memorial. The second oldest Caribou, A4-152, will be handed to the Air Force Museum at RAAF Base Williams, Point Cook. Other aircraft have also been ferried to their resting airfields.

On November 13, a four-ship flight of Caribous acknowledged the valued support from the Townsville community in a fond farewell to the city.

# ARMY ADAPTS TO GAINS AND LOSSES

By Chief of Army Lieutenant General Ken Gillespie



**Above:** An M1A1 Abrams Main Battle Tank proudly displays the Australian Flag during a non-tactical phase of Exercise Gold Eagle in southern California during October. *Photo: Captain Lachlan Simond*



**Above:** Out with the old and in with the new, as an ARH Tiger takes off with the Kiowa following close behind during the 1st Aviation Regiment's final farewell to the Kiowa on Monday 26 October. *Photo: LSIS Helen Frank*

**A**s Christmas nears and we begin to reflect on another year, our thoughts go out to the many ADF families that will spend Christmas without their deployed loved ones. I look forward to them completing their tasks safely and returning home.

Although we have seen many successes, we have also experienced the painful loss and wounding of our soldiers during the past 12 months, on overseas operations and at home. Our hearts go out to each of the families who have lost a loved one. Please know that Army shares in your loss and our thoughts and prayers continue to be with you.

It has been a busy and demanding year for the Australian Army. All of our serving men and women – regular, reserve and civilian – have continued to provide outstanding service to their nation, be they deployed overseas or training at home in Australia.

Although the ongoing operational tempo continues to challenge us, I am very proud of the way you have met these changes. We are currently supporting the reconstruction and rehabilitation efforts in Afghanistan, contributing to UN missions in many countries and assisting in enhancing stability and security in East Timor and the Solomon Islands. Australian soldiers continue to perform with great professionalism and enhance their reputation as great ambassadors for Australia. Your success on operations is testament to the training, preparation and support that the organisation provides to our soldiers.

During the past year, our *Adaptive Army* initiative has made some significant headway. We have restructured ourselves at the Army and

functional command levels, aligning our command and control with temporal learning loops, and have created Forces Command in Sydney. This in-turn has enabled the implementation of a new, unified Army training continuum. We have also re-rolled our regular 1st Division Headquarters to focus on the force preparation of force elements for operations and contingencies.

Most importantly, the workforce of Army has embraced this initiative and for that I thank you. This has made my life easier and indeed the implementation of *Adaptive Army* has proceeded more smoothly than I expected.

In terms of acquisitions and equipment, there are some exciting developments coming our way. The introduction of the large Canberra-class amphibious vessels is as important to Army as it is to Navy. The way we conduct business on the battlefield will change in a very significant way with the introduction of the Armed Reconnaissance Helicopter, and the Black Hawks are being replaced by the MRH90s. We will also be receiving new artillery in the not-too-distant future, and a new fleet of wheeled vehicles will soon start arriving.

The family and friends of Australian soldiers must take a great deal of credit for their success. Our Army families provide vital support to Army members on deployment. Knowing that they have the support of their loved ones at home makes a world of difference. I thank them for their steadfast support, patience and courage.

Please take it easy on the roads during the break, and if you are going to have a few drinks, do so in moderation. I look forward to having everyone return healthy and refreshed for the challenges ahead in 2010. I wish all Army personnel and their families a merry Christmas and a happy new year.

“Although the ongoing operational tempo continues to challenge us, I am very proud of the way you have met these changes. We are currently supporting the reconstruction and rehabilitation efforts in Afghanistan, contributing to UN missions in many countries and assisting in enhancing stability and security in East Timor and the Solomon Islands.”

**LEFT:** On a high observation post, Australian Artillery Forward Observers Bombardiers Jason Walker and Benjamin Cook scan the expansive plain for targets during Exercise Golden Eagle in southern California.. *Photo: Captain Lachlan Simond*



## Logistic wheels keep ADF on track

By Terry Foster

**J**oint Logistics Command (JLC) continues to provide first class logistics to support to raise, train and sustain those who protect Australia and its national interests. The past 12 months have kept them very busy.

With about 3 300 Australian Defence Force (ADF) personnel currently serving on 13 operations overseas and within Australia, and an equal number preparing to deploy or having a well-earned break after a deployment, the effective and reliable logistic support is as much about relationships and contracts as it is about warehouses and pallets.

### Support to operations

In the Middle East Area of Operations (MEAO), the ADF's increased interaction and cooperation with NATO means that, although not a NATO member, Australia can access NATO support through third party arrangements, particularly with the British and Dutch.

A suite of other international arrangements facilitate reciprocal logistics cooperation with the Defence forces of other nations when the ADF is deployed overseas. Two new Mutual Logistics Support Arrangements were signed in 2009 (with Italy and Indonesia) and Defence's agreement with United Kingdom has just been extended.

Joint Logistics Command has renewed contracts for the global air movement of ADF personnel, equipment and cargo when RAAF transport aircraft are fully committed to other tasks. The new, larger standing offer panel involves 13 companies and offers the ADF access to an unparalleled array of aircraft for any task.

Domestically, floods in the north, fires in the south and earthquake and tsunami response in the neighbouring region added to the busy year for Joint Logistics business units.

Operation Vic Fire Assist had Defence and contractor personnel working around the clock supplying everything from sleeping supplies and tents to trucks, bulldozers and power generators. After the first wave, the focus shifted to building



**An example of joint logistics in motion, as many hands make light work for members of HMAS Tobruk who work with Tongan members of the Rural Development Unit and Tongan Defence Service to transport much-needed humanitarian aid and equipment on the Tongan Island of Niuaotupapu. Photo: LEUT Todd Austin**

community support hubs and establishing contracts for fresh food supplies for devastated communities.

