



# AUSTRALIAN ARMY TRANSPORT JOURNAL

**PAR ONERI** The Official Journal of the Royal Australian Corps of Transport



**ISSUE 40, 2008**



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### Key appointments 2009

HOC Cell:	
HOC	Brigadier D.H.M. Saul
DHOC	Lieutenant Colonel J.J. Alexander
CRSM	WO1 W. LeLievre
SO2 CORPS	MAJ L. LeLievre

**ESS**

Support Services Worldwide

### Reprographics

Compass Group (Australia) Pty Ltd  
Latchford Barracks  
Building 107  
Bonegilla, VIC, 3691

Telephone 02 6055 4050

Fax 02 6055 4053

Email repro.latchford@internode.on.net

graphics  
printing  
photography

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## WELCOME

Welcome to the 2008 edition of the Australian Army Transport Journal (AATJ) – Par Oneri. I can hardly believe it's been over a year since the last production – a testament to a busy year – this is certainly true for the Corps. Operations, homeland and overseas exercises, formation parades, unit moves, and 35th birthday celebrations to name but a few activities. This Journal tells the story through your words.

The 2008 edition marks another historical landmark for the AATJ. For the first time, we have not used a publishing company to produce the Journal. I am both delighted and grateful to the Reprographics department at Latchford, in particular Katie Lee for her hard work in creating, compiling and producing the artwork. I must also mention our sponsors and advertisers, PDL TOLL, HAULMARK and MERCEDES BENZ – without their generosity and continued support, we simply would not have been able to pursue this path. I am sure you will agree this year's journal represents a great team effort.

Following the positive feedback on last year's AATJ, we have kept the same style and feel. The 2008 AATJ records the significant achievements and milestones for the Corps and its been exciting bringing together so many quality articles from across the spectrum of the RACT. Six articles were shortlisted for this year's Literacy prize. For the topical nature of the essay and the discussion it will promote within the Corps, WO2 R. Jercevic's essay on Complex Warfighting wins this year's Literacy Prize; he will receive \$125 for his efforts. To all of you who contributed – a heartfelt thanks and my congratulations to you for collectively producing a first rate interesting and informative AATJ.

Looking more closely, in Corps matters you will find updates from HOC, CRSM, Dev Gp, DOCM – A and SCMA as well as many other snippets of information on the Corps. I draw your attention to RACT Badge Draw – the first one being held at the Corps Conference in August this year. Congratulations to CAPT N.A Hayes 8 CSSB who simply by subscribing to Corps Funds, collected \$500!! You have to in to win!

I commend 2 articles to read in the Operations section; firstly the interesting review of OP CATALYST written by Lt Uphill where he emphasised the importance of dual-hatting skills across the spectrum of RACT trades and even into other Corps – making the point that we are first and foremost logisticians. Secondly, take time to read Chris O'Brien's excellent Contractors in Support of ADF Operations – anyone who has, or is about to deploy on operations should place this on their essential reading list.

I am delighted to see that some of you have chosen to use the Journal to openly discuss matters of the Corps' capability now and into the future. In the General Interest section, Maj Smith has written a detailed essay on water capability whilst Capt Keffe has looked at Adaptive Campaigning and its impact on CSS delivery. WO2 Jercevic's prize winning essay asks if our current training meets the challenges of the increasingly more complex urban operations. I hope these think piece articles enforster debate in your units. If you have some Corps Matter that you feel strongly about, why not write an article for next year's Journal? You could also earn yourself some money in the process.

No Par Oneri would be complete without your stories of unit life. Having had a chance to read them all – again it just emphasises just how busy you are. Finally, as this is likely to be my last AATJ as its Editor, may I take this opportunity to thank all contributors over the last 2 years – I have enjoyed reading your stories and only ask that that you continue to support the AATJ by sending your articles and photographs (more please – a final plea)! Mind you I learnt a long time ago never to say never... so who knows?

### PAR ONERI

### Editor

MAJ F.M. King

### Address for Correspondence

The Editor  
Australian Army Transport Journal  
Head of Corps Cell RACT  
SOUTH BANDIANA VIC 3694

Telephone 02 6059 4544

Email fiona.king@defence.gov.au

### DEADLINE

Material for 2009 edition must reach the editor by 1 September 2009.





## FOREWORD

### /BRIGADIER D.H.M SAUL HEAD OF CORPS ROYAL AUSTRALIAN CORPS OF TRANSPORT

Welcome to the 2008 edition of Australian Army Transport Journal - Par Oneri. This Journal builds on the work undertaken last year to produce a more informative publication and the initiative shown by MAJ Fiona King, Head of Corps Cell, to publish a better quality Journal.

The recent Corps Conference held in Townsville to officially celebrate the 35th Birthday of the RACT provided a number of issues that need to be addressed. Major General Kelly, Land Commander Australia, highlighted the enduring nature of operational commitments in his keynote address. Subsequently, the Conference noted that while RACT personnel are engaged on a variety of operations some trades did not have a robust training regime that supports the current complex environment. This was particularly the case for the driver trades and WO2 Jerevich's article touches on the very core of this matter and highlights the current shortcomings. An additional challenge for the Corps is determining the requirements applicable for Reserve drivers.

The Corps Conference focused on the introduction into service of the Land 121 vehicles – this project has the potential to transform the manner in which the RACT operates. Some significant discussion took place on the value and nature of simulation in our training. RACT is close to enjoying the benefits provided by simulation but we must focus on the next opportunity which is likely to be a virtual terminal where the majority of trades can practice their specialty skills in a collective manner.

During the Conference the new Corps Centrepiece, commissioned by the Corps Committee to celebrate our 35th Birthday was unveiled. It will be made available for Corps gatherings where the Banner is paraded.



Contracted Logistic Support is here to stay and I commend you read Chris O' Brien's excellent article which examines this subject from a Contractor's viewpoint. The Director of PDL Toll highlights the need to understand each other's motives, codes of conduct and how best to do business – clearly there is much more to learn.

Looking at the Corps in broader terms, 2008 has been a good year – elements of 9 FSB have made a very successful transition to Amberley including 26 Transport Squadron. Water transport elements have provided a variety of support in our region and how we might best continue this support in the future is explored in MAJ Anita Smith's essay. Movement, terminal and postal elements continue to provide critical support overseas

and the need to modernise air dispatch equipment has been recognised and formalised.

During a period where there are plenty of demands on your time, I look forward to your continued support of the Corps, Par Oneri.



Brigadier David Saul

Brigadier David Saul completed his secondary education at Melbourne High School before attending the Royal Military College, Duntroon. He graduated to the Royal Australian Corps of Transport in 1984 and has served in three road transport units, commanding at the squadron and regimental level. Brigadier Saul has served in a number of instructional appointments including postings to the Army School of Transport, the Royal Military College, Duntroon and on exchange at the US Army Transportation Centre at Fort Eustis, Virginia.

Brigadier Saul is a graduate of the Army Command and Staff College and attended the College of Defence and Strategic Studies in 2006. His senior staff appointments have included SO1 in DOCM – A and, in June 2003, Brigadier Saul was appointed as the Director of Operations in this HQ. He has served on operations twice. In 1989-90 he served with the UN in Namibia (SW Africa) and in 2004-05 he served as the Chief of Strategic Plans on the Deputy Chief of Sustainment's staff in the Multi-National Force HQ Iraq.

Brigadier Saul assumed his current appointment as Commander 17 Combat Service Support Brigade in August 2006.

## THE CORPS RSM

### /WO1 J.CARTHEW CORPS REGIMENTAL SERGEANT MAJOR

As I sit back and reflect on the past 2 years I can only wonder where my time has gone. I have seen many changes during my tenure with the main one being the reforming of the Army School of Transport. This has had an immediate effect not only on the morale of the soldiers within it's organisation but has also allowed us time to focus on Trade/Corps issues resulting with several rewrites to CPS. I request all of you to have a look at these policy statements as these have an effect on both the administration of the Corps but also the management of its soldiers.

During my tenure I have had the opportunity to travel to Townsville, Brisbane, Sydney, Newcastle, Tasmania, Canberra, Kapooka, Puckapunyal and Adelaide. These trips have afforded me the opportunity to speak to a wide selection of officers and soldiers within the Corps which allows me to get a feel of what's happening within the wider Army both Regular and Reserves. I note every one is extremely busy especially with our current operational tempo. This feeling is also reflected in the School of Transport with more than 1,694 officers and soldiers being trained in this calendar year. The CDI cell has approved training for 6,800 soldiers in exported courses. This raises some real concerns as 109 drivers are losing their specialisation in the wider Army; therefore it behoves all of us to ensure we are the best at what we do. This issue has been addressed by the HOC and changes to our training and structure will occur in the next few years.

Road Transport and Maritime Wing are looking at improving their training techniques with the introduction of simulation training. Road Transport Wing under the guidance of Major Wayne Carman has developed a package which is being implemented into the Basic Driver and Sub 4 Corporal/Sergeant courses as of this year. From the demonstrations I have received so far this will prove to be an extremely effective tool in the development of not only our soldiers but our junior leaders.

#### RACT Corps Conference and Annual Tobruk Dinners

The Corps held its annual Corps conference in Townsville this year. The activity was a great success with approx 180 attending the conference. The theme of the conference was based on equipment and trade structure with an emphasis on simulation training. Notes and presentations from the conference will be loaded onto the RACT web page in due course.

