



THE LINK

DEFENCE LOGISTICS MAGAZINE

Welcome to the third edition of *The Link*.

I'm pleased to be receiving lots of positive feedback on this publication, which aims to communicate the breadth of work conducted under the banner of Defence Logistics.

The Link is designed not just for those in the logistics community, but for all personnel throughout the Australian Defence Organisation, as logistics underpins virtually every activity of the Australian Defence Force.

As another busy year is well under way, I would like to take this opportunity to thank all those in the logistics field who are supporting the current high operational tempo.

In the last issue of the magazine we had a focus on Army logistics; subsequently this issue has a focus on maritime logistics including articles on the new amphibious ships and the Navy's clearance dive teams. We'll be looking at Air Force logistics in the next issue.

I hope you enjoy this edition of *The Link* and welcome your contributions or suggestions regarding the magazine.

Regards,

A handwritten signature in black ink, appearing to read 'Grant Cavenagh', written in a cursive style.

Major General Grant Cavenagh

Commander Joint Logistics

Every unit that is not supported is a defeated unit.

Maurice de Saxe: Mes Reveries, xiii 1732.



The Link: Defence Logistics Magazine is published by the Headquarters Joint Logistics Command.

In addition to keeping Defence personnel informed about developments in the logistics field, and how this impacts on operations and the day-to-day support of the Australian Defence Force, *The Link* promotes the concept of harmonised logistics across Defence and highlights the role and contribution of Defence logisticians to the Defence mission.

Submissions for *The Link* are most welcome and should be emailed to the address below.
All photographs submitted must be high resolution and cleared for publication.

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NEW LHDs WILL DELIVER TRANSFORMATIONAL CAPABILITY



Minister for Defence The Hon. Joel Fitzgibbon MP and Chief of Navy Vice Admiral Russ Shalders AO, CSC, RAN conduct a media conference at the Sea Power Conference 2008

The acquisition of two Amphibious Assault Ships (Landing Helicopter Dock Ships or LHDs) will provide a truly transformational capability for the ADF, allowing it to conduct a wide range of operations from high-end amphibious war-fighting scenarios through to evacuations, humanitarian aid and disaster relief.

At the opening of the Royal Australian Navy Sea Power Conference in January this year, the Minister for Defence, The Hon Joel Fitzgibbon MP, spoke of the acquisition of the two new amphibious ships and the capability they'll deliver.

“The amphibious ships will be a massive boost to Australia’s ability to deploy and sustain forces offshore. They will significantly enhance Australia’s operational impact wherever they are deployed,” said the Minister.

The Chief of Navy, Vice Admiral Russ Shalders, spoke of how the acquisition of the LHDs provides a quantum leap in utility, flexibility and versatility.

“The mobility, flexibility, adaptability and persistence offered by sea power is something we must exploit to our best advantage.

“In this regard, our planned acquisition of two large LHDs is a significant step in the right direction. These ships will allow us to exploit maritime manoeuvre and they will give us a capability to operate widely in a range of non-combat tasks, from humanitarian aid through to coercion,” said VADM Shalders.

The Canberra class LHDs will be among the largest ships to serve in the RAN and this new Amphibious warfare capability is also one of the most complex systems ever introduced to the ADF.

The acquisition of the LHDs is part of Joint Project (JP) 2048, which is known as the Amphibious Deployment and Sustainment (ADAS) System.

As part of JP 2048, the ADF will introduce the two LHDs; new faster and more capable landing craft to operate from the ships; and a sealift capability. These however, form only the major hardware. The true Amphibious Warfare capability is the combined effect of a joint task force comprising the ships, landing craft, helicopters, command and control, and of course, embarked Landing Force.



The launch of "Juan Carlos 1" LHD. On 10 March 200, at Navantia Ferrol Shipyard, Spain. Built by Navantia, this latest project by the company is the biggest vessel in the Spanish Navy. The Australian LHDs are based on this model.

MORE THAN DEPLOYING TROOPS ON LAND

The LHDs will have the ability to rapidly deploy, sustain and recover military forces. This capability includes the transport of a fully equipped expeditionary force—including ammunition, fuel, water, provision and other supplies needed to maintain its operational effectiveness and survivability over a sustained period.

The LHDs will also have the capability to project the force ashore at a time and place of its own choosing. They increase the strategic lift capability to rapidly deploy the forces when and where they are most needed.

This new acquisition will form a very powerful and flexible resource for the government as they will have an enormous impact in response

to humanitarian assistance and disaster relief in the region.

In times of crisis or natural disaster, when personnel evacuations are called for, the amphibious capability is ideally suited to these tasks with its ability to support engineering, medical and security efforts ashore.

For example, the LHDs medical facilities include a hospital, dental clinic, intensive care and radiology equipment.

THE LOGISTICS CHALLENGE

The Amphibious Capability will be a spearhead capability at the forefront of ADF operations.

Providing logistic support to the amphibious force will be a real challenge.

Commander 'Arty' Shaw RN, Directorate of National Logistics, Joint Logistics Command, is currently on exchange from the United Kingdom.

He is working alongside a team of logistics specialists, across the Services, to ensure the embarked Landing Force can be fully sustained for a range of tasks.

"Our role is to identify and resolve any potential problems before they occur," says CMDR Shaw.

From the Navy logistics perspective, personnel will be supporting a large weapons system in the form of the landing force of people, vehicles, ammunition and equipment as well as the LHDs—a complex platform in their own right.

Army logistics personnel will be trained to support land warfare from afloat and the ship's crew will include a wide range of Army logistics trades.

Both Navy and Army personnel will be working together to support the joint force.

The ability to base and deploy land forces from the sea brings considerable advantages to operations and this is commonly known as 'sea-basing'.

Sea-basing reduces the logistics, command and administrative footprint ashore, thus minimising the risk of attack against personnel and their equipment, and the need for additional force protection

At the other end of the operational spectrum—such as disaster relief—sea-basing means those deployed ashore do not become a burden on an already damaged and fragile infrastructure on the land.

According to Commander Iain Jarvie, RAN, OIC Joint Amphibious Capability Implementation Team, the ability to completely remove the 'iron mountain' of a large rear area ashore is unlikely,

but it can be reduced significantly while still keeping the logistic supply chain flexible and responsive.

"This means a shift in some of our current thinking. Rather than pushing the maintenance of helicopters, provision of Level 3 health, bulk liquid stockpiling and bulk supplies ashore in the early stages, they can remain afloat where they do not require dedicated personnel for security," says CMDR Jarvie.

According to CMDR Jarvie, the UK experience in recent operations has coined the term 'diet sea-basing' where helicopters were operated and maintained afloat - achieving much higher availabilities than those in the desert dust ashore.

Rather than having spares holdings on the ground, they were flown forward as required from the ship. Other classes of supply were similarly reduced. Bulk liquids, held in very large quantities in the ships, were supplied ashore but at minimum levels to increase mobility and reduce the footprint.

"One thing we have to change is the idea that the ships deliver their force ashore then leave. The ships and their landing force are a joint package; a single weapon system with integrated parts.

"A challenge for the ADF will remain—the strategic and intra-theatre movement of personnel, stores and equipment. Our region



Images courtesy Tenix Marine

presents challenges with the availability and use of commercial airlift and sealift; therefore the amphibious capability is also likely to act as a node between forces ashore in the early phases of an operation and the inflow of follow-on forces and strategic logistics, until such time as airfields, port facilities or Logistics Over The Shore (LOTS) capabilities are established,” says CMDR Jarvie.

Once the Amphibious Operation completes and moves to sustained operations the amphibious force are likely to re-embark for further employment.

“How we then continue sealift operations to sustain the force ashore, bring in follow-on forces and conduct long-term sustainment through what becomes Logistics Over The Shore (LOTS) operations, especially if no fixed port facility is available, will have to be considered when we examine our sealift capability needs,” says CMDR Jarvie. ●

LHDs – FAST FACTS

Together the two Landing Helicopter Dock Ships:

- can transport over 2000 personnel
- have a platform for up to 24 helicopters and vertical and/or short take off and landing aircraft (a mix of troop lift and armed reconnaissance aircraft)
- carry eight landing craft
- provide world-class surgical facilities
- contain a sophisticated command and control suite for a joint amphibious battle staff headquarters in command of an amphibious ready group.