"Lessons learned in bushfire response in 2005 and 2007 meant that we have a good understanding of what are the critical requirements in these sorts of emergencies and can get them where they are needed quickly," Commander Joint Logistics, Major General Grant Cavenagh said.

### Defence Integrated Distribution System (DIDS)

Commitment to improvement and resolution of lingering contract issues provided the impetus for renegotiating aspects of the DIDS contract with BAE Systems Australia.

Among other things, the revised arrangements mean an 8-10 per cent reduction in distribution costs, 30 per cent reduction in the cost of spare parts for maintenance activities and multi-million dollar savings in insurance costs. Added to this, increased workshop throughput

has cut repair time by more than half; instead of 74 days equipment can be back in the field in less than 30 days. The excellent outcome was the result of a supreme effort by the DIDS Remediation Team.

### Logistics Assurance

Continuous improvement drives logistics assurance too. For the second successive year, Defence received unqualified financial statements from the Australian National Audit Office. The sharp and sustained focus and ongoing process improvements continues to provide Defence with audit assurance and better inventory management, while also providing commanders with better preparedness information.

"The pursuit of excellence is intrinsic to providing logistics capability to support the warfighter and deliver combat power," General Cavenagh said.

"That's the very core of Defence logistics."

## Defence ICT 2009 and beyond: CONSOLIDATE, STANDARDISE, RATIONALISE AND SIMPLIFY

**The 2009 White Paper directed a new focus on standardisation of Defence's business operating environment through single desktops and common systems.**

Since the release of the Defence White Paper and Strategic Reform Program (SRP), the Chief Information Officer (CIO), Greg Farr, and his executive team have been working collectively to establish the governance and programming frameworks for the Information and Communications Technology (ICT) reform effort to deliver these outcomes.

The year has culminated in the public endorsement and recent release of the Defence ICT Strategy by Minister for Defence Senator John Faulkner.

"The Defence ICT Strategy will strengthen the relationship between Defence's strategic objectives and enabling ICT capabilities," Senator Faulkner said.

"It focuses on a coordinated approach to how we govern, prioritise, resource and support our ICT investments across Defence."

Delivering the opening address at the recent 2009 Military Communications and Information Systems (MilCIS) Conference, Chief of Navy Vice Admiral Russ Crane highlighted the importance of standardisation across Defence's ICT systems.

"Our systems must match the men and women at the frontline in flexibility and adaptability in different threat environments," VADM Crane said.

"The same must be true of support systems: personnel management, training, communications and others. "To maximise operational efficiency, we need to employ up-to-date technology to train our people quickly and thoroughly, and we need to do so with ICT systems which are the same as those we ask them to use on operations.

"ICT systems must offer sufficient commonality amongst the three Services, and between sea and shore, to enable effective operations," VADM Crane said.

The Chief of Navy is also looking forward to the introduction of the Wide Band Global System (WGS) satellite constellation – a global network allowing

effective communications.

"I now have fleet units accessing this very capable broadband satellite system in the Pacific, the Indian Ocean and the Gulf. I am looking forward to the phased introduction of this global network," VADM Crane said.

ICT is an enabler to operations in an immediate and primary sense, but also secondarily because it is critical to the business and support system needed to put ships to sea and troops in the field.

Throughout 2009, the Chief Information Officer has worked to build a more stable Defence ICT network. Partnering with industry to improve network stability has also resulted in less outages, higher availability and an improved user experience.

"This has been made possible through key improvements in our change management processes, resulting in greater visibility of the impact of change to our ICT customer base," Mr Farr said.

"An improved customer engagement process has been initiated, CIOG is better informed on the impact that change has, and is in a position to manage the change timings to reduce this impact to a minimum."

In other achievements, CIOG successfully transitioned regional ICT support services to industry. Defence delivers regional ICT support services in 12 regions covering more than 100 000 desktop computers at 460 Defence bases and sites. These support services are now managed by Unisys Australia after an 18-month transition period.

In a recent media statement, Parliamentary Secretary for Defence Support, Dr Mike Kelly noted that the "close cooperation between Defence and Unisys meant the transition was carried out with minimal disruption to services and service levels, and against a background of significant Defence operational tempo".

Improved service delivery from CIOG's decision to outsource regional ICT support has resulted in a 45 per cent reduction in the number of outstanding jobs.

This year also saw the introduction of a single Defence ICT portfolio work plan to improve alignment between ICT and Defence investment priorities.

Working collaboratively with the Capability Development Group, Defence Materiel Organisation and other Groups and Services, the Chief Technology

Officer, Mr Matt Yannopoulos, has started socialising the suite of governance reference models and standards to guide future technological development across Defence.

"The main message and focus is on consolidation, standardisation, rationalisation and simplification of Defence ICT systems," Mr Yannopoulos said.

The primary focus for 2010 is to deliver the savings outlined under the SRP and work towards a single Defence information environment.

### Key Highlights for 2009

In early 2009, CIOG completed the upgrade of the SAP Resource and Output Management Accounting Network (ROMAN) finance system, coming in at almost \$1 million under budget. This was a significant development.

An automatic power-off Green ICT initiative was implemented. In Defence alone, this workstation automatic shutdown software has saved the department more than \$5 million per annum. This equates to an estimated 31,000 tonnes of carbon dioxide prevented from entering the atmosphere.

CIOG successfully delivered a networked wireless e-learning capability to support the Adaptive Army Initiative Classroom of the 21st century.

CIOG effectively delivered a range of communications services to the remote Bradshaw field training area in the Northern Territory, and Shoalwater Bay at Rockhampton to support Exercise Talisman Saber 2009.

CIOG introduced a new Google search engine to assist Defence users in discovering and sharing information across the Defence network.