The Tobruk Dinners had attendance of 85 Officers and 75 WO/NCO at the respective functions. Even though the numbers were down compared to previous years, the dinners were still a great success. Members dined out were: WO1 Peter Evans – 35 years service, WO2 Mekechne – 19 years service and CAPT Paul Cook – ASWOCS. On behalf of the members of the Corps we wish them all the best and thank them for always being PAR ONERI.

#### 35th Birthday Celebrations

This year marked the Corps 35th birthday. The occasion was celebrated by the Corps holding a parade in Townsville on Friday 15 August 2008. The parade consisted of 120 officers and soldiers mainly from Townsville based units with the HOC, Brigadier Saul, as Reviewing Officer and Lieutenant Colonel Evans as Host Officer. On completion of the parade the soldiers participated in an inter unit sports competition concluding with an all ranks BBQ at the Wapiti Club. I would like to take this opportunity to thank the officers and soldiers who participated in the parade as I appreciate the time this had taken out of their already busy work schedule. The professionalism of the officers and soldiers over the week can only be commended. A special thanks to Warrant Officer Andrew Walford, acting RSM 3 CSSB, for the support he gave me prior to and during the week of the conference.

#### RACT Corps Membership

Earlier this year I put forward a proposal to the Corps committee to promote Corps subscriptions. The idea was to introduce a numbered Corps Badge which was linked to a badge draw each year. It was decided that 10% of Corps subscriptions would form the prizes of: 1st prize 50%, 2nd prize 30% and 3rd prize 20%. I continue to promote Corps subscriptions, especially to the young officers and soldiers within the Corps. I find them to be extremely receptive in their support as they see their contributions contributing to their future but also that of the Corps. Where we do lack support is from our MAJ, CAPT, WO2, SNCO and JNCO ranks; I shouldn't have to say much more. Since the inception of the badge we have grown from 187 members to well over 500 and anticipate this will increase to 600 before years end. Should you wish to become a financial member simply forward your application to me so I can process and issue your badge accordingly.





## THE CORPS RSM

### Colonel-in-Chief

I have been liaising closely with RSM Ceremonial for the past 10 months in relation to our request for the appointment of a new Colonel-in-Chief. A letter was sent to AHQ by the previous Head of Corps, Brigadier Kehoe, in October 2006; however due to an oversight by the Governor General's Office the letter was not released until June this year. It is anticipated we will have a response by year end and if so you will be notified in the last Corps Newsletter for the year. For your information, Prince William or Princess Anne are the two candidates requested to take up this appointment.

### Corps Policy Statements

As stated in my opening address the HOC Cell has been extremely busy updating its CPS over the past year. Whilst some changes are minor others have been completely rewritten to reflect current management processes/practices. CPS which have been amended are: CPS No 5 – RACT Central Funds, CPS No 17 – RACT Banner, CPS No 29 – WO1 / Regimental career management and CPS No 42 – Recognition scheme.

### Corps Centre Piece

This year saw the unveiling of the new Corps Centre piece at the RACT Corps Conference. The project started last year with a competition being run for the best design. There were five entrants in the competition and even though none of these were selected in their original form, ideas were taken from submissions and

incorporated into the final design. Once the design was decided Lieutenant Colonel Andy Maclean, took the lead on the project and as you can see we now have a centre piece that truly reflects the Corps.

### RACT Pipes and Drums

Since taking up the position of CRSM I have been extremely interested in the RACT Pipes and Drums and their future. As you may or may not be aware Pipes and Drums are now managed by the Army Band Corps with the RACT Pipes and Drums coming under command of Army Band Newcastle. This has had a positive effect on the Pipes and Drums with the members being correctly managed in relation to



qualifications and career development. In the past 2 years I have seen the Pipes and Drums grow from nine to fifteen members which is mainly due to recruiting initiatives developed within its ranks.

Due to the amalgamation of the RACT Pipes and Drums with the Band Corps the members were concerned about maintaining their heritage, especially with the wearing of the traditional uniform. Therefore in September last year they presented an original Murray Tartan Kilt to me as CRSM on the proviso it would be worn at all Corps Regimental Dinners. I accepted the presentation with the belief that we are to quick to lose our heritage and place our past in museums where our junior soldiers have limited exposure to it. I only hope future CRSM's carry on this tradition which in effect takes little effort and maintains a link to our past.

### Thanks

I would like to take this opportunity to thank the members of the Corps for their support during my tenure. It has been an extremely rewarding two years and I am very proud to have held the position of CRSM. I would like to take this opportunity to wish WO1 Wayne Lelievre all the best for his time as CRSM.

To the families that continue to provide support and understanding to their loved ones, I would like to personally thank you. We would not achieve what we do without your support.

## HRH PRINCESS ALICE BANNER TO BE LAID UP AT THE ARMY MUSEUM BANDIANA

The RACT Corps Committee reviewed the poll taken regarding the final resting place of the HRH Princess Alice Banner and decided that it will be laid up at the Army Museum Bandiana. This will occur on the presentation of a new banner and on the condition that there is no change in policy from AHQ on where a banner may be finally laid.



## 2008 QUEENS BIRTHDAY HONOURS LIST

On behalf of all RACT serving and non serving members, the Head of Corps wishes to congratulate the following RACT personnel whose hard work and 'Par Oneri' spirit were recognised in the Queen's Birthday Honours List:

### MEDAL (OAM) OF THE ORDER OF AUSTRALIA IN THE GENERAL DIVISION



**LIEUTENANT COLONEL Douglas Morris WYATT Rtd (Retd)**, for service to the community, particularly through the preservation of Tasmanian military history, and executive roles in a range of Defence reserve organisations.



### MEMBER (AM) IN THE MILITARY DIVISION OF THE ORDER OF AUSTRALIA



**LIEUTENANT COLONEL Paul Micheal NOTHARD CSC** for exceptional service as SOI for Senior Officer Management in the Australian Army, CO 1 CSSB and as the Commander of the Force

Level Logistic Asset in the MEAO.



### CONSPICUOUS SERVICE CROSS – Non-Operational



**BRIGADIER Barry Neil MCMANUS, QLD**

For outstanding achievement as the Chief Staff Officer Personnel and Logistics (J1/4) Headquarters Joint Operations Command.



**WARRANT OFFICER CLASS ONE Lynne FOSTER**, for meritorious service as the transport WO1 of HQ 3 Bde, RSM 9FSB and the inaugural RSM of the Force Level Logistic Asset – MEAO.



## 2008 AUSTRALIA DAY AWARDS

The Head of Corps wishes to congratulate the following members whose outstanding military service was recently recognised in the 2008 Australia Day Awards:

### CONSPICUOUS SERVICE CROSS

**Major George Witold KOSCIUSZKO**

for outstanding achievement as the Operations Officer of the Defence National Storage and Distribution Centre, particularly in the provision of logistic support to operations.

**Major Wayne Leslie REED** – for outstanding achievement as Acting Officer Commanding, Joint Movements Control Office Townsville and Officer Commanding Joint Movements Control Office Darwin.

### CONSPICUOUS SERVICE MEDAL

**Warrant Officer Class Two Richard Thomas TASSELL**

for meritorious achievement as Wharf Master at the 10th Force Support Battalion.



## OBITUARY

### WO2 IAN 'SMURPH' MURPHY, 05 APRIL 1963 – 19 MAY 2008

*"Life should not be a journey to the grave with the intention of arriving safely in an attractive and well-preserved body, but rather to skid in sideways, champagne in one hand, strawberries in the other, body thoroughly used up, totally worn out and screaming": 'woo hoo – what a ride'.*

WO2 Ian Murphy passed away whilst on task in Brisbane on 19 May 08, leaving behind his loving family, wife Linda, son Steve and daughter Eleasha.

WO2 Murphy enlisted into the Australian Regular Army in 1981. At the completion of Initial Recruit Training, he had entered the Air Dispatch (AD) Trade. WO2 Murphy completed 27 years of service, where almost all of these years were in postings aligned with the AD trade. His postings consisted of 176 Air Dispatch Squadron (AD SQN), in both locations Penrith and Richmond, Air Movements Training and Development Unit (AMTDU), 3rd Battalion, Royal Australian Regiment (3 RAR) and 1st Joint Movement Group (1 JMOVGP). WO2 Murphy was employed in many

overseas tasks ranging from operational deployments (INTERFET and Solomon Island) to recovering World War II (WWII) relic aircraft which had crashed or were shot down, in Papua New Guinea (PNG). Over this period of service, WO2 Murphy was awarded the AASM (East Timor), ASM (SOLIS2) DFSM with second clasp, INTERFET, ADM and MUC.

WO2 Murphy was a very passionate person, especially towards the trade and also the airborne realm. If you met WO2 Murphy for the first time, this would become apparent within the first five minutes of conversation.

Not only was WO2 Murphy dedicated to the military, he was very interested in Rugby Union. He was a keen player, coach and manager which saw him playing in the local competition to managing the Australian team in the one-off Solomon Islands ANZAC Test Match. Ian was not only into playing rugby, he enjoyed quality time with his family, going fishing, conducting social gatherings and bushwalking.