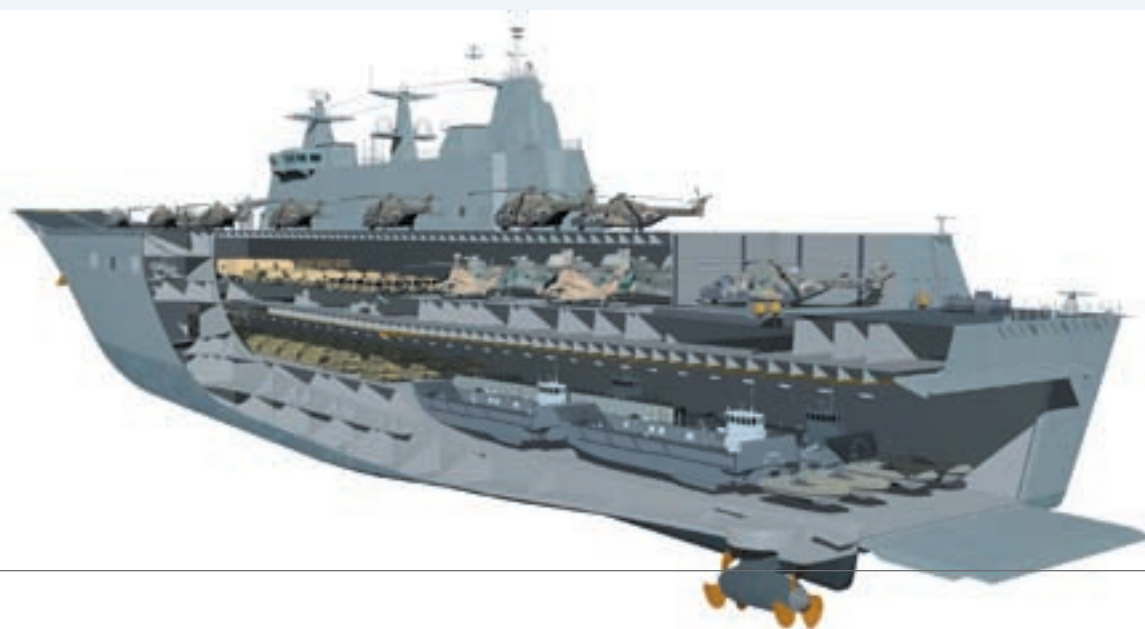
This capability will be able to project the combat power of a battle group ashore by helicopter and landing craft, and coordinate offensive support from escorts and fixed wing aircraft.

The LHDs will be able to land in any location in an 800nm radius within 24 hours.

BOOST TO SHIPBUILDING IN AUSTRALIA

In June 2007, the Australian Government announced plans for the Royal Australian Navy (RAN) to acquire two amphibious assault ships based on the Spanish Navantia ‘Strategic Projection Ship’. Designated as Landing Helicopter Dock (LHD) ships, they will be named *Canberra* and *Adelaide* and are expected to enter service in 2012 and 2014 respectively.

The Tenix Corporation was selected as the preferred tenderer to build the LHDs. The hulls will be constructed in Spain, the equipment fit-out will be completed in Melbourne, and the combat system integration will occur in Adelaide.



SINK OR SWIM LOGISTICS - RIMPAC 2008



As in any military exercise, logistics is one of the many fundamental elements underpinning the success of RIMPAC 2008, the biennial maritime exercise conducted in the waters off Hawaii.

RIMPAC 2008 is the 21st in the series of Rim of the Pacific Exercises and will take place from 29 June - 31 July 2008. Like any 21st, this year RIMPAC will be bigger than ever.

RIMPAC 2008 will be a combined United States, Australia, Canada, Chile, Japan, Peru, Republic of Korea, and United Kingdom, maritime exercise with first time participants the Netherlands and Singapore.

In addition, many countries including, Indonesia, India, Ecuador, Malaysia, Russia, Philippines, Thailand, Mexico, Columbia, and Brunei have been invited to observe the Exercise.

The Australian Logistics Support Element (LSE) will be responsible for the successful port visits to Hawaii (Pearl Harbor) of the three RAN ships and the submarine that will take part. They will also be responsible for the deployment and redeployment phases of the exercise in terms

of port handling and inland transportation of ordnance and equipment and also the reception of Australian personnel coming to Hawaii.

During the actual sea phase of the exercise, the Australian LSE will meld into the multinational Forward Logistic Site (FLS) as part of the Fleet Industrial Supply Centre Pearl Harbor (FISC PH).

The FISC PH provides supplies and logistics support services to naval and other military operating forces and supporting commands in the mid-Pacific region.

As the 'mid-Pacific supply expert', FISC PH provides and brokers a wide range of customer-driven products and services to ships and naval detachment through accessing both local and global networks.

The FLS will be able to draw upon the resources of the FISC in providing support to all participants at sea for the exercise, and will comprise Canadian, Japanese, Singaporean and South Korean logistics personnel but will be led by Australia.





Having a multinational LSE will be an important component of the exercise given that the objective for the exercise is to improve the interoperability of the combined RIMPAC force and enhance individual warfighting skills.

With over 35 ships—including the aircraft carrier USS *George Washington*—six submarines, 150 aircraft, and 20,000 personnel participating in the exercise, having an integrated LSE will test the interoperability of support, supply chains and accounting systems.

Another test of the interoperability of logistics systems across nations comes when Australia's HMAS *Tobruk* embarks foreign army during the Exercise.

Singaporean and Tongan personnel will be aboard HMAS *Tobruk* for the two-week period as part of a separate United States Marine Corps training exercise run concurrently with RIMPAC. United States Marine Corps Amphibious Vehicles and their crew will also be aboard *Tobruk* during the Exercise.

According to Lieutenant Commander Dean Powell, RAN Liaison Officer to the US Commander Pacific Fleet—who is currently stationed at Pearl Harbor, Hawaii, on a two-year posting—RIMPAC provides a valuable opportunity for logisticians to work both at sea and ashore with counterparts from other Pacific Rim nations.

“As soon as the ships reach port at Pearl Harbor there will be a need for re-provisioning with fresh food and fuel.

“The bulk of this effort is done through the assistance of the United States Navy's Fleet Industrial Support Centre.

“We then continue to support the ships taking part with everything from replacement mechanical parts, to the delivery of mail and the transportation of crew and visiting dignitaries to and from participating ships by aircraft,” says LCDR Powell.

The ADF units that will participate in RIMPAC include HMAS *Anzac*, HMAS *Success*, HMAS *Tobruk*, HMAS *Waller*, Clearance Dive Team 1, and two RAAF Maritime Patrol Aircraft (P3 Orions operated by 92 Wing).

FINAL PLANNING

The last of the major planning for exercise RIMPAC was completed at the RIMPAC Final Planning Conference held in March.

The Conference was held in San Diego, California and sponsored by Commander, United States Navy Third Fleet.

Third Fleet is the executive agent for exercise RIMPAC, and the lead planner is a Royal Australian Navy Officer, Lieutenant Commander Brendan Horn.

LCDR Horn and his family are currently on a two-year exchange posting with the US Navy in San Diego. He is one of approximately 15 RAN, RAAF and Australian Army personnel who live and work in the Southern California region.

“The opportunity to work as a member of the Third Fleet Staff and assist in planning one of the world’s largest maritime exercises is excellent”, says LCDR Horn.

Third Fleet is one of five numbered fleets in the United States Navy (USN).

Vice Admiral Samuel Locklear III, USN, is the current Commander and Rear Admiral John Hines, USN, is his deputy. VADM Locklear will take an active role in the exercise as the Commander, Combined Task Force, well-supported by RADM Hines, who will be the Commander of the Maritime Component.

In addition to coordinating multinational exercises, the primary mission of Third Fleet is to deliver combat-ready naval forces, execute fleet operations, and define future

fleet requirements in order to deter aggression, preserve freedom of the seas, and promote peace and security.

The Commander Third Fleet area of operations is from West Coast of the continental United States seaward to the international dateline.

Forces assigned to Third Fleet include five Carrier Strike Groups, four Expeditionary Strike Groups, 32 submarines, and over 35,000 sailors.

RIMPAC will consist of a nine-day harbour phase for briefings, equipment installations, sporting competitions and official engagements.

This will be immediately followed by a 13-day workup phase where a serialized program, including the ‘live fire’ schedule, will be executed.



LCDR Brendan Horn RAN, with his wife.

For the 'live fire' portion large numbers of missiles and torpedoes will be fired against different targets including four hulks. The exercise will culminate with a five-day tactical free-play phase before a combined RIMPAC force Photo exercise (Photoex) that will conclude the exercise.

AN AUSTRALIAN IN HAWAII – SPEAKING THE SAME LANGUAGE?