The Group developed a successful concept demonstrator for the Defence Secret Network Unified Communications to deliver a secure, scalable and survivable voice-over IP solution, which has now been deployed to all senior leaders in Defence.

CIOG has developed a concept demonstrator to deliver the single desktop for Defence ICT users to meet the Strategic Reform Program outcomes.

# REFORMS LEAD THE WAY

By Deputy Secretary Defence Support Martin Bowles

**A**s I look back on 2009, my third year as Deputy Secretary Defence Support, I am proud and satisfied as I reflect upon the challenges and achievements our staff have addressed and met during the year.

From a whole-of-Defence perspective, the release of the Defence White Paper in May 2009 by the Prime Minister and then-Minister for Defence, and the ambitious Strategic Reform Program to enable us to deliver upon the White Paper, is a significant milestone that sets out the way forward for Defence for the next 20 years.

### Defence Support reform

In March 2009, I set up a Defence Support Reform team to progress internal reform across the Group. This team then evolved into the Strategic Support Reform Team after the release of the White Paper in May 2009, and is led by Dr Ian Williams. This small team is working with DSG staff, and key stakeholders in Strategic Reform and Governance and throughout the Groups and Services to progress both strategic reform and Defence Support's internal reform efforts.

As part of Defence Support's internal reform activities, earlier this year I worked with the Defence Support Executive to adopt and implement a new operating model. This model included grouping the management and delivery of all products and services with an on-the-ground focus and presence into a single division – Defence Support Operations – led by Major General Liz Cosson. This saw the amalgamation of 12 former DSG regions into five new, larger regions, which underpins a broader reform program in Defence Support to improve consistency and standardisation of service delivery.

We have also made significant inroads to moving to a genuine shared services delivery model in Defence. Defence Support currently provides shared services to Defence in many ways, but we are often administering these services in conjunction with other Groups and Services. This means many different cells are operating together or alone to get a similar organisational outcome. This leads to inconsistency in service delivery and inefficiencies in timeliness and costs of service.

For example, DSG processes 40 per cent of Defence accounts through ISIS – but accounts are also processed by various areas across Defence. This leads to a lack of standardisation, consistency and timeliness in the payment of accounts. Within Defence Support, we have been transferring all suitable DSG accounts processing activities to ISIS. We will then work with the Groups and Services to roll this out across the organisation. By consolidating and reforming the accounts payable process, Defence can achieve savings by streamlining and standardising its processes and becoming more efficient, with an overall capability to deliver a consistent and timely service.

Similar opportunities exist in payroll management. In the last 12 to 18 months, we have been working with our customers in the Services to broaden the take-up rate of the PMKEYS Self Service tool, particularly pay transactions and leave processing for ADF members. This has resulted in significant benefits to Defence. It has reduced the administrative overhead associated with processing these requests, saving time, improving output and efficiency and ultimately achieving greater value for money. It is these types of improvements that position Defence Support to realise its contribution to the Defence Strategic Reform Program (SRP) and the Defence White Paper.

Defence Support has a lead role in non-equipment procurement (NEP) reform stream of SRP. NEP reform savings are valued at \$4 billion for 10 years, with Defence Support contributing



around \$1.5 billion. This presents significant challenges and opportunities as we work with you, our Group and Service counterparts, to identify improvement and efficiencies.

The establishment of a centre of procurement and contracting excellence is a key component of NEP reform for Defence Support. This centre will provide guidance and strategies to ensure Defence non-equipment procurement is undertaken with an improved commercial approach, and ensure efficiencies and consistencies across Defence. DSG is also working closely with People Strategies and Policy Group to progress reform initiatives in the shared services and workforce reform streams.

Along with our contribution to SRP, Defence Support is also continuing to progress its existing reform program, including the successful implementation of the Base Accountabilities Model.

### Business as usual achievements

DSG has also made significant progress across its broad ranging responsibilities to support Defence capability and enable Defence priorities.

Following the High Court ruling on 26 August 2009 that deemed the Australian Military Court unconstitutional, Defence Legal provided exceptional support to introduce legislation to establish an interim military justice system. This interim legislation was passed in Parliament on 14 September 2009. This work continues to be a high priority for Defence Legal to develop a model for the longer term.

In July 2009, Defence Support set up a new specialised team, Defence People Solutions, led by Mr Neville Tomkins. This team takes responsibility for code of conduct, case management, rehabilitation management, Group safety and compliance, health and injury prevention and the associated advice, support and training. It also includes management of the Defence Work

“Defence Support has made significant progress towards our goal of being an innovative, agile and cost-effective support service that enables and enhances the delivery of Defence capability”

- Deputy Secretary Defence Support Martin Bowles

Experience Program. This program, launched one year ago, has proved a valuable tool to enable young people experience working in Defence (see accompanying feature story on the program).

On the personnel administration front, DSG's Personnel Services team achieved a remarkable outcome, in consultation with People Strategies and Policy Group and the Services, to implement the Graded Other Ranks Pay structure. This initiative was one of the largest remuneration reform activities ever undertaken by Defence. Its aim is to provide a simpler, more flexible pay structure, moving from a 16 to 10 grade structure. This required DSG staff to enact more than 100 000 pay-related transactions into the payroll system, and was successfully implemented across all three Services with minimal disruptions or errors.

DSG has also had success in recognition of excellence in infrastructure projects. The Headquarters Joint Operations Command and Single LEAP Phase 1 projects were nominated by Infrastructure Partnerships Australia for National Infrastructure Project of the Year. Both projects were managed by DSG's Public Private Partnerships Branch. The HQJOC project won the National Infrastructure Project of the Year award.