The above quote was pretty well the way Ian lived; he was into everything and lived life to the fullest. Ian would often say *'Old paratroopers never get old; they just grow wheels and sticks'*. This may have been true and we all would have liked to see him get old, whether he had a walking stick or not. We all will miss him; however, memories of WO2 Ian 'Smurph' Murphy will remain within the Air Dispatch Trade and Association for time to come.

Many more stories and information could be told about Ian; however, this would defeat the purpose of allowing people to remember in general conversation the next time they meet.

**Rest in Peace Smurph**

## KNOW YOUR CORPS

### REPRESENTATIVE COLONEL COMMANDANT

The Representative Colonel Commandant is appointed from one of the Colonel Commandants.

The Representative Colonel Commandant is the Colonel-in-Chief's representative in Australia as well as a member of the RACT Corps Committee, at which he/she represents the collective viewpoint of the Colonels Commandant. He/she also performs ceremonial and other duties as requested by the Head of Corps in addition to carrying out the duties of Colonel

Commandant within their Region.



Colonel White graduated from the Royal Military College in 1967. He served for 27 years before retiring in 1991. In that time he commanded at

troop, squadron, regiment, and formation level, as well as instructing at the Officer Cadet School and the Army Command and Staff College. He is now retired and lives on the NSW Central Coast. He is involved

in several community groups and has an interest in all things sporting.

### Colonels Commandant

Colonels Commandant are retired Corps Officers who 'provide a link between the old and the new'. Their function is to advise or assist COs and OCs within their respective regions on such matters as:

- Espirit de Corps
- Civil/military links by the Corps
- Affiliations and alliances with other Corps; and
- Corps customs and memorials

Colonel Commandant Tasmania Region  
- COL Doug Wyatt

Colonel Commandant Southern Region  
- COL Joe Fuster

Colonel Commandant Central Region  
- COL Greg Allen

Colonel Commandant Western Region  
- COL Doug Webb

Colonel Commandant Eastern Region  
- COL Peter White

Colonel Commandant Northern Region  
- COL Dennis Scanlon

### Corps Regional Representatives

RACT Regional Corps Representatives are appointed in each military region in accordance with Corps Policy Statement Number 13. In each military region specific ARA and GRes appointments are identified to fulfil this function rather than specific individuals. Current Corps Representatives.

Region	Rep	Addl Rep	Region	Rep	Addl Rep
Eastern	MAJ Colin Bassett, OC 176 AD Sqn Tel: 0245873500	MAJ Jim Kirkham, CA CSS, APA Sydney Tel: 0293393002	Central	MAJ Ben Bridge, OC BOSC Tel: 0883057221	MAJ Warren Symmonds, OCTpt Sqn 9 CSSB Tel: 0883057079
Southern Queensland	MAJ Alan Schmidt, 21C 7 CSSB Tel: 0733326233	MAJ Tamara Rouwhorst, OC JMCO Brisbane Tel: 07 3332 7242	Western	WO1 Paul Bodsworth, RSM 13 CSSB Tel: 0893836088	CAPT Alan Finlayson, OCTpt Sqn, 13 CSSB Tel: 0892509201
Northern Queensland	CAPT Paul Cook A/OC 9TPT Sqn Tel: 0747717473	MAJ David Nathan, OC 30 Tml Sqn Tel: 0747711497	ACT	CAPT David Tooney, RMC Tel: 0262659753	MAJ Eric Modderman, CA Tel: 0262653481
Northern	MAJ Phillip O'Donnell, OCTpt Coy, 1CSSB Tel: 0889859451	MAJ Wayne Reed, OC JMCO Darwin Tel: 0889356951	Tasmania	CAPT Stephen Williams, 21C 44 Tpt Sqn, Tel: 0364242981	Full details can be found on the RACT websites.
Victorian	MAJ Wayne Carman, Tpt Wg Tel: 0357356959	CAPT Dean Clark OPSO 4CSSB Tel: 0393581272			

### Corps Regional Representatives

## RACT VISION

**To be recognised as the Army's corps of excellence for the control and distribution of stores, materiel and personnel by land, sea or air.**

## MOTTO

Par Oneri – Equal to the Task.

## INTENT

**Purpose:** The purpose of the RACT is to control and operate Army owned surface transport, other than unit transport, and to provide movement control, terminal, postal and the land aspects of air logistic support to the Army in a responsive and timely manner; in Australia and overseas, in peace and in war.

**Method:** This will be successfully achieved by:

- Remaining respectful and protective of our proud history yet adaptable to evolving doctrine and force development initiatives.
- Ensuring that our soldiers are well trained and led by high quality officers and non-commissioned officers.
- Being masters of our trade and yet proficient in soldier skills too.
- Through training and personal development, our soldiers will have the confidence and powers of initiative to overcome the challenge of operating in increasing difficult and complex situations.

### Endstate:

The endstate will see the RACT at the forefront of logistic developments. It will be structured, equipped and trained so that we are physically and mentally prepared to meet the challenge of joint and coalition operations.

*We will always remain true to our motto – Par Oneri – Equal to the Task.*



# THE RACT RECOGNITION SCHEME

The RACT Recognition Scheme was endorsed by the Corps Committee and approved by the Head of Corps in April 2007. The scheme is designed and structured to complement the Australian system of honours and awards and existing ADF and Service awards. As such, it provides commanders with an alternative where the existing national, ADF and/or Army awards are considered not, in the circumstances, to be appropriate or where there is no such provision made.

## RACT PTE-CPL Awards for Excellence

The RACT Awards of Excellence are established to allow the RACT to recognise exemplary performance on behalf of its Privates and Junior NCO. Unlike some other awards, the RACT Awards of Excellence are not designed to recognise acts of bravery or isolated examples of exceptional, outstanding or meritorious service. While RACT soldiers may compete for a number of those awards (e.g. Australia Day Medallions), the RACT awards will specifically recognise exemplary service maintained on a consistent basis over a protracted period and will be available to RACT members only.

The awards will be made annually and may be awarded to RACT Privates, Lance Corporals and Corporals. These awards will be made on the basis of performance in the calendar year in which the award is presented. 2008 Winners were:

2008 JNCO of the Year		
CPL Jason Bourke Brown	Marine Specialist	
CPL Dale Reeves	Cargo Specialist	
CPL Simon Richard Clouting	Army Reserves	Eastern Region
LCPL Robert McGavock	Air Dispatcher	
LCPL Gillian Anne Bryant	Army Reserves	Central Region
LCPL Kody Leonard Scott	Road Transport	

2008 Soldier of the Year		
PTE Rebecca June Anderson	Army Reserves	Eastern Region
PTE Jessica Baatard	Army Reserves	Northern Region
PTE Darren Neil Chigwidden	Army Reserves	Central Region
PTE Natalie Jean Dudman	Postal Operator	
PTE Michael John Dunstan	Air Dispatcher	
PTE Megan Anne Fox	Marine Specialist	
PTE Nathan Leigh Howarth	Operator Movements	
PTE Kylie Lovell	Cargo Specialist	
PTE Garth Pearce	Army Reserves	Tasmanian Region
PTE April Kaye Searle	Road Transport	

# RACT CENTRAL FUND

The purpose of the RACT Central Fund (Corps Funds) is to support the RACT with numerous activities where public funding is not available. Activities include the following:

Support RACT extra regimental activities (including the display at the Army Museum Bandiana).

Provide encouragement to RACT soldiers to excel in their profession.

Support projects and activities that will benefit RACT personnel.

Safeguard, maintain and purchase items of Corps property.

Provide recognition of service of those RACT personnel who achieve 15 years service or who otherwise distinguish themselves during their careers.

Provide for the purchase of wreaths and dispatch of messages of condolence to families of deceased RACT members.

Other matters as decided by the RACT Corps Committee.

## Financial Grants to Units

RACT Corps Funds may make financial grants to RACT units, sub-units and to RACT elements of logistic units for projects and the purchase of goods and services which are unavailable through the Army system, cannot be purchased using Commonwealth funding or are not provided by Frontline. Such grants must directly benefit RACT soldiers and are approved subject to availability of funds. Bids for assistance from Corps Funds must be endorsed by the unit/sub-unit/element commander and are to be passed to SO2 Corps for consideration by the Chairman of the Corps Committee. Corps Funds will not normally assist Officers or Sergeants Messes.

## RACT Recognition Scheme

RACT Members should note that the RACT Recognition Scheme is aligned to Corps subscriptions as of April 2007. RACT members wishing to be farewelled at Corps expense from the Army should refer to Corps Policy Statement 42 – The RACT Recognition Scheme to confirm recognition of service entitlements. The Recognition Scheme can be found on the RACT Website.

## RACT Badge Draw

The Corps Committee agreed to a Subscription Incentive Scheme where all members subscribing to RACT Corps Funds would be entitled to a RACT badge with registered number and an automatic entry into the annual badge draw which will be conducted at the Corps Conference. The Cash Prize will be based on the % of

Corps Subscribers at the start of the year. Corps Subscriptions and therefore the RACT badge will be offered at the ALTC to all RACT soldiers attending promotion and IET and Officers attending the LOBC. Other RACT personnel and associations can obtain a registered RACT badge by completing the proforma contained within a revised CPS no 5 which will be promulgated shortly.