As a logistician working within the United States Navy, Lieutenant Commander Dean Powell has learned that it's better not to try to discuss complicated issues over the phone as most

Americans find it difficult to understand his accent—he finds it easier to go and see people in person.

He's also learned there are some cultural idioms which don't translate so well...In Australia, when you say you "lucked out" you means you were unsuccessful. In the US, to say you "lucked out" means you had a win. He's quickly learned not to commiserate with those who say they've "lucked out", but to congratulate them instead!

He adds that while he may be able to understand most of the surfing language on the island such as "axed" (to hit the lip of the wave leading to a wipeout), his surfing skills have not improved since his posting. ●



LCDR Dean Powell on USS *Ronald Reagan* with RMDL Prendergast, US Navy.

LOGISTICS AFLOAT IN THE GULF

Initially established over 17 years ago to support Australian Ships deployed to the Persian Gulf, the Logistics Support Element (LSE) in the Middle East maintains its dedicated support to Navy's continuing mission in the region.

Up to 10 Australians work to support the deployed ships making use of both Australian Defence Force logistics assets, commercial freight and coalition assets. This could include the use of helicopters, fixed wing aircraft or supply ships depending on the nature of the logistics support required.

The urgency of the requirement often dictates the mode of delivery. For example, the LSE may consign food from local suppliers via a coalition supply ship in order to resupply an Australian unit, or they may use commercial freight to bring spare parts from Australia. If there is an urgent need, helicopters may be used to expedite delivery.

Besides supplying stores and preparing for port visits—such as arranging tugs—the LSE also provides support on an ad-hoc basis for Australian personnel in the locality. This support could include organising travel and accommodation for Australian personnel attached to coalition task forces.

Australian Defence Force personnel are posted to work at the LSE on rotations of around six months.

Lieutenant Commander Bernard York RAN, Commander Logistics Support Element, Middle East, has been working at the LSE since January this year and says one of the greatest challenges is adapting quickly to the unique realities of working in the Middle East.

“All the staff here have to understand local sensitivities, rules and culture. For example, weekends and religious holidays fall on different days here compared to Australia, and this can make it difficult to get things done





on Australian working days,” says Lieutenant Commander York.

Lieutenant Commander York says it is a challenge sometimes to deliver spare parts quickly, as some countries have customs and quarantine regulations that slow down the process, and this needs to be considered when planning freight routes and timing scheduling.

“On the other hand, we’re supported by some excellent companies here that are well established in the local environment and understand our needs particularly well,” says Lieutenant Commander York.

The LSE also occasionally deals with the militaries of local countries when arranging port visits.

“While language can be a slight barrier, we’ve found these personnel to be extremely warm, friendly and eager to help,” says Lieutenant Commander York.

With a background in supply and logistics, most recently as HMAS *Manoora*’s Supply Officer, and training at the Australian Defence Force Academy and HMAS *Cerberus*, Lieutenant Commander York says he is enjoying his time at the LSE in the Middle East.

“Working here has given me some extremely valuable experience and it’s been great working with a very professional and skilled team.”

“Even the weather has been enjoyable. I’m lucky, I haven’t had to experience a summer yet and so far it’s been beautiful days of around 25 degrees Celsius with clear blue skies,” says Lieutenant Commander York. ●

COMMANDO FROGMEN

CLEARANCE DIVING TEAMS

Clearance Divers are the Australian Defence Force's specialist divers.

The primary focus of Clearance Divers is to locate, identify and perform Underwater Explosive Ordnance and Improvised Explosive Device Disposal (Underwater EOD and IEDD), which is the rendering safe, and disposal, of any underwater explosives.

This role is conducted in the vulnerable approaches to ports and anchorages, potential beach landing sites (anti invasion mines and obstacles), in the open ocean (sea mines), and in and around port facilities (wharves and jetties).

Clearance Diving Teams of the Royal Australian Navy also act as 'commando frogmen'—divers who conduct demolitions, underwater repairs, and reconnaissance.

They fulfil a Maritime Counter-Terrorist role as part of the waterborne troop of the Tactical Assault Group East (TAG EAST).

An example of this vital work was in 2003, when underwater mines delayed the delivery of urgent humanitarian aid to the people of Iraq until Royal Australian Navy divers moved quickly to clear the port of Umm Qasr.

The Australian Clearance Diving community represents a large portion of the ADF's Explosive Ordnance Disposal organisation with a direct and primary interest in the conduct of operations both domestic and in areas of conflict.

All personnel joining the Branch, including Officers, must undergo testing and complete the arduous requirements of the Clearance Diving qualification course.

The use of mines can occur in any level of conflict. This has been graphically demonstrated in the first Gulf conflict whereby US vessels, such as the USS *Princeton* and *Tripoli* and were severely damaged as a result of mine strike.

It is conservatively estimated that 41 navies are capable of laying mines: 31 countries manufacture them and over 20 countries export them.

The potentially dangerous and painstakingly meticulous work of disposing of this potential maritime threat is the role of the Royal Australian Navy's Clearance Divers.



The RAN Diving School conducts Clearance Diving Selection Tests throughout the year to assess suitability of personnel to commence Clearance Diving Training.

In addition to Seaman Clearance Diver recruits, nominations are accepted from suitable personnel throughout the fleet and the wider Australian Defence Force.

The demands placed on these potential applicants are probably not seen anywhere else in the ADF outside of the Special Forces.

In the present international climate of uncertainty, and with the widespread threat of terrorism, Clearance Divers represent a valuable and extremely flexible asset for the ADF.

AUSTRALIAN CLEARANCE DIVING TEAM ONE – LOGISTICS SUPPORT

**by Lieutenant Commander Tony Clough
RAN, OIC Fleet Logistic Support Element
and Lieutenant Stacy Craigie RAN, Logistics
Officer CDT1**

Australian Clearance Diving Team One (AUSCDT ONE) is based at HMAS *Waterhen* in Sydney, which is the home of the Royal Australian Navy's Mine Warfare community, including six Mine Hunter Coastals (MHCs) and two Auxiliary Mine Sweepers (MSAs).

AUSCDT ONE is divided into five elements, which encompass Headquarters (including Support and Logistics), Mine Counter Measures, Maritime Tactical Operations, Explosive Ordnance Disposal, and Underwater Battle Damage Repair.

The support and logistics element has probably been the most dynamic over the past few years and has evolved into an entity of its own, thus establishing itself as an integral and essential part of the AUSCDT ONE Command team and its planning processes.



THE LINK

In the past, logistic support for AUSCDT ONE had been predominantly drawn from the Fleet Logistics Support Element (FLSE-W) lodged within HMAS *Waterhen*. Supply Officer trainees rotated through AUSCDT ONE based on their training and competency log requirements leading to ad hoc or gapped logistics support.

Due to the ever-increasing operational tempo, and the complexity of current and future deployments, it became apparent that the Dive Teams required their own 'in house' logistic support.

Deficiencies in logistic management had led to inefficient and ineffective use of resources and highlighted the need for a logistics overhaul.

In January 2006, the first billeted Logistics Officer (LOGO) position was created. This position is responsible to the Commanding Officer AUSCDT ONE and on his behalf manages the now well-defined logistics and support element that is responsible for ensuring that equipment and support are available and allocated as required.

This element consists of stores, medical, technical and engineering, communications, administrative, transport and armoury sub departments and is complemented by 12 specialist sailors to achieve the comprehensive support required to ensure AUSCDT ONE maintains effective capability.



Despite being categorised as a self-accounting unit, AUSCDT ONE still relies somewhat on higher level administrative and logistics support provided by the FLSE-W at HMAS *Waterhen*. This especially applies to the management of its Supply Customer Accounts and corporate governance.

There is also significant equipment and transport support provided by Defence National Storage and Distribution Centre and Headquarters Joint Movement Group—which poses its own challenges when bidding for pooled items that are based on a priority system across the ADF.

One of the main challenges of AUSCDT ONE logistics element is to ensure a high degree of materiel readiness to maintain AUSCDT ONE's diving capability.

Its unique and complex equipment management system requires a robust and comprehensive stores and engineering support plan and is achieved by close liaison with external agencies such as Defence Maritime Services, Defence Materiel Organisation and civilian companies such as RFD Pty Ltd, which provide and maintain most of the team's equipment. ●



A DECADE OF SPECIALISED SUPPORT

ARMY'S 10 FORCE SUPPORT BATTALION

The 1st of March this year marked a significant milestone in the history of 10th Force Support Battalion (10FSB)—the 10th birthday of the Unit.