Defence Support has made significant progress towards our goal of being an innovative, agile and cost-effective support service that enables and enhances the delivery of Defence capability. While our fundamental role is to provide timely and effective support, to achieve this we must operate in an increasingly constrained environment, and to be smart in how and what we deliver to our military and civilian customers. We need to ensure we are delivering the right products and services, at the right time, to the right people.

I look forward to continuing to work with DSG staff and my colleagues across Defence in 2010 as we work together to lead reform and improvements across Defence.

# EXPERIENCE PROGRAM works wonders

By Nicole Jeffers

**When 37 students undertook work experience at the Royal Military College (RMC), Canberra to launch the Defence National Work Experience Program on 1 December 2008, this was just the beginning.**

One year on and 1 122 students have attended work experience placements at various bases throughout Australia, experiencing first-hand a range of skills and trades used in the Australian Defence Force and the Australian Public Service on a daily basis.

Director Work Experience Program Terry Watson explained that the program launch marked the start of a Defence Support Group-coordinated, Defence-wide approach to providing work experience opportunities for students across Australia.

“Students can experience what it is like to be a member of Defence and hopefully this in turn will motivate them to consider a career in Defence when they finish school,” Terry said.

“It is also a way for Defence to contribute to the wider community by developing the skills of young people and easing their transition into the workplace.

“The program also fosters community awareness of Defence as an employer of choice that offers a wide variety of career opportunities for people within the Australian Defence Force and the Australian Public Service.”

The Work Experience Program team has also been busy during the last 12 months promoting the program

at career markets and expos across Canberra.

Feedback from students who have participated in the work experience program has been very positive for the continued success of the program.

“It was interesting, enjoyable, exciting, and fun and showed jobs and employment careers I never knew about,” one participant said.

Comments from other participants were similarly encouraging.

“I already wanted to join the Army. But now I know I want to join for sure.”

“I have a greater understanding of what is expected and how to act in a military environment.”

“I absolutely loved the experience that I had at RMC. It made me realise the dedication and effort involved in Defence. I have a huge amount of respect for all those involved.”

“Defence has shown the way that it operates and treats its staff. It shows that it is an organisation that rewards courage, discipline and integrity.”

In 2010, there are 529 placements currently available at a variety of Defence bases and establishments across Australia. The program team hopes to add additional placements next year involving all three Services and the APS.

“Details of these placements will be published on the Work Experience Program website in early December 2009,” Terry said.

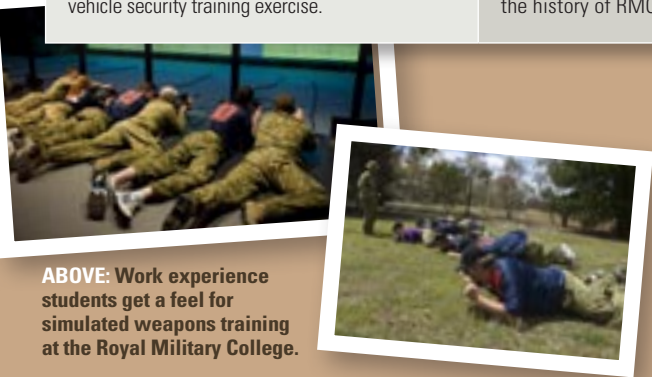
More information on how to participate, including details of placements is available on the Defence Work Experience website ([www.defence.gov.au/workexperience](http://www.defence.gov.au/workexperience)) or by emailing [DefenceWorkExperienceProgram@defence.gov.au](mailto:DefenceWorkExperienceProgram@defence.gov.au).

### Example 1:

In July 2009, year 11 and 12 students from St Joseph's College, Hunters Hill participated in activities at RAAF Richmond, HMAS Kuttabul and the School of Military Engineering at Moorebank. Students were exposed to the various operational and administrative areas of each base and participated in the Weapons Training Simulator System, observed military working dogs undergoing training and also participated in a vehicle security training exercise.

### Example 2:

The Royal Military College (RMC) in Canberra conducted two work experience programs in 2009 hosting 40 students for five days. Students participated in a range of activities including the battle efficiency and obstacle course, simulated weapons training, a demonstration of light infantry weapons, practical field craft and camouflage, concealment and living in the field as well as presentations on recruiting and the history of RMC.



**ABOVE:** Work experience students get a feel for simulated weapons training at the Royal Military College.

**LEFT:** Getting the lowdown on practical field craft and camouflage techniques was all part of the work experience program at the Royal Military College. Photo: Phillip Vavasour

# IED, IED, IED

## Mission rehearsal provides explosive reality

By Lieutenant Peter Martinelli

**A commando from 2 Company, 1 Commando Regiment, is set for a raid and fast-rope as he waits for directions to board Australian Army Aviation Black Hawk helicopters.**

*Photo: CPL Chris Moore*



**Commandos on all-terrain vehicles move to higher ground during a mission rehearsal exercise at the Cultana Range in South Australia.** *Photo: CPL Chris Moore*



**A commando from 2 Company, 1 Commando Regiment, looks out for enemy movement during a mission rehearsal exercise at the Cultana Range in South Australia in preparation for an upcoming deployment.** *Photo: CPL Chris Moore*



**T**he sharp crack of an improvised explosive device (IED) snapped through the gusty dusk in the windswept village.

But the Diggers of 2 Company, 1 Commando Regiment (1Cdo Regt) stayed calm and ignored the dropping temperature as they carried out their now instinctive drills and relayed information throughout the Commando Company Group (CCG).

As the sun dipped below the nearby ridgeline, the injured were carried away for treatment, and the meticulous village clearance began.

This time the IED was simulated, and the village had been erected in the southern end of Cultana Training Area, in South Australia, where the westerly winds whipped over the hills and brought frigid showers down on the troops.