The Scheme was launched with a RACT Badge Auction held in June this year and for some numbers the competition was fierce! In total \$3400 was raised for Corps Funds. The winners this year were:

CAPT N.A Hayes 8 CSSB - \$500.00
PTE Drew N.W 10 FSB - \$300.00
CAPT LR Mengle HQ 3 BDE - \$200.00

So if you want your own RACT Badge and be eligible for a Cash Prize next year

— become a financial member. You have to be in to win!

## Corps Subscription Rates and Payments

Corps subscription rates by rank are as follows:

Rank	Rate per Pay	Rate per year
MAJ and above	\$2.00	\$50.00
SGT-CAPT	\$1.50	\$35.00
PTE/LCPL/CPL	\$1.00	\$25.00

Australian Regular Army members may pay Corps subscriptions via allotment from their pay which is the preferred method of payment. The RACT Central Fund allotment proforma is displayed on the RACT Website. Once completed, submit the RACT Central Fund allotment proforma to your local pay cell to commence the allotment. When applying to become Corps members please send a copy to CRSM for allocation of badge.

Army Reserve and retired members may pay Corps subscriptions as a one off yearly payment which can be made via cheque or direct deposit into the RACT Central Fund account. Cheques can be made payable to the RACT Central Fund and forwarded to the SO2 Corps. Yearly payments are requested to be made on or as close to the Corps Birthday each year by members. For members wishing to make a bank deposit, details of the RACT Central Fund are as follows:

Bank: Defence Force Credit Union  
BSB: 803205  
Member Number: 87440  
Account Number: 20587823  
Account Name: RACT Central Fund

Further details on Corps Subscriptions can be found on the on the RACT Website on the Defence Restricted Network (DRN) by following the below link:  
<http://intranet.defence.gov.au/armyweb/Sites/RACT/>

# ROLL OF HONOUR 2008

## STUDENT OF MERIT

**Army School of Logistic Operations – Special to Corps Warrant Officers Logistics Course**  
0012 SGT A. Beckham  
0013 SGT G. Roubicek

## Logistic Officers Basic Course

0009 LT D. Uphill  
0010 LT R. Murphy

## Logistic Officers Intermediate Course

0011 LT R. Pearce  
0012 LT K. Hooper

## Air Movement Training and Development Unit

**Basic Air Dispatch Course**  
0013 PTE L.A. Rae

## Advanced Air Dispatch Course

0013 No SOM was awarded

## Basic Air Dispatch Course 4 - 29 Aug 08

0015 PTE J.K. Codrington and  
PTE D.J. Stevenson

## Advanced Air Dispatch (Crew Comd) Course 28 Jul - 29 Aug 08

0015 PTE L.V. Simpson

## Road Transport Wing IET Driver RACT Basic

0073 PTE M. Williams  
0075 PTE J.W. Holt  
0076 PTE E.L. Wood  
0077 PTE R.J. Price  
0078 PTE R.A. Currey  
0079 PTE G.C. Parker  
0080 PTE W.F. Jensen  
0081 PTE D.A. Ogier  
0082 PTE M.L. Jones  
0083 PTE M.C. Lalic  
0084 PTE M.J. Pritchard  
0085 PTE T.W. Smeaton  
0086 PTE A. P. Willis  
0087 PTE J.D. Hayes  
0088 PTE T.J. In'Thout

## Transport Managers Course

0022 PTE K.C. Scott  
0023 LCPL M.S. Dendle

## Sub 4 CPL Advance Road Transport Course

0024 LCPL J. Sargeant  
0025 LCPL D.N. Clark  
0026 PTE S.K.R. Rogers  
0027 8239774 LCPL Villettri

## Sub 4 SGT Supervisor Road Transport Course

0013 CPL K. Blackburn  
0014 CPL K. Teske  
0020 CPL V.C. Boyle  
0021 CPL T.J. Allen

## Maritime Training Wing Basic Cargo Specialist Course

0012 PTE C. Espley  
0013 PTE C. Tarr

## Advanced Cargo Specialist Course

PTE T. Vincent

## Operator Movements Basic Course

0014 PTE J. Unwin  
0015 PTE M. Esslemont  
0019 (GRES) PTE K. Noble  
Marine Specialist Basic Course  
0009 PTE G.P. Kelly  
0010 CPL D.A. Smith

## Advanced Marine Specialist Course

0009 LCPL M.J. Green



# DOCM-A – 'Putting Officers in Command of their Careers' – A Career Adviser's Update

/MAJ E. MODDERMAN

## INTRODUCTION

The career management environment is highly dynamic and it is very important to keep up to date with developments and initiatives as they occur. With this in mind, the purpose of this article is to provide an update on the present state of the Corps, as well as some recent developments and new initiatives. Remember, if you can make informed career decisions, it provides a greater ability to be involved, reach your potential and best serve the Royal Australian Corps of Transport and Army.

## STATE OF THE RACT OFFICER CORPS

**General.** The current number of RACT Officers with asset/ liability disposition as provided by the Directorate of Workforce Modelling, Forecasting and Analysis (Army) as at 01 Jul 08 is as follows:

	Asset by Gender		Total Asset	Estab	Share of non-trade posn's	Total Req'd	Gap
	M	F					
<b>Total</b>	239	65	304	156	112	268	36
<b>OCDT / 2LT</b>	0	0					0
<b>LT</b>	56	13	69	44	13	57	12
<b>CAPT</b>	70	23	93	65	34	99	-6
<b>MAJ</b>	72	26	98	40	44	84	14
<b>LTCOL</b>	41	3	44	7	20	27	17

From a statistical perspective, these figures indicate a surplus of all ranks with the exception of CAPT where there is a current deficiency of six officers. It is anticipated this gap may be further reduced due to four successful ASWOCS candidates being offered appointments as officers this year along with two successful transfers from the GRES. In terms of lateral recruiting, four British Army officers are being considered for a career with the Corps.

The figures also indicate a surplus of 12 LTs, which is a good indication that officer recruiting and subsequent Corps allocations from RMC-D have been effective, not to mention the good work done by the RMC Corps Representatives. Since Dec 06, 46 RMC graduates have been allocated to the Royal Australian Corps of Transport.

**Separation rates.** Statistics on separation rates, over the same period of time have a cumulative 12 month total of 5.8% between LT – COL inclusive. Reduced separation rates and the reduced asset liability gap at the rank of CAPT can be considered a reflection of the impact of the recent retention initiatives, in particular the introduction of the Graded Officer Pay Scale (GOPS).

**New Corps Coded Positions.** The New Corps Coded Positions that will be available for you to compete for are to be established as CC54 positions as a result of Establishment Review activity this year:

- SI II Class RMC, WEF Jan 2010;
- SO2 Watercraft — JP 2048, WEF Jan 2009; and
- OC JMCO Brisbane — WEF Jan 08 (now an ARA sub-unit command appointment).

## Sub Unit Command

**Appointments for 2009.** The following officers are to be congratulated on their selection for sub-unit command in 2009:

<b>CAPT Stuart David Ware</b> OC Air Movements Training and Development Unit
<b>MAJ Benjamin John Bridge</b> OC 1st Transport Squadron, 1st Combat Service Support Battalion
<b>CAPT Leigh Michelle Briggs</b> OC 9th Transport Squadron, 3rd Combat Service Support Battalion
<b>CAPT Joanne Marie Pope</b> OC Joint Movements Coordination Centre Brisbane, 1st Joint Movements Group
<b>MAJ Christopher John Clapton</b> OC 15th Transport Squadron, 9th Force Support Battalion

**CAPT Claire Elizabeth Fogarty**  
OC Joint Movement Control Office Sydney, 1st Joint Movements Group

**MAJ Colin James Bailey**  
OC Ships Army Department HMAS Karimbla

**MAJ Scott Justin Lymbery**  
OC Ships Army Department HMAS Manoora

**MAJ Phillip George Blowers**  
OC Ships Army Department Tobruk

**CAPT Stephen Lee Bruce Williams**  
OC 176th Air Dispatch Squadron, 9th Force Support Battalion

**CAPT Brett Robert Green**  
OC 35th Water Transport Squadron, 10th Force Support Battalion

## Operational Tempo and Deployment Opportunities – Things You Should Know

The current operational tempo provides significant opportunities for RACT officers to deploy on operations via force assignment (deploying with a unit to which they are posted) or through individual rotations where DOCM-A nominates, selects and posts an officer to a designated operational appointment. Analysis of the Operations Log functionality in PMKEYS indicates that a significant proportion of RACT officers have/ were deployed on operations in some capacity between Jul 07 and Jul 08. Opportunities continue to present and a further five officers at the ranks of CAPT-MAJ have already been nominated to deploy on individual rotations in 2009. If you are interested in deploying on operations you need to discuss this with your chain of command in the first instance. DOCM-A cannot nominate officers for deployment opportunities without unit and formation level release.

## Annual Career Guidance (ACG) – on PMKEYS for you to access

ACGs are provided every year to officers at the rank of CAPT and MAJ. They contain the following career management information:

- Course requirements

- Future postings in broad terms
- Years for key milestones and PAC consideration (promotion, ACSC)
- Career decision points
- Performance and competitiveness feedback
- Development advice and advice that is specific to individual officers' circumstances.

The information contained in ACGs provides the information framework that allows an officer to plan realistic options and as such is it imperative that ACGs are read and understood prior to a career interview. This year, ACGs were loaded onto Pmkeys Self Service for the first time. 2008 ACGs will be loaded onto Pmkeys in time for the commencement of 2009 career interviews. ACGs will not be deleted from Pmkeys as the storage of ACGs on Pmkeys will allow officers to review historic advice provided to them throughout their careers.