That's 10 years of providing a range of force level combat service support capabilities to the Australian Defence Force (ADF)—many of which do not exist elsewhere in Army.

10FSB is a high readiness, high tempo unit with a variety of corps and specialist trades. The Battalion is able to provide the specialist force level combat service support necessary for a deployed force, and to link the force to base units and civil infrastructure.

The Battalion provides Logistics Over The Shore (LOTS), an amphibious beach team, petroleum support and cargo movement in potentially hostile situations and in humanitarian aid or disaster situations where infrastructure is damaged or non-existent.

The Battalion has taken part in a number of maritime and humanitarian tasking overseas and throughout Australia such as Operation LARRY ASSIST in North Queensland.

In 2002, the Battalion was awarded the Meritorious Unit Citation. The Citation was awarded to the Battalion and its members that served in East Timor for the provision of Logistic Service during warlike operations.



10FSB 10th Birthday Parade, Townsville. Photo courtesy Townsville Bulletin.

THE IMPACT OF THE NEW LANDING HELICOPTER DOCK SHIPS

It's because of their specialist capability that 10FSB will be the unit perhaps most impacted by the acquisition of the new Landing Helicopter Dock Ships (LHDs).

The LHDs are part of Joint Project (JP) 2048, which is known as the Amphibious Deployment and Sustainment (ADAS) System. As part of JP 2048, the ADF will introduce the two LHDs plus landing craft to operate from the ships, in addition to a sealift capability.

According to Major Donna Coates, Acting Commanding Officer 10FSB, the Battalion is excited by the new generation of watercraft that will come on-line with the introduction of the first of the two new LHDs into the Australian Defence Force in 2012.

"The prospect of new capability such as this really gets our personnel motivated, enthusiastic and looking towards the challenges of the future," says MAJ Coates.

As one of the subject matter experts in Logistics Over The Shore (LOTS), 10FSB personnel have been involved in the Working Group exploring how this new capability will integrate into the ADF.

Strategic level issues such as whether 10FSB or Navy will operate the landing craft for the LHDs, and whether soldiers will be permanently stationed on the LHDs or work out of their Townsville base, are still under examination.

10FSB CAPABILITIES

10FSB contributes a range of force level combat service support capabilities to the Australian Defence Force, three of those capabilities of note are:

- **Water Transport**
- **Petroleum Support**
- **Terminal Operations**

35TH WATER TRANSPORT SQUADRON

By Major Anita Smith, Officer Commanding, 35th Water Transport Squadron

The role of the 35th Water Transport Squadron is to provide the specialist knowledge, equipment and personnel to conduct and control ship-to-shore, coastal and riverine surface movement of Australian Defence Force assets in amphibious operations.

The Squadron has two distinct roles: ship-to-shore and amphibious operations with the Royal Australian Navy (RAN), and independent water transport operations in coastal and riverine environments.

There are a number of activities throughout 2008 where both of these roles will be practised and a wide variety of training objectives achieved.

Watercraft operated by the 35th Water Transport Squadron include:



Landing Craft Mechanised Series 8 (LCM8):

Used to transport cargo, vehicles and personnel between shipping offshore and open beach or water terminals. The craft are also employed in coastal and inland water transport operations. The LCM8 is capable of carrying up to 54 tonnes of cargo from vehicles through to general cargo such as food, medical supplies and personnel. LCM8s have been used extensively on Operations in Bouganville, East Timor, the Solomon Islands, Sumatra and in the Middle East. The LCM8s are operated by 70/71 Troop out of Townsville, and 36 Water Transport Troop out of Darwin.



Lighter Amphibious Resupply Cargo (LARC V):

Used to transport cargo in Logistics Over The Shore (LOTS) operations from ship to beach and for inland transshipment and movement to transit areas. Operated by the 42nd Amphibious Troop out of Townsville.

PETROLEUM SUPPORT

As a result of the challenges in getting bulk fuel ashore during International Force for East Timor (INTERFET) in East Timor in 1999, the Defence Materiel Organisation embarked on a Joint Project to fill the capability shortfall.

JP2059 delivered a suite of equipment and systems that gives the Army logistician the means by which vast quantities of fuel can be delivered from a ship, across the shore, stored and tested and then subsequently issued to an end-user.

10FSB was the Australian Army unit charged with the responsibility to trial, and ultimately furnish, this capability and the systems procured under JP2059—this responsibility nested well in the unit as 10FSB already had the unique ability to conduct Logistics Over The Shore (LOTS).

Through the interface with Army watercraft, petroleum operators can now complete a single supply pipeline for class 3 (Petroleum products) through the employment of the Tank Fabric Collapsible Marine (TFCM) and the Towed Flexible Barge System (TFBS).

Essentially the TFCM is a fabric tank, similar to those that have been in service for many years, which fits into the welldeck of the Landing Craft Mechanised Series 8 (LCM8) and can be filled from Naval assets.

This system utilises previous in-service pumps, filters and manifolds to discharge

from a specifically designed tank inside Army watercraft and into an installation on the shore.

The advantages of the system are that it provides a 'closed' system from the ship to the shore which reduces the possibility of petroleum spills and contamination of fuel. It also provides for an enhanced volume of fuel to be shifted across the shore.

Where the demands of the dependency ashore are such that greater quantities of fuel are required, or in achieving sustainment, the TFBS is utilised.

The TFBS, or Dracone as it is colloquially known, is an 85,000-litre rubber tank that seals when filled, and can be in direct contact with the water. It has a hydraulic 'nose cone' pump which has the ability to discharge the fuel inside the Dracone ashore into a Beach Storage Area (BSA).

The Dracone can be dropped over the side of a Naval vessel utilising the on-board derricks and then filled from the ship's tanks. It is then 'jockeyed' into position utilising Army watercraft which are resident within 10FSB. Once anchored, the Dracone can either discharge fuel ashore, or be used as a sea-based storage medium for Class 3.

With the enhanced capability that JP 2059 delivered, the delivery of Class 3 across the shore is now affected through a relatively seamless system which is resident within 10FSB. ●

**By Major Paul Firth, Officer Commanding,
2nd Force Supply Company**



The TFCM inside the welldeck of the LCM8 being filled from a Naval asset



Dracone during manufacturer's pressure testing



The TFBS in the water being positioned for anchoring



TERMINAL OPERATIONS - 30 TERMINAL SQUADRON

Cargo Specialists (Termites) first saw service in WWII and have continued that proud tradition of service through to today.

Since 10FSB was formed in 1998, the Battalion has seen personnel deployed overseas for every day of its history. 30 Terminal Squadron, as a sub-unit of 10FSB, has provided a healthy number of those deployed.

Termites have served on Operations in East Timor, the Solomon Islands, Banda Aceh, Papua New Guinea, Iraq, Kuwait, Afghanistan, Fiji and Pakistan.

Today, there are Termites serving in the Middle East, the Solomon Islands and East Timor.

The role of 30 Terminal Squadron is to conduct terminal operations servicing service modes of transport, providing army aspects of Logistics Over The Shore (LOTS) and support to a force.

The Squadron provides a niche capability to the Army and the Australian Defence Force (ADF) with the modes of transport being serviced including port, road, rail and air. The Squadron also provides the Cargo Visibility System (CVS) capability for Army.

30 Terminal Squadron consists of a Squadron Headquarters, 68 Terminal Support Troop (including the Amphibious Beach Team), 69 Terminal Troop and 72 Terminal Troop.

The role of the Amphibious Beach Team (ABT) is to facilitate the quick and orderly movement of personnel, vehicles and towed ancillaries across a beach in order to maintain the momentum of land forces.

The ABT's responsibility for the insertion and extraction of land forces across the beach means it works closely with members from 35 Water Transport Squadron, the Royal Australian Navy (RAN) and the land forces.

The ABT has been involved with every major deployment in our region and is instrumental in any amphibious operation. The ABT also has the capability to conduct limited LOTS operations.

Cargo specialists from the Squadron also have the option of postings to the Ships Army Departments aboard the RAN Amphibious Ships, HMAS *Kanimbla*, HMAS *Manoora* and HMAS *Tobruk*.



This opportunity will grow with the acquisition of two new amphibious ships for the RAN. Although the majority of personnel coming to the Squadron enter straight from the completion of initial training, 30 Terminal Squadron has seen a number of personnel corps transfer into the trade, as a viable option for staying in the Army, providing very effective service both in Australia and on operations.