The CCG is made up of commandos, armoured crewmen of 1 Armoured Regiment, sappers from the Incident Response Regiment and supported by enablers including a RAAF P3 Orion, 20 STA Regiment and a range of other ADF agencies.

When the simulated IED was triggered, the collective group was close to finishing the culminating serial of their Mission Rehearsal Exercise (MRE), rounding off a month spent near South Australia's Port Augusta.

The CCG MRE was supported by a number of role players, including linguists from the School of Languages and a mock Afghan Security Force partnering element. The role players gave CCG members the opportunity to cut their teeth at interaction with an unfamiliar local population and a developing partnering force before they deployed.

The night before, elements of the CCG tactically entered the small village, Special Operations Commander Australia (SOCAUST), Major General Timothy McOwan made clear his stance regarding the Force Element (FE).

"I want to emphatically state the fact that I have no doubt about the capacity of this FE," MAJGEN McOwan said.

"I have no doubt that you will perform well in the field of battle."

He warned that the counter insurgency fight for which the CCG had trained would also require traditional warfighting expertise.

"I expect you will see action," MAJGEN McOwan said. "Do not relax to the point where you expect that counter-insurgency does not require hard-edged soldierly skills."

MAJGEN McOwan said the FE had a wealth of experience, an opinion shared by the Commanding Officer of 1 Cdo Regt, Lieutenant Colonel Stuart Davies.

LTCOL Davies said his unit integrated the varied world and operational experiences of its Army Reserve members with those of former and current Australian Regular Army staff from 2 Cdo Regt and the Special Air Services Regiment.

"They have quite remarkable backgrounds," LTCOL Davies said.

"There is a good mix in the CCG. The guys have drawn on previous experiences. There is a wealth of operational experience in the unit."

The 2 Company CCG includes police, lawyers, teachers, emergency service personnel and other professionals.

"For counter-insurgency operations, they can draw on these backgrounds and their experiences, probably more so than in a traditional war fighting role," LTCOL Davies said.

He said 1 Cdo Regt had evolved to the stage where the unit could provide robust individuals to round out and reinforce other Special Operations Command entities, or rotate formed bodies at a platoon or company level.

An early indication of this capability was first displayed in 2001 when the regiment provided a formed body to bolster the then 4RAR in East Timor.

LTCOL Davies singled out the commando trade model as the means through which his soldiers have obtained the skill sets needed for overseas deployment in the commando role.

"Now we have a single commando trade model, regardless if you are a full-time member of 2 Cdo Regt or a full-time or part-time member of 1 Cdo Regt," he said.

"That's where it has been difficult to provide individuals in the past, because the unit had a different standard and skill set."

The single trade model is demanding and requires Army Reserve members to undertake effectively 12 months of continuous full-time service in order to deploy in their trade.

The regiment, integrated with about one-third ARA staff, now holds a number of dual-coded positions and can draw in the experiences and skills both Commando and SAS-trained personnel.

The issues associated with drawing reservists away from their employers for extended periods of time have not been avoided, but LTCOL Davies believed the informal and formal communications between the Unit, its members and their employers have mitigated most of the hurdles.

"I think most employers see that this enhances their employees," he said. "Some of the military training enhances their civilian roles."

Further information on a career with the Special Forces Command is available at <http://www.defencejobs.gov.au/army/Jobs/Commando/>.

**LEFT: Getting the lowdown on practical field craft and camouflage techniques was all part of the work experience program at the Royal Military College.**

*Photo: Phillip Vavasour*

**BELOW: Commandos from 2 Company, 1 Commando Regiment, prep for a raid and insertion via fast-rope as they wait for directions to board Australian Army Aviation Black Hawk helicopters.** *Photo: CPL Chris Moore*

**BELOW LEFT: Special Operations Commander Australia, MAJGEN Timothy McOwan, addresses commandos of 2 Company, 1 Commando Regiment.** *Photo: CPL Chris Moore*



# PRIORITY NUMBER ONE: SUPPORT TO OPERATIONS

By Captain Camille Duggan and Lieutenant Colonel Nathan Crowley

**As our deployed force elements in Afghanistan and the Middle East prepare to enter another winter, the Defence Materiel Organisation's (DMO) support to operations both in the Middle East and in Australia's regional area continues at a very high rate of effort and is not showing any signs of slowing.**

At a recent business plan review, the message was again reinforced by the Chief Executive Officer of the DMO, Dr Stephen Gumley, that support to operations remains DMO's number one priority. This support is being afforded across all DMO divisions and throughout all areas of operation.

Much of the priority of effort for Land Systems Division and Electronic Systems Division has been the preparation and enhancement of the Protected Mobility Fleet to the Middle East Area of Operation (MEAO) specification. This has included the acquisition and integration of a number of additional protection systems for the Protected Mobility Vehicles (PMV), including Automated Fire Suppression System, Forged Upper Control Arms, Removable Spall Curtain System, Protected Weapon Stations and Blue Force Tracker.

Notably this year, Combat Support Vehicle System Program Office has supported the deployment of 12 PMVs for the Combat Support Operational Mentoring and Liaison Teams and Mentoring and Reconstruction Task Force (MRTF) round-out, 16 PMVs in support of the Election Support Force and the recent upgrade of 19 PMVs for the Special Operations Task Group, MRTF and attrition stock.

The level of protection these enhanced vehicles offer the deployed soldiers and Special Forces is being continuously proven. A number have incurred significant damage after striking Improvised Explosive Devices (IED) but thankfully

the vehicles have worn the brunt of the damage with their crew walking away in most cases with only minor injuries.