Officers can access their ACGs via Army People Central Portal in Pmkeys Self Service. On the coverage for each officer in Army People Central there will be links to open ten previous years ACGs however, it must be noted that you will only be able to open ACGs written since 2007 (ie ACGs for 2008 and 2009). If officers are unable to access their ACG via this means, they have the ability to advise their Career Adviser who will provide them a copy of their ACG via email.

## Common PAR errors – things to check – your career, your responsibility

Every PAR raised is required to be submitted to DOCM-A in both hard (complete with signatures) and electronic (eforms) formats. PARs which arrive at DOCM-A and are either incomplete or contain errors can not be actioned. PARs with errors will be returned to the officer or the Assessing Officer with advice on the areas requiring attention. It is in your interest to ensure your PAR is complete and submitted on time. If a PAR is not submitted on time it will not be scored and may impact an officer's profile, particularly if they are being presented to a PAC. The following are common errors found with PARs submitted to DOCM-A:

- The 'Period start' or 'End' dates are not completed.
- The assessed member has not signed the declaration in both parts (2I, 3F)

under the Assessing Officer (AO) and Senior Assessor (SAO).

- The assessed member has not completed the 'Representation Intention' box in both parts (2F, 3C), and/or Review of Representation has not been completed where applicable.

- The AO's details or signature are missing.
- The SAO's details or signature are missing.
- The PAR is not accompanied by an electronic copy.

Note: the AC 833-12 (revised Apr 2007) is to be used for all PARs. Electronic PARs should be emailed to docmpar@defence.gov.au

Release of the Computer Based Learning Package – a new and essential career management tool

Army Officers and all Assessing Officers (AO) need to be cognisant that a PAR is a vital tool that contributes directly to the final decisions made by a Personnel Advisory Committee (PAC). The PAC judges whether they have the potential for promotion and assesses their competitiveness compared to their peers. If you do not write an accurate and detailed word picture, you may be disadvantaging future career decisions relating to an officer. You must be fair and honest. You should not allow personal bias to influence your assessment. It is the role of the Senior Assessing Officer to ensure that all PARs are of the highest standard. Career Management Agencies may return poorly written reports for redrafting or those inflated to the degree that they become meaningless. AO's must ensure that there is a correlation between their assessments made in Part 2 and the qualities articulated and performance described in the word picture. Assertions about an officer's performance need to be backed by evidence. Unsubstantiated statements detract from any PAR. High quality PARs are critical for assessing Army Officers for promotion.

The DOCM-A identified the need for an improvement in writing of PARs. There is also a need to improve Army's knowledge of the PAC process for officers. To that end a Computer Based Learning Package was developed to assist AOs in their report writing. Key features of the package include:

- footage of a mock PAC
- interviews with PAC members
- a step by step walk through the reporting process
- example PARs
- frequently asked questions, and
- other resources including links to policy

The package was released to all units, in DVD format, at the end of July this year. Commanders at all levels are asked to ensure that their officers have access to and use this valuable resource to enhance the quality and effectiveness of their PARs. To not do so will likely disadvantage the officers they assess, the Corps and ultimately the Army.

## Changes to ASWOCS and Prescribed Service Officer (PSO) commissioning mechanisms – which one is best for my circumstances?

**PSO eligibility.** PSO is generally only open to the rank of WO1 and is completely different to the ASWOC GSO scheme and the old version of the PSO. A PSO applicant's commissioning is an agreement between the member and DOCM-A. Successful PSO candidates become a PSO on a permanent commission between the rank of mid CAPT to junior MAJ.

To become a PSO applicants need to be recommended through their chain of command and be released by SCMA. When attending a PSO Selection Interview, selection will be based on the ability for DOCM-A and the member to find a balance between service need and the candidates skills/qualifications and desires. If there are no suitable jobs available then DOCM-A will not provide an offer.

PSOs will be employed in roles where their skills/qualifications can be best utilised. Promotion is merit-based and promotion to MAJ will depend on the service need within the PSOs employment stream. If promotion past CAPT or MAJ is an ambition then commissioning via the ASWOC GSO scheme, not PSO, is recommended. Every PSO will be case managed by DOCM-A to ensure a tailored package suited to both Army and the individual. For more information, refer to DI(A) Pers 47-8.

**ASWOCS.** Successful ASWOCS candidates become General Service



Officers (GSO) on a permanent commission between the rank of senior LT - junior CAPT. They are no longer allocated to Special Service Officer (SSO) career division. The scheme is open to members in the rank of SGT through to WO1. As a GSO, all officers should anticipate being employed in corps or non-corps positions across the ADF. GSOs are required to attend the full suite of ACOTC courses. GSOs compete on merit for sub-unit command, attendance at Staff College and promotion opportunities.

To become a GSO through ASWOCS applicants need to be recommended through their chain of command and cleared by a paperboard held at SCMA. If selected to attend an ASWOCS Selection Board they will be required to demonstrate four attributes through a series of verbal and written individual and group activities:

Broad employability as a GSO.  
Motivation to become an officer.  
Demonstrated ability to lead.  
Demonstrated verbal and written communications skills.

#### Find out more about career management

The principle document on Army Officer Career Management is Defence Instruction (Army) 47-1, Career Management of Australian Army Officers. All officers should familiarise themselves with this framework. The career planner template, RACT career model, and the Gazette, along with a number of other documents and tools are available through the DOCM-A website (<http://intranet.defence.gov.au/armyweb/docm>). In particular you should keep a look out for the DOCM-A Dispatch, which is newsletter

released by DOCM-A on a regular basis to highlight career management processes you should know about, or new initiatives that may interest you.

Having access to the right information and tools will allow you to continue to make informed decisions, cognisant of your personal circumstances, to develop you and your career with Army. Finally, remember that your Career Adviser is your advocate within DOCM-A and you always have the ability to contact your career Adviser if you need to. **DOCM-A exists to support officers to reach their potential to best serve the Royal Australian Corps of Transport and Army.**

**DOCM Mission:**  
**To provide effective officer career management in order to contribute to the delivery of personnel capability of the Army**

## RACT CAREER MANAGER, SOLDIER CAREER MANAGEMENT AGENCY 2008

/ CAPT C. HINDS

**SCMA's Mission: To provide career and military service management of soldiers in order to contribute to the delivery of the personnel capability of the Army.**

The Career Manager (CM) role is varied and diverse and consists of more than the readily apparent postings and promotion issues. The CMs aim is to assist SCMA to achieve its mission and our responsibility is to provide Army with the personnel capability it requires in order to fulfil its mission for Australia both now and for the future.

There have been many changes in the Army recently that have challenged SCMA providing effective Career Management. Changes such as the Army Standard Minimum Time in Rank (ASMTiR) and the Army Personnel Establishment Plan (APEP) 2009.

#### Army Standard Minimum Time in Rank (ASMTiR)

A major change in which the Army's workforce is managed is with the introduction of the CA Directive 06/08 Army Standard Minimum Time in Rank (ASMTiR) WEF 23 Apr 08. The intent of developing the ASMTiR is to seek a balance between recognising and rewarding demonstrated leadership and experience and ensuring competency levels are maintained.

A new term, "Promotion Eligibility Zone (PEZ)", has been introduced. The PEZ applies to all levels of promotion. The PEZ does not mean automatic promotion to the next rank, but the commencement of being able to assess a soldier for promotion. If a member is

competent in category, displays leadership skills, and has been recommended, then the soldier can be considered for promotion once they enter the PEZ.

The table below displays the standards that are to be applied to all Employment Specifications in the MAE.

Target Rank	Enter the Promotion Eligibility Zone	Presented to PAC for the first time
To PTE (P)	12 Months after completion of IET	
To LCPL	9 Months after PTE(P)	
To CPL	12 Months after PTE(P)	
To SGT	24 Months	3rd Year
To WO2	36 Months	4th Year
To WO1	48 Months	5th Year
	174 Months (14 years)	

The CA policy is designed to provide clear guidance to Commanding Officers, Career Managers and supervisors of soldiers. The ASMTiR provides a more flexible approach to promotion which is allowing the Army to grow to meet the Hardened and Networked Army (HNA) requirements. Commanders are now empowered with the knowledge to clearly identify junior personnel within their unit and reward demonstrated leadership and experience.

**COMMANDERS ARE NOW EMPOWERED WITH THE KNOWLEDGE TO CLEARLY IDENTIFY JUNIOR PERSONNEL WITHIN THEIR UNIT AND REWARD DEMONSTRATED LEADERSHIP AND EXPERIENCE.**

#### Army Personnel Establishment Plan (APEP) 2009

APEP manages the gap between the personnel establishment and the number of available trained ARA personnel to achieve the Force Structure (FS) staffing priorities. In simple terms it is the gap between the position and the trained soldier. The APEP09 staffing priorities are based upon direction provided by AHQ. The resultant staffing priorities provide the basis for PPC09 action by SCMA. The staffing categories are defined as:

- Priority A.** The priority A positions are expected to be filled as close to 100% as possible. These positions reflect the high priority to be afforded the capabilities as listed in CA Directive 24/07 Army Force Structure Implementation Planning 2007 dated 6 Dec 07
- Priority B.** The variety of B positions is expected to be filled in the priority order of B+, then B and finally B-. These positions will be filled with any surplus ARA and CFTS personnel after the priority A positions are filled. It should be expected that there will be varying

degrees of fill rates depending on the rank and employment category.