30 Terminal Squadron has been a part of the evolution of logistics provided by Army. Due to the capability that it provides at the Points of Embarkation (POE) and Disembarkation (POD) from which it operates, 30 Terminal Squadron now works alongside contracted Third Party Logistics (3PL) providers whilst deployed on operations.

The Squadron has also seen the roll-out of many new technologies, including Radio Frequency Identification (RFID), under JP 2077, and is contributing to the development of the material handling equipment capability for Army under JP 126. ●

By Major David Nathan, Officer Commanding, 30 Terminal Squadron

Location

10FSB is located across three military bases in two states. Lavarack Barracks and Ross Island Barracks in Townsville, and an element of the Unit (the 36 Water Transport Troop) located in Darwin.

10FSB History

10FSB is a Land Command unit and was officially opened on 1st March 1998. The Unit was formed by amalgamating the 10th Terminal Regiment, 2nd Field Logistics Battalion and 1st Division Postal Unit. The amalgamation of these units brought together many specialised skills and strengths.

The Unit is a direct command unit under the 17th Combat Services Support Brigade which was previously known as the Logistics Support Force.

AN HISTORICAL PERSPECTIVE ON LOGISTICS-OPERATION LILLIPUT

The link between logistics and operational success is just as strong today as it's always been. The following story illustrates that many of the challenges faced in WWII—inadequate or non-existent port facilities, a hostile operational environment and re-supply issues—are still challenges for today's operational forces. Operation LILLIPUT is the story of logistical support underpinning operational success:

After the Kokoda campaign, in November 1942, Australian and American forces began to close in on the Japanese bridgehead in the Buna/Gona area on the north coast of New Guinea.

Securing this position was important as it would form a strategic base for operations further westward along the coast and into the islands to the north. But to achieve this operational objective, a large build-up of men, stores and equipment would be required.

The lack of suitable roads over the Owen Stanley Mountains limited transport to native porters or aircraft—only ships could carry the volume of logistics required to maintain the offensive.

An operation designated LILLIPUT was mounted to cover the 'reinforcement, supply, and development of the Buna-Gona area upon its anticipated capture'.

It was planned to build up the base using ships in stages of two with corvette escorts (a corvette

is a small, maneuverable, lightly armed warship, smaller than a frigate and larger than a coastal patrol craft). Convoys would depart from Milne Bay in the east of New Guinea, round East Cape and proceed north westwards to Oro Bay near Buna.

The first LILLIPUT ships arrived at Milne Bay on 19 November, but, as Buna had not yet fallen and air cover could not be guaranteed, the operation was cancelled, although the first stage was dispatched.

The operation commenced in earnest on 18 December, when *Japara* sailed for Oro Bay escorted by the corvette *Lithgow*. For the next six months merchant ships and their corvette escorts steamed regularly between Milne Bay and Oro Bay where men, guns, vehicles and stores were discharged as the Allies steadily built up the materiel base for their future advances.

No space was wasted—cargo was stored in the holds and then vehicles lashed to the hatches.



The pontoon wharf at Oro Bay in January 1943. Photo courtesy Australian War Memorial.

Troops and ships' crews greatly exceeded lifeboat capacity.

At Oro Bay unloading conditions were primitive. It was essential to gain air superiority over the area, so priority for resources was given to the development of Dobodura airstrip. In February 1943 an inspection of the port facilities found there was only one pontoon wharf for unloading. Petrol was floated ashore in 50 gallon drums, however air raids and warnings slowed unloading considerably.

Air raids also took their toll on the ships. *Van Heutsz* was damaged on 9 January in Oro Bay and 's *Jacob* was sunk off Porlock Harbour on 8 April with seven dead.

In April, the Japanese Navy launched Operation I, a series of concerted air attacks on New Guinea and Solomons ports. *Van Heemskerk* was sunk in Milne Bay, *Bantam* had to be beached and *Hanyang* was damaged. A number of escorts were damaged.

Until the last stage, on 17 June 1943, 24 ships, predominantly Dutch, completed 39 of the 40 stages planned for Operation LILLIPUT. They were escorted by 15 Australian corvettes and two American submarine chasers.

In total 60,000 tons of supplies and 3,802 troops were brought into Oro Bay to establish the base from which the reconquest of northern New Guinea was launched and maintained. ●

By Richard Pelvin, Military Historian

INTERNATIONAL EXPERTISE

MANAGING THE SUPPLY CHAIN IN AN AGE OF UNCERTAINTY

Interesting case studies illustrating the need for supply chain risk management, creating a resilient supply chain and the impact of global sourcing were among the highlights of the recent presentation by the UK's Professor Martin Christopher, one of the international leaders in the study of logistics and supply chain management.

Professor Christopher's presentation on 'Managing the Supply Chain in an Age of Uncertainty' explored how supply chain members can identify and manage the vulnerability to risk within the supply chain.

As an example of how the biggest risks to business continuity may lie outside the company in the wider supply chain, Professor Christopher used the example of the global mobile phone communications industry.

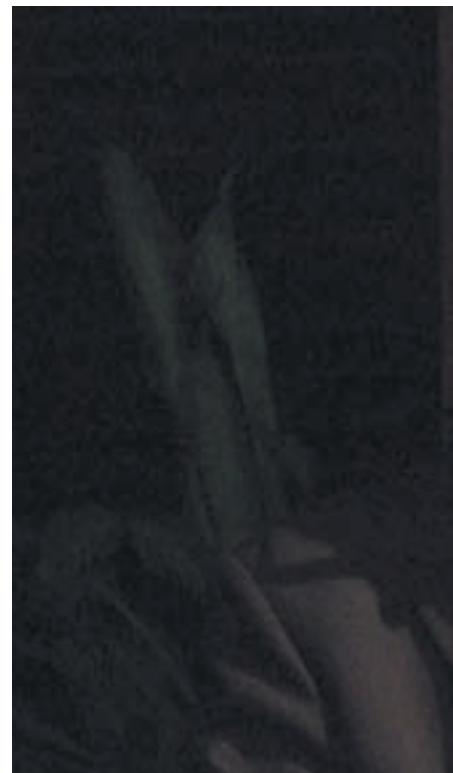
A fire at a key Philips semiconductor factory in 2000 caused a worldwide shortage of the radio frequency chips used by both Nokia and Ericsson. Nokia immediately lined up

another source and redesigned other chips so they could be produced elsewhere. However, Ericsson responded more slowly and lost sales of an estimated \$400 million in mobile phone handsets.

Professor Christopher made the point that agility—the ability to respond quickly and effectively to a changed environment—is the key to resilience when it comes to managing risk in the supply chain.

He also used other commercial case studies to illustrate how the complexity and inter-connectedness of modern supply chains increase their vulnerability to disruption, and how systematic risk is often created by internal decisions.

In looking at why today's supply chains are so vulnerable, he spoke of a combination of factors—the widespread adoption of 'lean' practices, the move to off-shore manufacturing and sourcing, out-sourcing and reduction in the supplier base, the global consolidation of



suppliers and increasing centralised production and distribution.

An audience of over 60 Australian Defence Force logisticians, and personnel interested in Supply Chain Management, attended the presentation organised by Joint Logistics Command.

This was the first of what is planned to become a series of presentations by renowned national and international academics and practitioners operating in the logistics realm.

According to Major General Grant Cavenagh, Commander Joint Logistics, future presentations will be designed to improve the professional development of the Defence logistics community.

Professor Christopher is the Professor of Marketing and Logistics at the Cranfield School of Management (UK), Cranfield University, and directs the Cranfield Centre for Logistics and Supply Chain Management, an international

focal point for advanced teaching and research in the field of logistics, supply chain management and transportation management.

Professor Christopher's work in the field of logistics and supply chain management has gained international recognition and he is widely published. His books include *Logistics* and *Supply Chain Management* and *Marketing Logistics*. ●

To obtain a copy of Professor Christopher's presentation contact Commander Warren Milfull, Joint Logistics Command, at warren.milfull@defence.gov.au.

If you are interested in participating in upcoming presentations watch out for the DEFGRAM advertising the details, or alternatively send your contact details to Commander Milfull who will add you to his distribution list.



KEEPING IT CLEAN

If cleanliness is next to godliness then the new ADF Force Extraction Cleaning Manual is elevating a lot of people to a higher realm.

Whenever any item of personal kit or equipment—from the Velcro on a uniform to an armoured vehicle—is returned to Australia from an overseas deployment, it must meet a range of stringent quarantine regulations in order to be allowed back into Australia.