A number of urgent operational requirements that will further enhance the capability of the already-proven PMV are also being pursued. Of particular note is the acquisition of SPARKS mine rollers for the PMV. In a very short timeframe these rollers were sourced from the original equipment manufacturer based in the United Kingdom and a quantity has been delivered to the MEAO and into Australia. The challenge is now to successfully integrate the roller to the PMV and conduct the necessary trials. This will be a concurrent activity to be conducted by Thales and trialled locally, whilst a team of specialists will deploy to conduct an operational integration in theatre.

Electronic Systems Division has also seen the acquisition and rollout of a series of Electronic Counter Measure (ECM) equipment during the past three years in support of Counter Improvised Explosive Device (CIED) activity. A number of major acquisitions, including the HORUS man pack, will be delivered within five months of the requirement being identified. A further range of force protection ECM systems, known as Cold Creek is also entering its final stages of acquisition.

The rate of effort is intensifying for Electronic System Division's Land Self Protection Systems Program Office in conjunction with Land System Division Vehicle SPOs and Land Engineering Agency (LEA) as they work to ensure the ECM equipment can be integrated across all deployed platforms. Work continues on the vehicle installation kits for this new capability. The kits will be introduced progressively across all vehicle platforms in the new year.

In further support to the CIED Task Force and as agreed by National Security Cabinet Committee in April 2009, DMO was requested to acquire and deliver a quantity of Talon

Remote Positioning Vehicles (Robots) by December 2009. Procurement was via Foreign Military Sales (FMS) with the United States Navy. To date, 11 have been delivered to the Australian force element in theatre, 14 to Australian units for training and familiarisation and a further three to be used for testing by LEA and Incident Response Regiment. The next batch is in transit from the US to Australia with the remainder due in by 16 December 2009.

An interesting feature of this acquisition is that the FMS arrangement includes full access to US Joint Robotic Repair Facilities (JRRF) worldwide, including one operating in Afghanistan. Robots will normally be repaired or replaced by the JRRF that same day. Alternatively, a repair job can be logged via the Internet on a special US Navy Explosive Ordnance Device (EOD) database called COLTS and replacement modules will be delivered globally within seven days. It is anticipated this arrangement will prove very successful for the deployed force and ensure that the EOD capability is maintained at all times.

In terms of kitting deployed forces and those preparing to deploy, Soldier Modernisation System Program Office (SMSPO) and Clothing System Program Office continue to achieve satisfaction close to 100 per cent. This satisfaction rate applies to the provision of clothing and combat equipment, including extreme weather clothing and load carriage

“The level of protection these enhanced vehicles offer the deployed soldiers and Special Forces is being continuously proven. A number have incurred significant damage after striking Improvised Explosive Devices (IED) but thankfully the vehicles have worn the brunt of the damage with their crew walking away in most cases with only minor injuries.”

equipment for both individuals and units deploying to the Middle East and regionally on operations Astute and Anode. SMSPO is also continuing the acquisition of additional Eagle Marine Body Armour for use by the Special Forces. Simultaneously, work continues on refurbishing much of the enhanced combat body armour for contingency purposes.

Helicopter Systems Division continues to provide contract support to the Scaneagle Unmanned Aerial Vehicle (UAV), which has now been in operation in MEAO since June 2007, as well as supporting helicopters deployed on Op Astute and in the MEAO. Aerospace Systems Division recently completed contract negotiations for the delivery of the Heron Intelligence, Surveillance and Reconnaissance capability that will deploy in theatre and be operational early next year. Both Scaneagle and Heron UAVs provide real-time imagery and data to deployed forces in the MEAO.

Closer to home, a series of earthquakes struck the Indonesian island of Sumatra at the end of September 2009 resulting in severe damage to

the town of Padang and surrounding areas. A Joint Task Force was established for Op Padang Assist and consisted of elements drawn from several Australian Defence Force groups. DMO involvement in support of Op Padang Assist was largely providing specialist materiel advice and guidance on availability of stores and equipment including vehicles, power generation equipment and health materiel.

With respect to the provision of the latter, Health System Program Office worked very well with Defence National Storage and Distribution Centre Randwick and the Prime Vendor Pharmaceuticals, Anspec Pty Ltd, and within six hours reconstituted the entire surgical load list for the Primary Care Resuscitation Facility aboard *HMAS Kanimbla*. Anspec Pty Ltd not only supplied the pharmaceuticals but also offered and supplied a large range of medical consumables. All deliveries were made directly to the ship, saving triple handling and reducing delivery time. This was a test of a commercial contract response, to unpredictable and urgent requirements often experienced by the ADF and proved the concept, that with a well developed contract between the DMO and the commercial sector, timely and appropriate support to operations can be achieved.

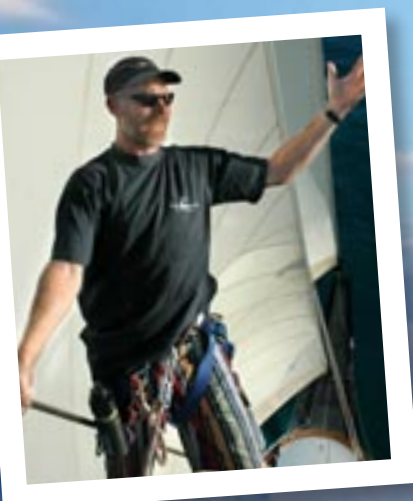
**RIGHT: An Australian Bushmaster Protected Mobility Vehicle negotiates its way across the slippery Afghan landscape during 1st Mentoring and Reconstruction Task Force operations in the Baluchi Valley, southern Afghanistan.** Photo: Captain Lachlan Simond.