- Priority D.** The priority D's are Directed Vacancies (DV) and are not to be filled at the expense of a higher priority position unless there is a sound reason to do so. The DV may be defined as a position for which there is a deficiency in trained ARA personnel by rank and/or employment category, therefore, the limited personnel asset will be directed towards a higher organisational priority.

The APEP 2009 is at times a very emotive subject across Army. It is important to note that SCMA does not write policy; however, is duty bound to enforce the policy as directed by AHQ. Almost all units are aware of the APEP 09 and have educated their members on the implications for PPC 2009. To further assist the units, it is suggested you open the DEFWEB and go to link <http://intranet.defence.gov.au/armyweb/sites/DPERSCAPA/>, and click on Functional Directory the click on Workforce Plans and scroll down until **APEP 09**.

#### RACT Manning

	RACT All Trades	PTE	LCPL	CPL	SGT	WO2	WO1	Trainee
1	Establishment (ARA)	678	148	255	154	99	28	
2	Asset (ARA)	883	107	278	163	105	48	140
3	Non Trade Asset	3	1	8	11	15	21	
4	Pool Positions	112	8	20	15	9	2	
5	GAP Year	25						
6	CFTS	22	5	9	10	13	4	

## FIRST RECIPIENT OF THE CAPTAIN PETER MCCARTHY RACT AWARD



On 12 Jan 1988, Captain Peter 'Bags' McCarthy RACT was killed whilst on service with UNTSO when his jeep was blown up by a landmine during a patrol in southern Lebanon. To mark the 20th anniversary of his passing and to recognise Peter's service and ultimate sacrifice, Mrs Sue McCarthy agreed to the proposal to name the Perpetual RACT prize at RMC Duntroon in his honour. The HOC extended an invitation to Mrs Sue McCarthy to present the award for the first time at the RACT Lanyard Ceremony on 10 Dec 07.

The 2007 Captain Peter McCarthy Award was presented to SCDT Jeremy Mar Fan, a member of 10 FSB.



# RACT CELL - DEVELOPMENT GROUP, ALTC

/ WO1 G. COLE

It has been another busy year for the RACT Cell at Development Group. The year commenced with the normal personnel changes that have seen a new SO1 Dev, LTCOL Peter Fleming take command from LTCOL Rolf Audrins. A couple of new march-ins for the RACT Cell includes TDWO Operator Movements WO2 Kelly Vale and TDWO Marine and Cargo Specialists WO1 Ian Cragan. WO2 Arthur Coombes has continued on CFTS and is filling the position of SO3 Trg Systems. A number of old and new staff have attended the required Training Development and Employment Category Management Courses throughout the year. The TD and ECM courses were not conducted in 2007 due to a review and complete rewrite, so a lot of us were used as guinea pigs for the new pilot courses.

## Role

The RACT Cell within Development Group is responsible to the Employment Category Sponsor (ECS); COMDT ALTC for Employment Category Management and Training Development for all RACT Employment Categories.

## Current RACT Cell Manning

<b>Employment Category Manager</b>	MAJ Brett Reeves	<b>TDWO Operator Movements</b>	WO2 Kelly Vale
<b>Assist Employment Category Manager</b>	CAPT Glenn Plain	<b>TDWO Air Dispatch</b>	WO2 Garry McGravie
<b>Training Systems Adviser</b>	WO2 Arthur Coombes	<b>TDWO Road Transport</b>	WO2 Rod Naim
<b>Corps Employment Adviser</b>	WO1 Gavin Cole	<b>TDWO Air Dispatch (ARes)</b>	WO1 Keith Gear
<b>TDWO Marine and Cargo Specialist</b>	WO1 Ian Cragan	<b>Det from DMO TD WO for Land 121</b>	WO2 Glenn Sharp

## Trade Review Process

The Trade Review Process is as follows:

- Trade Surveys;
- Analysis of Surveys;

## ALL RACT TRADES ARE CURRENTLY UNDER REVIEW WITH ALL TRADES PROGRESSING SOMEWHAT OVER THE PAST TWELVE MONTHS

- Employment Category Reference Group (ECRG) – meeting with senior trade Soldiers of the Corps;
- Employment Category Steering Group (ECSG) – meeting with senior Officers including HOC;
- Employment Category Review Endorsement Meeting (ECREM) – pass at HQ TC-A level;
- Army Personnel Working Group (APWG) – pass at AHQ level;
- Employment Category Review Committee (ECRC) – pass at Defence level; and
- Defence Force Remuneration Tribunal (DFRT) – new Determination for new Trade Structures and
- Remuneration

## Progress of RACT Trade Reviews

All RACT trades are currently under review with all trades progressing somewhat over

the past twelve months. The Marine and Cargo Specialist Trades have progressed to the APWG at Army Headquarters. The Operator Movements and Air Dispatch



Trades have progressed through the ECSG with the HOC and are now awaiting the Driver Trades to catch up prior to being presented to the ECRC and then APWG. All trades will then be forwarded to the ECRC and DFRT as a family group in the later half of 2009 or early 2010.

## RACT Training Developing

The TDWO's for each of the trades have been kept busy ensuring that the training role within the cell has continued to evolve throughout the year. A Curriculum Review Board (CRB) was conducted recently to sign off on changes to a number of TMP's including Marine/Terminal Officers Course, Driver Truck Aircraft Loading/Unloading Vehicle Course, "Gun Trailer" Ceremonial Trailer and Vehicle Course, three x Trailer Course, Bus Light and the Light Rigid Course TMP's. Specific tasks for each Trade are as follows:

## Road Transport

- Conduct of the external evaluations for the S4SGT, S4CPL and TMs courses.
- Assisting the PIMS-A team with the remediation of all driver trade related licence and course proficiency's on PMKeys.
- Review and update all driver trade related Unit of Competencies (UOCs) to align with the new Transport and Logistics Industry Skills council Training Package.
- Re-format all driver TMPs from the Army Training System (ATS) to the Defence Training Model (DTM) and transcribe all TMPs to the Training Management Package Support System. (TMPSS).

## Marine and Cargo Specialist

- Conduct of the external evaluations for IET Cargo Specialist and Subj 4 CPL Advanced Marine Courses
- Assisting the PIMS-A team with the remediation of proficiencies on PMKeys.
- Review and update all Marine related Unit of Competencies (UOCs) to align with the new Transport and Logistics Industry Skills council Training Package.
- Re-format all TMPs from the Army Training System (ATS) to the Defence

Training Model (DTM) and transcribe all TMPs to the Training Management Package Support System. (TMPSS)

## Operator Movement and Postal

- Evaluations have been completed for the IET Operator Movement Basic Course and the Subject 4 Corporal Advanced

## Movement Course

- Work on competency mapping and analysis of UOC changeover from TDT02 competencies to TLI07 competencies for OPMOV and Postal courses.
- Commence changeover of all Operator Movement TMPs into TMPSS, starting with IET and S4CPL TMP to reflect required course modifications supported by course evaluations.
- IAW 39 PSB requirements there is a need to reconstruct the Postal Clerk and Operator Postal course contents. Once content finalised by 39 PSB TMP will be amended in TMPSS, working toward CRB prior to course pilots.

## Air Dispatch

- Conduct of the external evaluations for UEO Course.
- Assisting the PIMS-A team with the remediation of proficiencies on PMKeys.
- Re-format all TMPs from the Army Training System (ATS) to the Defence Training Model (DTM) and transcribe all TMPs to the Training Management Package Support System. (TMPSS).

## Employment Specifications

A new format of Employment Specifications (ES) have recently been finalised and are currently being checked at AHQ level prior to going live on the DRN. The new ES template has incorporated the old ES and replaced the Employment Category Standing Orders (ESCO's) with Career Management Guidance as annex F. The new template allows more flexibility in how career paths are managed by Career Managers, Employment Category Managers, Units and more importantly the Individual themselves. The new standardised template will be used by all Employment Categories across

Army. ES can be found on the DPERSCAPA website at <http://intranet.defence.gov.au/armyweb/sites/DPERSCAPA>

## Training Management Package Support System (TMPSS)

Training Management Package Support System (TMPSS) is the new Training Development tool that assists in a commonality approach to future TMP development and management. The TMPSS provides a standardised template ensuring that TMP's are formatted to comply with the Defence Training Model (DTM). The TMPSS enables Army and, ultimately Defence the ability to share TMP's, contextualise and export training more effectively by providing version control enabling the correct competencies to be delivered ultimately improving the training of future capability. As the majority of RACT training is conducted at unit level as part of decentralised training the TMPSS is fundamental in ensuring that the future training development and subsequent delivery is of the highest standard possible.