And that doesn't just mean giving a vehicle a quick steam clean and looking to see whether the tyres are free from dirt—it can mean stripping the vehicle back to a shell; steam cleaning the engine until you could eat your dinner from it; and removing batteries, dashboards, seats and complete cab interiors to clean all the components and linings.

The new ADF Force Extraction Cleaning Manual leaves no stone unturned, or unwashed, in its quest to make the process of force extraction streamlined and efficient.

The compilation of the new Manual has been a massive undertaking by Strategic Logistics

Branch, Joint Logistics Command, with personnel working in close consultation with representatives from the Australian Quarantine Inspection Service (AQIS).

Of course, AQIS's stringent regulations are what safeguard Australia from foreign diseases, pests and potential threats to our livestock and farming industries.

Australia's enviable record of keeping Australia relatively free from imported pests and diseases is due to these rigorous importation guidelines.

If equipment is not cleaned to the high standards set by AQIS, they can refuse to accept the item back into Australia—causing major irritation, the commitment of additional resources and cost and a greater length of time before the equipment becomes available again for use by the owning unit.

The 88 chapters of the new online Manual are designed to make cleaning a more streamlined process and to reduce damage to expensive and vulnerable pieces of inventory such as diving equipment and transformers.



AQIS officer, John Nagy and Graham Gilkison of PDL inspecting the interior of an M113 Armoured Personnel Carrier for contamination prior to its return to Australia.



Whereas the previous manual was essentially an Army document, the new Manual covers new acquisitions and the diverse range of equipment that travels overseas for the three Services.

The need for a new Manual has been driven in part by the high operational tempo over recent years. With more equipment going on Operations, there was more material being rotated back into Australia including specialist items such as explosive disposal kits, catering equipment and life support equipment. The lack of familiarity with the equipment on the part of Defence's contract cleaners, and even our own people, has highlighted the need for specific cleaning information on specific pieces of kit.

One of the unique features of the Manual, which will eventually be accessible via the intranet and the internet, is that it can be quickly edited. This means that as equipment changes, or variations to the cleaning procedure are made, these changes can be immediately added to the Manual, ensuring it's current at all times.

The Manual includes cleaning checklists for each item of kit and, very importantly, safety

warnings for cleaning staff which often refers them to specialist operators for specific items that require extra care or consideration. This means, for example, that cleaning staff are aware of the dangers of working with equipment containing liquid oxygen and the need to consult with specialists when working with sensitive electronic equipment.

The Manual also contains all the relevant information, direct from AQIS, about quarantine inspection requirements and even information about how to set up a cleaning station—certainly a one-stop shop for cleaning ADF equipment to come home. ●

Draft versions of the Manual are currently in circulation with a release of the final version due to go live in the second half of the year.

Cleanliness and order are not matters of instinct; they are matters of education, and like most great things, you must cultivate a taste for them.

Benjamin Disraeli, British politician (1804—1881)



An Australian M113 Armoured Personnel Carrier being cleaned by PDL staff in Dili, Timor Leste, before inspection and return to Australia.

INDUSTRY CHALLENGES THE SAME

It came to no surprise to those attending the Australian Logistics Council (ALC) Annual Forum, held in Canberra from 14-15 February, that many of the challenges facing Defence Logistics community mirror those facing the industry as a whole.

This year's Forum saw the release of a key industry document, *Enhancing Australia's Supply Chains—The National Strategy for the Transport and Logistics Freight Industry 2008 - 2015*, which looks to address many of the common issues facing the whole industry.

For Defence, the key issues of road, rail and port infrastructure to meet the current and future needs of Defence Logistics, working with government, both federally and on a state and territory level on regulatory issues, and the vital issue of recruitment and retention of personnel are all topical—and this resonated with the key industry players present at the Forum who are all facing similar challenges.

NATIONAL STRATEGY

Enhancing Australia's Supply Chains—The National Strategy for the Transport and Logistics Freight Industry 2008-2015 was commissioned by the Federal Government and looks at national productivity and international competitiveness to meet the outlook for a doubling of demands on the freight and logistics industry over the coming decade.

Chairman of the ALC, Ivan Backman, said the National Strategy is the first time the industry has had real government representation and enables all the peak bodies to stand together to collectively represent their issues and look to solutions.

Senator Steve Hutchins, representing The Hon Anthony Albanese MP, Minister for Infrastructure, Transport, Regional Development and Local Government, communicated to the

The Strategy identifies the need for the Transport and Logistics (T&L) industry to be capable, sustainable and productive, and calls for resolute action in seven national action areas:

- 1. Safety:** there is NO acceptable minimum level for death and injury in T&L
- 2. Investment:** the national transport infrastructure requires immediate attention
- 3. Regulatory Reform:** regulation must be simplified and harmonised
- 4. People:** more skilled people and more attractive careers and jobs
- 5. Energy & Environment:** industry must seek to be sustainable
- 6. Innovation & Technology:** new methods and ideas are the lifeblood of competitive supply chains
- 7. Leadership:** a truly national framework for change will be developed and implemented

Forum the undertaking of the Rudd government to address challenges such as infrastructure bottlenecks, skill shortages, growing freight volumes and environmental pressures.

The establishment of *Infrastructure Australia* by the Federal Government, announced on 21 January this year, aims to help fight inflation by boosting the economy's productive capacity, unlocking infrastructure bottlenecks like clogged ports and congested roads.

In February this year, it was announced that the inaugural chair of Infrastructure Australia would be Sir Rod Eddington.

According to the Minister, *Infrastructure Australia* will make a substantial contribution to strengthening Australia's transport and logistics infrastructure.

"It will receive input from industry as well as government stakeholders. These infrastructure improvements will in turn facilitate improvements in the efficiency and performance of our transport and logistics industry," said the Minister.

DEFENCE LOGISTICS FORUM

In recognition of the role Defence plays as one of the largest and most complex logistical operators in the nation, the ALC Annual Forum opened with a special Forum on Defence Logistics.

The Commander Joint Logistics, Major General Grant Cavenagh, gave an overview of the breadth of logistics conducted within the Australian Defence Force and was followed by Director General Strategic Logistics, Joint Logistics Command, Air Commodore Margaret Staib and Commodore Clint Thomas, Director General Supply Chain, Joint Logistics Command.

There were several questions and comments from the audience with many of the industry

The Australian Logistics Council

The Australian Logistics Council (ALC) is a national umbrella body representing all players in Australian transport and logistics industry.

The ALC is a partnership between Australian governments and senior leaders in the logistics field including logistics users, suppliers, peak bodies and academics.

The ALC provides a unified voice on issues critical to the whole of Australia's freight supply chain. The ALC's objective is to ensure the freight supply chain in Australia, for both the domestic and export markets, is as effective and efficient as practical by effective reform and investment while maximising the use of our existing supply chain structures.

delegates expressing surprise at the broad scope of activities, and the commonality of issues such as accessibility of infrastructure, negotiating the different rules and regulations across jurisdictions and attraction and retention of skilled logisticians.

"I think it is important for Defence to be involved in key industry groups such as the ALC to ensure we are working cohesively with industry to address many of the issues we both face," says MAJGEN Cavenagh.

The issue of recruitment and retention of skilled logistics personnel was one brought up during question time at the Forum with MAJGEN Cavenagh explaining that Defence logisticians follow nationally accredited training and

have an extremely high standard of ongoing professional development.

He explained that Defence is actively addressing the issue of retention and looking to increase the resource pool by targeting graduates interested in the extensive upskilling programs offered by the ADF. ●

Enhancing Australia's Supply Chains—The National Strategy for the Transport and Logistics Freight Industry 2008 - 2015 and the text of the launch speech by Chairman of the ALC, Mr Ivan Backman, can be found on the Defence intranet on the Joint Logistics Command site.



MAJGEN Grant Cavenagh, Ivan Backman, Chairman of the ALC, AIRCDRE Margaret Staib, CDRE Clint Thomas.



The Transport & Logistics Industry is a critical part of the Australian economy generating 14.5% of the nation's Gross Domestic Product. It is an industry which provides more than one million jobs across some 165,000 companies.



NEW SEALIFT CONTRACT

Since October last year, a Sealift Standing Offer Panel has been in place, making it easier for the Australian Defence Force to access commercial shipping support for the movement of ADF vehicles and equipment.

Transportation by sea provides a cost-effective alternative to the use of military sealift and air assets for the movement of vehicles and large consignments of low-priority cargo.

Basically, the establishment of the Sealift Standing Offer Panel brings together a group of experienced commercial shipping providers, and makes the process of getting support to and from ADF deployments around the globe easier and quicker.