**FAR RIGHT: Soldiers of Mentoring and Reconstruction Task Force Two prepare to conduct patrols in the Baluchi Valley in the province of Oruzgan, Southern Afghanistan.** Photo: SGT Brent Tero



# SKILLS OF OLD ON *Young Endeavour*

On 23 May 2009, Sail Training Ship *Young Endeavour* embarked on a circumnavigation of Australia, departing from Sydney with a program that included visits to Brisbane, Bundaberg, Mackay, Airlie Beach, Townsville, Cairns, Darwin, Broome, Exmouth, Fremantle, Esperance, Adelaide and Williamstown. *Young Endeavour* will return to Sydney in December 2009. Up to 700 youth will have sailed in *Young Endeavour* during the circumnavigation. Lieutenant **Brooke Olds** boarded the historic tall ship and filed the following report.



Chief Petty Officer Dave Evans stands atop the Course Yard of Sail Training Ship *Young Endeavour*. Photo: LEUT Brooke Olds



**I**t is not uncommon to find a Navy crew member suspended 100 feet above a heavily-rolling wooden deck frantically heaving in sails when posted to the Sail Training Ship *Young Endeavour*.

A posting to the tall ship is unlike any other in the Royal Australian Navy. Although *Young Endeavour* has many of the standard billets of a warship, including a commanding officer, executive officer (referred to as sail master), navigator, marine technician and cook, it is the three rotational watch leader roles that make working aboard this ship so unique and appealing.

"All members posted to the *Young Endeavour* are required to be qualified as a watch leader," sail master Lieutenant Commander (LCDR) Dion Curtis said.

"Watch leaders are responsible for guiding the personal journey of eight young adults while they undertake an 11-day voyage at sea."

The *Young Endeavour* Youth Scheme provides young Australians with a unique, challenging and inspirational experience at sea that increases their self-awareness, develops their teamwork and leadership skills, and creates a strong sense of community responsibility.

Navy members undergo a rigorous selection process before being posted to *Young Endeavour*. They deliver a structured youth development program to groups of 24 young Australians during each voyage, while teaching them the skills to successfully sail and then take command of the square-rigged ship.

"The youth program is upbeat, entertaining, flexible, energetic and fun," Chief Petty Officer (CPO) Dave 'Taffy' Evans said.

"We teach them seaman-like skills including rope work, deck work, working aloft and, of course, sailing. But most importantly, we build teamwork and encourage leadership."

The staff focus is to build each of these qualities amongst members of the youth crew, culminating in command day, when the youth crew have the skill and confidence to take command and sail the ship themselves.

"Seeing the growth in people from day one to day 11, and having had a hand in facilitating that, is incredibly rewarding," LCDR Curtis said.

CPO Evans agrees. "You get a huge amount of satisfaction watching people initially walk onto the ship, completely overwhelmed, until the final day when they've reached beyond their expectations having had the experience of their lives."

But a job in *Young Endeavour* isn't for everybody. Due to the unique nature of the role, a watch leader requires certain personal skills.

"You need to be someone that wants to make a difference and wants an adventure," CPO Evans said. "Qualities such as patience, humility, understanding and a genuine interest in people are essential."

However, many skills are able to be developed after posting to the ship.

"A common misconception is that you need to have experience in sailing, but that's something you can learn on the job," LCDR Curtis said. "This posting tends to refine your people skills, enhance your communication skills and fine tune your perceptive abilities."

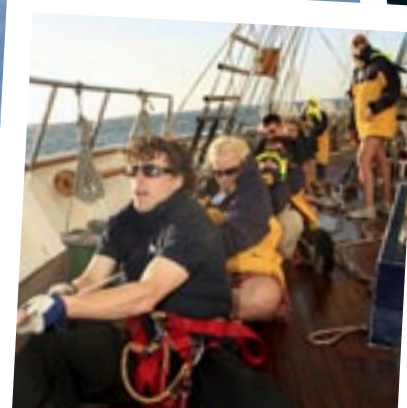
One thing is for certain – to be a *Young Endeavour* watch leader requires a lot of energy, enthusiasm and empathy.

"I always relate well to the farewell day," CPO Evans said. "In fact, when the youth are shedding tears as they depart, you won't see too many of the Navy staffs who are not moved by the emotion. It truly is a special experience."

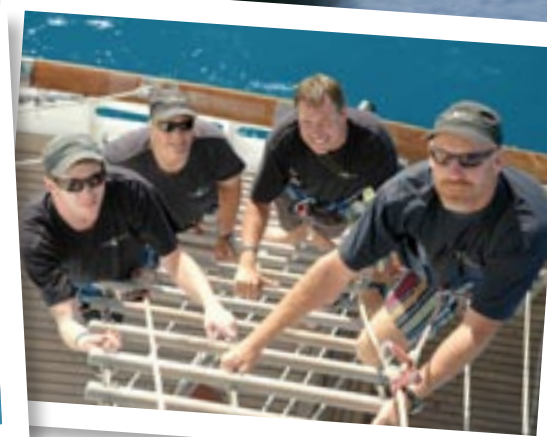
Voyages in *Young Endeavour* are open to all Australians aged 16-23. For more information please visit [www.youngendeavour.gov.au](http://www.youngendeavour.gov.au).

**BELOW:** Leading Seaman Communications Information Systems Carly Southam (right) gives commands to members of Sail Training Ship *Young Endeavour* Youth Group whilst tacking during a tall ship regatta off the coast of Perth.

Photo: ABIS Dove Smithett



**ABOVE:** Commanding Officer of Sail Training Ship *Young Endeavour*, Lieutenant Gavin Dawe, stands on the ship's bow sprit. Photo: LEUT Brooke Olds



**ABOVE:** L-R: Leading Seaman Cook Jarod Bailey, Leading Seaman Boatwains Mate Penny Watson, Sub Lieutenant Donovan Van Putten and Chief Petty Officer Physical Training Instructor Dave Evans climb the foremast on Sail Training Ship *Young Endeavour*.