# 2009 ARA COMMANDING OFFICER AND RSM LIST

The Chief of Army has selected the following RACT ARA command and RSM appointments WEF 21 Jan 09:

- |                               |  |                                |
|-------------------------------|--|--------------------------------|
| • LTCOL J. Walk 7 CSSB        | • WO1 A.J. Irwin RSM Ceremonial Sydney       | • WO1 G.E. Barron RSM QUR      |
| • LTCOL A. Constantine JLU(N) | • WO1 J.S.B. Armstrong RSM Ceremonial Hobart | • WO1 P.T. Bodsworth RSM 9 FSB |
| • WO1 J.W. Carthew RSM 9 Bde  | • WO1 W.A. Le Lievre RSM AST – Corps RSM     | • WO1 D.M. Maher RSM 11 CSSB   |
| • WO1 L. Foster RSM 17 Bde    |  | • WO1 D.L. Craker RSM 2 FSB    |

Congratulations are extended to the above members from HOC and the members of the RACT.

## LITERARY PRIZE

Best Essay/ Article – **Warrant Officer Class 2 R. Jericevich**  
'The Absence of Urban Operations Training within the RACT'

The following individuals were commended for their effort in writing interesting and informative articles:

**Captain T. Keeffe** 'Future Logistics: The Impact Of Adaptive Campaigning and Complex War on CSS Delivery'  
**Major A.F Smith** 'The Future of Army Watercraft Capability and Logistic Implications To 2018'



## ASSOCIATION NEWS

### ARMY TRANSPORT ASSOCIATION (Inc)

The Army Transport Association (ATA) is a Brisbane Based association with 200 (approx) members in all States of Australia. It is a non-profit organization established to provide for the continued comradeship and social contact of serving and retired members of Australian Army units responsible for the provision of supply and transportation of personnel, supplies and equipment. Membership is open to members and ex-members of RAASC, RACT and RAE (Tn). Details about joining the ATA are on the website at:

www.armytransportassociationinc.org.au

The ATA produces six newsletters annually bringing members up to date with social and military activities in South-east Queensland. Our interstate members enjoy the newsletters for the human interest articles

and for the photographs of the members at functions.

#### The main events for the year are:

February	Social Gathering at JMCO Brisbane, Gallipoli Barracks.
April	Social Gathering at JMCO. ANZAC Day March in Brisbane followed by a reception at Lennons Hotel.
June	Corps Birthday Luncheon in Brisbane.
August	Social Gathering at JMCO.
October	Social Gathering and Annual General Meeting at JMCO.
December	Christmas Party at JMCO.

Enquires should be made to the Secretary:

Bob Lewis 33 Bayley Street,

IPSWICH QLD 4306

Ph: 07 3201 6972

E-mail: ata.inc@gmail.com



### 3RD MILITARY DISTRICT RAASC/RACT ASSOCIATION

Oakleigh Barracks is the location for our AGM and the main reunion for the year. The night is interesting with many old stories retold and a number of new ones revealed a time to rekindle old friendships. Held every year on the Friday following the Melbourne Cup. New members are welcomed

The 2008 year of activities commenced with Anzac Sunday in which we participated with Beaumaris RSL. The Association as with many others elect to present a book to local schools rather than place a wreath on the memorial. This year our book was presented to Sandringham Primary School.

Anzac Day form up was at the Town Hall in Swanson Street behind the banner and RAASC flag, there were fifty-five members on parade not including the members on marshalling duties. The after action activities

are held at the Southern Cross Hotel, South Melbourne, were the stories resurface, raffles are run and won, old and new members mix and watch that bloody aerial ping-pong – Collingwood and Essendon.

June was ushered in with the Pilgrimage to the Shrine of Remembrance parade held on Sunday 4 Jun. Military support was provided by 4 CSSB, we thank them for that support which enabled the parade to be a success. The RAASC Vietnam Vets Association members were present with their Secretary Paul Curran and Bruce Kidney (Story from the Past) provided support. The service was conducted by Major (Padre) Dave Horne from 4 Bde, the President Laurie Taig welcomed all present including DHOC Justin Alexander, Col Comdt Col Joe Fuster, Corps RSM, Association Members and

members of 4CSSB. At the conclusion of the service, in bright sunshine, we all move to the Shrine reception area for afternoon tea and discussions of the past. We thank all for their presence and support and hope that this support will continue for years to come.

Victorian Reserve Forces Day was held on Sunday 31 August with a parade and service held at the Shrine, again the roll-up was very good. The group moved to the Clarendon Inn Hotel for lunch ah! ah!

The golf club which is one of the social arms of the Association conducts a monthly activity at nominated course in Victoria. The limited membership of forty is maintained at all times. Members will always accommodate a game at any time your in town.

#### WATCH OUT FOR

WO2 Jock McGravie's book on the History of Air Despatch being launched late this year. The book covers the early years of airdrop, the fifties, the re-emergence in the sixties, the conflicts that the Australians were involved with such as the Brunei Revolt, the Malaysian Emergency, Vietnam and the AUSNZUK Forces, the seventies and through to December 2007, along with a chapter on the Air Dispatch Association of Australia. It attempts to give an insight into what makes air despatch trade tick as well as answer many questions with background information as best as possible.

## JOTTINGS FROM JMCC MEAO



The colour patch shown above is well known in the Middle East Area of Operations by both Australian and Coalition Forces (including US, UK, Dutch to name a few) and is proudly worn by Royal Australian Corps of Transport 'Movers' employed in a variety of locations including Iraq, Afghanistan and Kuwait. The Joint Movement Coordination Centre – Middle East Area of Operations or JMCC MEAO first arrived into theatre in 2003 and since that time fourteen rotations have deployed with the fifteenth rotation being prepared at the time of writing.

#### MC Det Baghdad Experience /SGT M. LEAYR

During my deployment I was fortunate to be sent to MC Det Baghdad, based at the United States Camp Victory, over the period 03 Feb – 13 Apr 08. Camp Victory is a unique location, encompassing Saddam Hussein's old residential area. There are many palaces surrounding man made lakes which is very picturesque. The MC Det here consists of myself and PTE Anthony Smith-Holley.

The Det is located with the Force Level Logistic Asset (FLLA) in the Australian (AS) compound within Camp Victory. The MC Det predominately provides movement control for the HQ JTF633 and the Security Detachment (SECDET) to the Australian Ambassador to Iraq. There is also the requirement to arrange movement for Australian personnel who are embedded in Coalition Force Headquarters, formations and units. Additionally Coalition personnel and various contractors are also moved.

The MC Det at Baghdad predominately works with AS Aircraft and Coalition Aircraft including US, British and Japanese assets. MC Det Baghdad works closely with the FLLA, particularly with the Operations, Transport and the Terminal Cells. The MC Det also works closely with the RAAF Air Load Team and the relationship works really well with both organizations.

#### Working at MC Det Kuwait



#### /CAPT N. Press

As part of JMCC MEAO Rotation 14A (30 Jan to 30 Apr 08), MC Det Kuwait was made up of members from many of the JMCCOs from around Australia. The Detachment consisted of CAPT Nicholas Press, PTE Colin Burrows, SGT Lyndall Neill, PTE Shauna Austin, CPL Karen McMillan PTE Keith Zele.

Kuwait is the logistic Agreed Point between Australia and the MEAO therefore is a hive of activity for logisticians and 'movers'. The mission for MC Det Kuwait is to provide the strategic link between Australia and the MEAO for movement of pax and cargo. It also is responsible for the onward distribution of pax and cargo into theatre and then the concentration of pax and cargo for movement out of theatre. With this mission, MC Det Kuwait provides support to not only all the Task Groups in the MEAO but also supports the Cargo Collection Point in Sydney.

In order to provide the link between Australia and the MEAO, MC Det Kuwait had many different tasks to concentrate on. One of these tasks is receiving and dispatching pax and cargo from the Strategic Aviation Airbus A330 sustainment flights. After personnel complete their RSO&I with the FLLA; it becomes the Dets' responsibility to move pax forward to their deployed locations using either RAAF C-130's, or Coalition assets. While this is all going on it is also the Det's responsibility to move forward cargo and mail in accordance with priorities given.

#### Observations from MC Det Afghanistan /LT M. NEWSHAM

Movements in and around Afghanistan in the first months of 2008 has been a busy affair. The weather (snow and ice!) had to be seen and resulted in airfield at Tarin Kowt being closed and pax moved in by rotary wing.

Broken aircraft and staff shortages and the RTF RiP consumed the majority of our time. The two MC Dets located in Afghanistan at Kandahar and Tarin Kowt have both been working busily with all nations and any air asset available, to move equipment and troops here, there and everywhere.

In an area where you are surrounded by air assets, you get the feeling anything is possible you just need the time to liaise with everyone. Whether it be rotary wing or fixed wing, there is generally an air asset operated by someone, who can solve the problem. It's just a matter of working out how you are going to fit it all in to a days work. Regardless of all the assets and countries involved, the most enjoyable thing is to see the smiling face of a local Afghan national (Mr Sami Ullah Sami) when he drives his truck carrying Australian Cargo, solving what was just yesterday a unique problem within a war torn country.

#### Update from MC Det AL MINHAD /LT A. JONES

MC Det Al Minhad is co-located with TG633.2 at Al Minhad Air Force Base in the United Arab Emirates. The MC Det has the responsibility of providing movement support to a number of Task Groups TG633.1, TG633.2 and TG633.4. The MC Det's main tasks include providing support to the weekly strategic A330 sustainment flights from Australia and also intra-theatre civil and service air movement.