The origins of the Sealift Standing Offer began in the Australian Maritime Defence Council (AMDC).

The AMDC is chaired by Deputy Chief of the Navy and comprises a broad mix of Defence and Australian Maritime Industry representatives.

The AMDC is an advisory body that looks at common issues across all sectors of the shipping industry and contributes to the development of Government policy.

In 2005, the Council commissioned a study to investigate how the shipping industry could better support the ADF.

In the past, when Defence needed commercial sealift to move assets, the process was often time-consuming and inefficient, requiring new contracts to be commissioned on each occasion.

The Council's working group recommended the ADF set up a Standing Offer Panel and, following a Request for Tender in June 2007, a panel of four commercial logistics contractors was established.

A Deed of Standing Offer is in place and the process is now much more competitive and streamlined, requiring each contractor to



Photo courtesy of PDL TOLL

provide a solution and quotation to achieve the task set against a statement of requirement.

An evaluation panel then determines which contractor is awarded that particular piece of work. A contract can be established quickly and efficiently.

The Standing Offer covers other specialist provisions such as food, accommodation, and medical support where ADF personnel are required to accompany freight.

The establishment of the Sealift Standing Offer was as a result of close cooperation across Defence departments including input from the Department of Transport and Regional Services.

Commander 'Arty' Shaw in Strategic Logistics Branch, Joint Logistics Command, took the lead in developing the contract working alongside Commander John Willy in the HQ 1st Joint Movements Group within the Strategic Lift Coordination Cell.

According to CMDR Shaw, although transportation via sea takes longer than by air, it is often much more cost effective.

“Using commercial shipping providers gives us the flexibility to look at a number of options to achieve the task and this could result in a full or part charter of a vessel.

“We are working to inform our personnel on operations to be more critical of their pipeline times for delivery of stores and equipment into theatre,” says CMDR Shaw.

The Standing Offer Panel consists of four very experienced operators—Patrick's Toll, Alltrans International, APL Logistics and HK Logistics.

The Panel provides an opportunity for Defence to gain experience in commercial operations and to learn the extent of their capabilities, and to build close working relationships with specialist contractors. ●



Photo courtesy of PDL TOLL

E-LOGISTICS – LEADING THE WAY IN JOINT LOGISTICS

Defence logisticians are learning the latest in how to operate in a joint environment through a new series of logistic e-learning tools recently launched onto CAMPUS, the Defence on line learning program.

According to Air Commodore Margaret Staib, Director General Strategic Logistics, Joint Logistics Command, these e-learning tools are an important part of personnel development for all Service or civilian members working in a logistics capacity.

“The provision of logistics support requires skilled personnel capable of operating in a joint environment and, increasingly, a need for an understanding of coalition logistics processes,” says AIRCDRE Staib.

The e-learning tools are informative, interactive and scenario-based, and bring the latest in processes and procedures for operating in a joint environment to Defence logisticians.

Joint Logistics Command (JLC) has a close relationship with DMO in the provision of logistics support to capability. These e-learning tools have been developed for the Logistics Education and Training Policy Group (LETPG) by the Education and Training Section in Strategic Logistics Branch.

LETPG was formed in late 2002 to identify and recommend improvements to common and joint logistics training and education. It has representatives from each of the Services,



Defence Materiel Organisation, most Groups and executives, and is chaired by Director General Strategic Logistics.

The LETPG is responsive to the Defence Logistics Committee and reports to the Defence Education and Training Committee (DETC).

The content for the logistic e-learning tools is based on the doctrine contained in the Australian Defence Doctrine Publication 4 (ADDP 4) series and also draws on the contemporary processes and procedures being employed in joint operations.

Additionally, Strategic Logistics Branch and Australian Command and Staff College (ACSC)

have developed a Strategic Logistics elective for the 2008 ACSC course which promotes an improved and consistent understanding of Defence Logistics for future commanders and joint operations staff.

The logistics e-learning tools complement the strategic and joint components of the ACSC course. ●

For more information contact
susan.longbottom@defence.gov.au

By Susan Longbottom
Deputy Director, Strategic Logistics Policy,
Joint Logistics Command

The e-learning courses are:

- **Introductory Module on Logistics in Defence (IMLD):** designed to educate personnel on both the importance and operation of logistics within Defence;
- **Logistic Support to Operations:** a scenario-based learning activity for Defence personnel working in the joint operational environment, or for anyone whose work output affects the joint operations outcome;
- **Logistic Support to Capability:** provides a general introduction into the world of Capability, Acquisition, and Sustainment. It addresses materiel logistic aspects and provides an appreciation of logistics in the materiel cycle; and,
- **Coalition Logistics Officers Briefing Package (CLOBP):** provides an outline of the Australian Department of Defence structure, ADF capabilities, and a generic concept of our logistic operations. It has been produced on CD and is designed for Officers posted to Coalition appointments.

SUPPLYING A LIFE



Commander Lisa Batchler is responsible for the employment, training and professional development of Navy's Supply Officers and sailors—a community that makes up 12 percent of Navy.

With extensive professional qualifications in supply management and a Science degree majoring in Information Systems plus a Graduate Diploma in Management, a Graduate Certificate in Maritime Studies, and a Masters in Management, CMDR Batchler brings a wealth of professional and academic experience to the role.

In addition her career has seen her serve in HMA Ships *Canberra*, *Adelaide*, *Stirling*, *Penguin* and *Sydney*, and deployed on Operation DAMASK VI and Operation SLIPPER.

CMDR Batchler also spent a short time as Director Navy Organisational Culture before co-authoring *Supply Officer 2013*, which established the structure and requirements for the Supply primary qualification for the next decade—a publication to which she constantly refers in her present position.

However, one cultural perception CMDR Lisa Batchler would like to see changed is that Supply Officers are no longer considered 'persons of no tactical importance'.

"In fact, Supply Officers are key tactical people. With the current high operational tempo, Supply Officers are vital to supporting our personnel both in training and on deployment.

"Supply Officers ensure everyone gets what they need, when they need it, and that's crucial when you're at sea for months at a time," says CMDR Batchler.

Supply Officers are mainly responsible for coordinating resources for readiness and providing for the sustainability of the ship.

CMDR Batchler is responsible for developing, implementing and reviewing the ongoing management of supply category aspects of the Navy Workforce Plan (NWP).

She also acts as the senior Primary Qualification Sponsor for supply officers and, in conjunction with category Warrant Officers, is the Sponsor for the Cook, Steward, Stores Naval, and Writer Categories.

This includes the formulation, development and review of the roles and responsibilities of each primary qualification and category within the Supply branch to deliver an appropriately skilled, educated and sustainable Navy workforce capability.

Her other main responsibility is the development, promulgation and review of RAN systems and procedures related to the support of RAN units at sea.

STAFF RETENTION

One of the things that the Supply community is working hard to achieve is improving the level of staff retention.

“We work very hard to support our people, to help them get some balance between work and the rest of their lives, ensure they receive ongoing opportunities for professional development, and to make working in the Supply community enjoyable despite the demands,” says CMDR Batchler.

CMDR Batchler supports the facilitation of the Supply Officers’ Network that organises social activities and engages with serving Supply personnel through the annual Mess Dinner and other functions.

“We still have people who are part of this Network, despite the fact they left the Defence Force many years ago. We encourage Reserve service for those who leave and we’re pleased to find they often return to staff after some time away in the private sector,” says CMDR Batchler.

CMDR Batchler is an active member of the Chartered Institute of Logistics and Transport in Australia (CILTA) and her area co-ordinates participation in CILTA activities.

Supply Officers are encouraged to study and there are many post-graduate opportunities for Supply Officers with a Logistics Management elective at the Australian Command and Staff Course coming on line this year. There are also moves to look at articulating training towards advanced standing in an ADFA Masters Program.

“Our training is highly regarded throughout the industry and the challenge is to retain our edge as the trainer of choice,” says CMDR Batchler.

According to CMDR Batchler, people management is the biggest issue facing the supply community.

The Chartered Institute of Logistics and Transport in Australia (CILTA)

CILTA is part of a global network from 28 countries with a membership base of over 33,000 people. CILTA is represented in every capital city of Australia and major industrial regions. CILTA organises events such as presentations by topical industry professionals, site visits, seminars and conferences.

“We have a very different organisation today than has existed in the past.

“There is a different demographic of personnel—a lot more women, an older, more experienced workforce—and a smaller organisation than in previous years, due to the increased use of contractors,” says CMDR Batchler.