# Profound journey to meet Private David John Morgan

Visiting the World War One battlefields in France is a humbling experience. Standing in the French countryside surrounded by hundreds of small white headstones to pay respects to one special digger was emotionally overwhelming for Department of Defence employee Darryl Johnston, particularly when the only link was a promise made many years ago to his elderly relatives who had lived through the Great War and knew the young man he had come to honour. Below, Darryl recounts the journey and a significant payment of respects.



Mission accomplished: Darryl Johnston kneels beside the resting place of a relative he never met, but feels he had come to know.



Off the beaten track amongst the hills of dried corn and barley where Private David John Morgan and his mates fought in World War One.

always vowed that one day I would return to France and fulfil a promise I made but failed to keep, that of honouring a young digger who had a profound impact on my family decades ago.

It was back in 1982 and I was on one of those wild partying bus tours around Europe for the 18-to-35 age group. Before leaving Australia my grandmother asked me to place an Australian flag on the grave of Private David John Morgan who died in the Somme in 1918. She wanted me to pay respects to young David on her behalf before she died.

My grandmother was only 12-years-old when David was killed. After many decades she still remembered him as the fresh-faced young man who'd promised to marry her older sister, Nessie, on his return from a great adventure overseas.

However, my tour bus wouldn't stop. It continued through the Somme on its way to Paris. I was left sitting on the bus staring out the window to the rolling, treeless hills and the green fields pock-marked with what looked like craters from old battles. In the distance I could see a hill covered in white headstones.

Twenty-seven years later and it felt like history was repeating itself. This time my wife Lynda and I were sitting on the early morning high-speed train service from Paris direct to Amiens, or so we thought.

I was assured the journey would take about one hour and 15 minutes and that we would arrive by 9.30am. However, for some unknown reason we had stopped at Creil, just north of Paris. From my broken French and the guard's broken English I managed to determine that there had been a fire in the main engine and we were going nowhere, and that was so for the next two-and-a-half hours.

Rows of white headstones at the British War Cemetery at Halloy les Pernois.

Our situation was beginning to look bleak. I felt frustrated and at the same time depressed. I had come all this way and again I was not going to fulfil the promise I made all those years ago.

"We should have hired a car in Paris and taken our chances driving on the wrong side of the road and the footpath (as they do in Paris)," I thought to myself.

Finally we began to move, although very slowly and only a further 15 km or so up the track, we stopped again. The hours had ticked by and it was almost midday. If we made it to Amiens, we still had to get to the village of Halloy les Pernois and there was now no hope of getting to Villers Bretonneux.

The train began moving again and was gradually gaining speed, faster and faster and things were finally looking up. It sped past station after station and at long last we arrived in Amiens, although it was almost four hours late.

Lynda and I ran to the nearest taxi stand and jumped into the first cab we found.

"Bonjour monsieur, prenez-moi s'il vous plaît à Halloy le Pernois," I blurted out, pointing to a map and photos of the British War Cemetery.

The taxi driver looked puzzled. Again I tried the French I had been learning for the past six months listening to a language CD in my car as I drove around Canberra. (Although I had received some strange looks from other Canberra motorists as I rehearsed my French, it had come in very handy on this trip.)

In crude French I explained that we came from Australia. We could only speak a little French and that we wanted to visit a grave in the

British War Cemetery at Halloy les Pernois. He understood, but from what I gathered he was not aware that the cemetery even existed.

We drove through the city of Amiens, through an industrial park and into the French countryside past fields of dried corn and barley and finally into the small village of Halloy les Pernois. We were now well off the beaten track.

After seeking directions from locals, we found a sign to the war cemetery that pointed to a narrow road leading us up a hill through more fields and past dilapidated farm buildings. There, nestled on the side of the hill, was a small cemetery filled with rows of white headstones surrounded by a waist-high stone wall.

This was not a grand war cemetery, nor was it famous. It did not feature in battlefield tourist brochures nor was it on the regular tourist path. However, it had its own special significance and its isolation meant it had an air of peace about it. As I walked around the well-manicured lawns I also realised that its location among the golden brown fields of dried corn and barley was somewhat appropriate in that this is where the young men from both sides fought and died and now rested. I sat for a while and reflected.

On the morning of the 27th April, 1918, David and his mates were assembled in a trench. They were about to go over the top in another attack on the enemy when he was shot in the head. His wound was serious. He was stretchered to Battalion Headquarters and later taken by ambulance to the 4th Casualty Clearing Station near Pernois. Despite the efforts of doctors and nurses with the best medicines and equipment of

the time, David died early the following morning.

David was buried in the British Cemetery. A small cross bearing a plate with his details marked his grave.

On May 31, 1918, the *Hurstville Propeller* newspaper reported on its front page that Pte DJ Morgan of Hurstville had died of wounds in the field. His name appeared amongst a long list of other local boys killed in action, wounded, missing and gassed.

David's family was devastated, no one more than his father, Thomas, who became angry and bitter. Nessie was heart-broken and never really recovered from her loss.

David was later posthumously awarded the 1914/15 Star, the British War Medal and the Victory Medal. The medals were sent to his parents.

In 1923, Thomas and his wife Gwendoline made the long journey to France to visit their son's final resting-place. The cross had been replaced by a white marble headstone with a small tribute from his family: "*We have lost, heaven has gained, one of the best the world contained*".

As I reflected I also realised that I was not the only Australian to have made the long journey to this small out-of-the-way cemetery in the French countryside. Like them I had come to pay my respects to a young soldier I never met but feel I have come to know. It was a humbling experience as I placed the Australian flag beside David's headstone. Despite all the difficulties and the delays, overall it was a journey well worth making and one that I will remember for a long time.



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