An example of this would be that HMAS *Albatross* now has only two Supply Officers, where in the past they had a staff of 13 Supply Officers.

The increased use of contracted support has impacted on the culture of the organisation with Supply Officers having to adjust to changing roles.

There is an active mentoring program throughout the RAN supply community and as Category Sponsor, CMDR Batchler travels regularly to ensure she meets every person in the Supply primary qualification.

“I enjoy the hands-on approach and personally meeting people. I love my job—it’s incredibly busy but I feel I get to make a difference,” says CMDR Batchler.



SUPPLY OFFICERS - WHAT DO THEY DO?

Supply Officers are employed at sea as the leaders of ships' logistic departments, and ashore in such varied domains as operational logistics, In-Service Support organisation, policy and training, acquisition and projects, as well as being Integrated Logistic Managers and financial managers.

The Supply Officer at sea is primarily responsible for coordinating resources for readiness and providing for the sustainability of the ship. Seagoing Supply Departments provide the bulk of logistic support to operational units, and the Supply Officer, as head of that department, also analyses and advises the Command on resource implications of management decisions in the ship.

In addition to logistic responsibilities, the Supply Officer contributes to whole-ship operational evolutions in a significant manner. Management of flight deck and helicopter control requirements are the responsibility of the Supply Officer, in consultation with any embarked Flight Commander.

More importantly, the Supply Officer at action stations is employed as a roving damage control coordinator, in combination with the Executive Officer.

While the focus of a Supply Officer's early career remains qualifying for sea service and actually serving at sea, the majority of Supply Officers are employed ashore. The role of Supply Officers ashore is to coordinate logistics support for operational force elements and Fleet units at the strategic, operational and tactical levels of activity. ●

For information on the Supply Officers' Network go to www.supplyofficers.org

DLC UPDATE

The Defence Logistics Committee (DLC) is a sub-committee of the Defence Committee. The role of the DLC is to provide a strategic focus on, and to be an advocate for, the vital place of logistics in Defence capability.

This year the DLC will continue to meet every two months. The Commander Joint Logistics (CJLOG), Major General Grant Cavenagh,

chairs the DLC and also hosts weekly Defence logistics operations video teleconferences with senior logisticians within the Australian Task Force Headquarters in the Middle East and Timor Leste, and across the Services and Groups. These teleconferences will assist in keeping all stakeholders focussed on lead logistics issues, responsibilities and how support is delivered.

DLC Policy Update

DI(G) LOG 4-1-016

Management of Logistics Data to Support ADF Operations Planning.

A new policy designed to ensure that accurate and current logistics planning data is made available to support the needs of the future joint logistics planning tools presently being contemplated or developed under a number of separate, but related, initiatives within Defence, as well as supporting the future logistics aspects of simulation.

DI(G) LOG 4-3-013

Defence Policy for the Lease and Loan of Stores and Equipment.

Revised policy under which effective and efficient lease and loan of stores and equipment, both to and from Defence, is to be established. Explicitly excludes the leasing and loan of Defence Support Group managed assets such as land, buildings, infrastructure and other plant and equipment. Is an amalgamation and revision of the former DI(G) LOG 07-13 Hire and Loan of Defence Stores and Equipment and DI(G) LOG 07-14 Hire and Loan of Stores and Equipment from Sources Outside Defence.

DI(G) LOG 4-5-012

Regulation of Technical Integrity of Australian Defence Force Materiel.

Revision and renumbering of former DI(G) LOG 08-15. Defines the common framework and requirements for the technical regulation of Australian Defence Force (ADF) materiel and provides the policy under which effective and efficient technical regulation is to be established across Defence.

DI(G) LOG 07-9

Sale of Current defence Stores and Equipment.

Cancelled. Subject covered in both DI(G) LOG 4-3-008 Disposal of Defence Assets and the Defence Supply Chain Manual, Volume 4, Section 7, Chapter 1 Disposal of Defence Assets. Both these documents have recently been updated to reflect recently revised internal controls within Defence.

Automatic Identification Technology for Defence

The Defence Logistics Committee (DLC) approved the Defence Automatic Identification Technology Strategy (DAITS) in Nov 06, and recommended the revision of DI(G) LOG 4-1-001 (currently 03-8) Automatic Identification Technology. The DLC endorsed the Automatic Identification Technology Standards for Defence Logistics System in December 2007. These documents are the basis for an orchestrated introduction of AIT across Defence Logistics Information Systems (LIS).

The outcomes of the Defence Automatic Identification Technology Strategy task sets the preconditions to allow for the revision and implementation of DI(G) LOG 4-1-001 (currently 03-8), and comprises three separate reports:

Automatic Identification Technology Standards for Defence Logistics System (DLC endorsed Dec 07);

Automatic Identification Technology Item Schema for Defence Logistics Systems; and

Automatic Identification Technology Roadmap for Defence Logistics Systems.

The Automatic Identification Technology Standards for Defence Logistics Systems report outlines data label and data structure standards, technology standards, and applications standards that AIT initiatives will need to adhere to, and future AIT-enabled logistics system will be required to cater for.

The Automatic Identification Technology Item Schema for Defence Logistics Systems provides guidance for personnel responsible for identifying what machine readable media are appropriate for assets and inventory managed through Defence LIS.

The Automatic Identification Technology Roadmap for Defence Logistics Systems report describes current and future AIT initiatives across Defence that will enable the orchestrated introduction of AIT across the Defence LIS as envisaged by the DAITS.

The February DLC approved both the Automatic Identification Technology Item Schema and Roadmap. This, together with the previously approved Automatic Identification Technology Standards for Defence Logistics System, sets the foundations and direction of the implementation AIT across Defence.

Current and planned initiatives to AIT-enable specific aspects of the Defence Logistics System (including RAAF GSE Tracking, slow moving stock management, parachute management, Explosive Ordnance, weapons, body armour, night fighting equipment, and vehicles) are aligned with the AIT Roadmap and will be subject to the constraints of the AIT Standards and Item Schema.

The Joint Logistics Command desk officer for Automatic Identification Technology is LTCOL Andy Constantine, Deputy Director Strategic Logistic Transformation (Capability), Phone: +61 2 6266 5665 or email andrew.constantine@defence.gov.au



At the launch of RFID technology in 2007— Private Smith-Holley explains the procedure of tracking logistics with the Radio Frequency Identification Device (RFID) to Commander Joint Logistics Major General Grant Cavenagh, Director Logistic Operations Joint Operations Command Group Captain Mark Leatham, Director General Materiel Information Systems Branch Brigadier Dave McGahey and Chief of Staff 1st Joint Movements Group Commander Mike Addison, RAN.

The DLC's roles and responsibilities, membership, agendas, papers and minutes are available via the Intranet (DRN) under VCDF, Joint Logistics Command, Office of CJLOG.



FARNBOROUGH INTERNATIONAL AIR SHOW

14 - 20 July 2008

Farnborough Airport, United Kingdom

Farnborough International Air Show has long enjoyed a reputation as a unique, world-class showcase and marketplace for the global aerospace industry, including emerging Asian Pacific markets. The Show will again feature an Unmanned Air Vehicle (UAV) pavilion, which is organised by the Association for Unmanned Vehicle Systems International (AUVSI). 2008 marks a double anniversary celebration in the UK aviation calendar. The Farnborough International Airshow will celebrate its diamond anniversary, marking 60 successful years at the Farnborough Aerodrome. It will also be 100 years since Samuel Franklin Cody made the first successful sustained, powered flight in the UK from Farnborough Airfield on 16 October 1908. In recognition of these important events celebration events will be incorporated into the Farnborough International Airshow 2008.

For further information go to www.farnborough.com

UPCOMING EVENTS

DEFENCE FORCE AIR SHOW

4 - 5 October 2008

RAAF Base Amberley, Queensland

Part of the rolling program of air shows run by the Australian Defence Force.

For further information go to www.defence.gov.au/raaf/airshow

LAND WARFARE CONFERENCE

27 - 31 October 2008

Brisbane Convention Centre, Queensland

The Land Warfare Conference is a major event for users, providers, academics, designers and manufacturers to meet and present new and visionary ideas on Land Systems to a focused audience in Australia. The conference theme is Force Protection in the 21st Century: D4STI (Deter, Detect, Disrupt, Defeat, Sustain, Train, and Information).

For more information go to www.dsto.defence.gov.au/events



FAST FACTS

- ➔ Joint Logistics Command moved some 10,770 tonnes of materiel in support of ADF exercises during 2007.