In the first few months of 2008, the detachment is manned by two JMCC personnel, LT Andrew Jones and PTE Jamie Still who both work in close conjunction with members of the Force Level Logistic Asset (FLLA) UAE Node that are located at TG633.2. The FLLA 'Termites' have the responsibility of handling cargo for intra and inter theatre movement under the direction of the MC Det. The JMCC and FLLA personnel live in an extensive and well built Coalition base that they share with numerous personnel from the other nations of the Coalition primarily the Canadians and the Dutch and on occasions some Kiwis. Overall, personnel posted to MC Det Al Minhad can expect to work long hours, but in a very diverse and rewarding environment that encompasses a wide range of agencies, both military and civilian, that all work together to provide support to the ADF and Coalition effort in the MEAO.





# RACT ROLE IN OPERATION CATALYST FORCE EXTRACTION TEAM

/ LT D. HUNT

With the announcement of the extraction of the Overwatch Battle Group (West) (OBG(W)), the Operation Catalyst Force Extraction Team (FET) was established under the command of LTCOL Daniel Kreutzer (current Officer Commanding 15 Transport Squadron) with the mission of extracting OBG(W) and the Australian Army Training Team – Iraq (AATT-I) equipment from Iraq. At short notice, and after a brief period of pre-deployment training in Sydney and Townsville, the FET deployed into theatre on 5 April to commence the task.

Given the nature and tasks associated with this mission, RACT personnel feature prominently in the FET manning. With the FET Operations Cell being manned by CAPT Gary Edwards and WO2 Ross Randall (both HQ 10 FSB), the dedicated movements cell headed by WO1 Richard Hardy (JMCO Townsville), an air dispatch capability headed by CPL Jeremy Zemcevicus (176 Air Dispatch Squadron), a terminal element headed by SGT Jamie Feetam (30 Terminal Squadron), a road transport cell headed by SGT Matt McConkey (26 Transport Squadron) and even a water transport representative in PTE Brent Webster (35 Water Transport Squadron), the FET contains a well rounded RACT capability.

For many of the FET RACT members, this deployment is their first exposure to the Middle East. It has also given many their first taste of left hand drive vehicles, "right hand side" roads and the challenges of local roads and drivers. Many of the RACT members have taken part in the locally run US advanced driver training course involving evasive action techniques, skid control and high speed manoeuvring. Fortunately to date there has been only one minor incident involving FET personnel; a testament to the collective abilities of the guys on the road.

As the FET is relying heavily on the assistance of US transport assets and systems, this has also afforded many FET members the opportunity to experience the US military transport system. Dealing with companies

of Kalmar operators, battalion sized movement control elements and brigade sized port/terminal organisations gives some perspective to the scale in which the US can conduct business. As a result training opportunities which would otherwise be limited in Australia are more accessible with the air dispatchers and terminal operators in the process of organising some promising activities. Although the only trade which we can usually offer is in the form of the odd barbeque, cricket match or unit patch, the Americans we have dealt with to date have been amazingly accommodating.

## FOR MANY OF THE FET RACT MEMBERS, THIS DEPLOYMENT IS THEIR FIRST EXPOSURE TO THE MIDDLE EAST.

Whilst only two months into the deployment, a number of lessons have already been learnt by the FET RACT members. The uncertainty regarding the tasks involved with this mission before our arrival, the diverse nature of jobs which have since been identified and the level of our

(and in some cases the intricacies) of each other's trade and become "dual hatted" to some degree has been a key skill within the FET. With only 18 RACT members of all ranks from the CO down covering all arms of the Corps less postal, we cannot afford to confine ourselves to our specialisations. As an example, the guys from 176 AD Sqn are being employed in their secondary role as part of the termites' section and the termites are being included in the driver rosters. Brent Webster and two RAAOC ECN 294 Petroleum Operators, LCPL Steve Zonnefeld and PTE Rod Wilson, are also part of the road transport section fulfilling driving roles. The skill sets which all of these guys are providing in addition to their driving duties, is allowing the team to learn about different aspects of the Corps and general logistics from each other.

This broader and more detailed knowledge has paid dividends in allowing better interoperability with the US and coalition forces. As the only Australian uniforms in our current location, we often get approached to answer any number of questions regarding a myriad of topics, often not directly related to the FET mission.

All of the RACT members have been able



reliance on US assets have highlighted three main traits which we have had to possess in abundance; diversity both in trade and general military knowledge, interoperability and above all flexibility and patience. Firstly, the need to understand the basics

to learn from each of the subject matter experts within FET about the capabilities and requirements specific to each of their trades. Having armed ourselves with this knowledge, we are able to quickly respond to coalition queries and request the right

assets at the right time using the right "language" in order to get the job done.

However, working with a beast as big as the US and coalition forces has been the source of some frustrations and learning curves. We, as Australians, seem accustomed to "working from the bottom up"; approaching our counterparts informally at the troop and company level to ask for a hand. Our NCOs and junior leaders can accept and drive additional taskings at a far lower level.

The US system, on the other hand, is very much a "top down" driven organisation. The end result is much more paperwork and leg work in the form of liaison; processes never go smoothly the first time and seemingly simple tasks take longer to action. Flexibility and patience when stepping through the hoops for the first time are key.

In spite of these complexities, the transport support being provided by both the US military and RACT members is crucial

to the FET achieving our mission. By its very nature, the FET is heavily reliant on RACT functions. Be it the co-ordination of international road transport, transshipment yard operations or basic sustainment runs, RACT members are involved. When the FET achieves its mission, it will be in no small part due to the hard work of the movers, air dispatchers, termites, truckies and boaties amongst us.



# CONTRACTORS IN SUPPORT OF ADF OPERATIONS AND EXERCISES

/CHRIS O'BRIEN PDL TOLL

The ADF has been steadily increasing its use of Contractors in support of operations and exercises since Op ANODE in 2004 and RACT Corps members have been integral to all of these operations and exercises.

Prior to 2004 the ADF had developed a substantial body of current experience in using Contractors based on the experience of the Australia wide garrison support CSP programme, DIDS, the RAN Port Services contract, the RAN Port Agency Services Standing Offer, Aircraft and Vessel Chartering, "trade repair" and ad hoc local procurement. However it was Op ANODE in early 2004 that saw the first foray into a comprehensive logistic support arrangement where a Prime Contractor was required to provide a full suite of third and fourth line services to a deployed force.

It is the logistic support provided by a Prime Contractor to an ADF deployed force that is the subject of this short article and naturally I have a vested interest in that I lead a prime contractor business that supports the ADF in both Timor Leste and the Solomon Islands as well as other locations around the world. Certainly I will be pushing the benefits of the prime contractor model for logistic support contracts and naturally I will gloss over some of the deficiencies and weaknesses, but that said the subject of Contractor support is important and now part of the fabric of modern military operations, so let us engage.

## IT WAS OP ANODE IN EARLY 2004 THAT SAW THE FIRST FORAY INTO A COMPREHENSIVE LOGISTIC SUPPORT ARRANGEMENT WHERE A PRIME CONTRACTOR WAS REQUIRED TO PROVIDE A FULL SUITE OF THIRD AND FOURTH LINE SERVICES TO A DEPLOYED FORCE.

Let's start with the deficiencies of Contractors supporting the ADF and in particular the Army, to get it out of the way. Contractors first and foremost are not Soldiers. Those critical war fighting characteristics of an Australian soldier are not part of what Contractors do and arguably this is seen as an overarching deficiency or weakness. More correctly it is a limitation just as all resources and inputs have limitations. Contractors are not going to replace soldiers, if they do then by my definition the Contractor is a Mercenary and that is the subject of an entirely different article in a different publication and certainly with different pictures. The Contractor I am talking about is the logistic and personnel services provider, the blunt end, operating the second and third line logistic support establishment in roles such as health services, food services, supply chain, aviation support, fuel supply and engineering. In these roles a Contractor is a capable and effective resource within the constraints of utilising civilian support on operations. In effect the limitations on the use of Contracted resources, both people and equipment need to be considered as any other limitation such as infrastructure, weather, funding and the political situation in planning and executing a plan.

The current ADF Prime Contractor model for logistic and personnel services support is characterised by four pillars:

A single point of contact between the Commonwealth and the Contractor

A requirement by the Commonwealth for continuity in service delivery particularly for essential services

Commonwealth access to records and pricing methodology

Requirement for a Deed of Substitution and Indemnity from the Contractor parent company that provides an ultimate fall back in the event of a failure to deliver





This model is proven and working in support of Op ANODE and Op ASTUTE. Many ADF and in particular Army personnel have been on the receiving end of contractor provided support. It works as an integrated business focused on service delivery output. Synergies such as personnel positions, administration and support across the service areas are promoted and friction points eliminated or oiled frequently. Very little happens in a comprehensive Statement of Work (SOW) that doesn't need input from a range of players and the Prime Contractor approach eliminates duplication of activity and most importantly the excuse "that is the other Contractor's job....not mine".

Naturally a Contractor knows what the ADF demands from the contract as it is articulated in a Statement of Work (SOW) and reinforced daily. But what of the other side, what does a Contractor need? Well obviously we all want our work to be commercially successful so let's discuss profit now and get it out of the way. Some ADF customers all too often see profit as a bad thing, however if a contract is not profitable a Contractor will not sustain it. Now the first question is what is a "reasonable" profit? I recently spoke with a group of officers at Staff College on exactly this point and there were wide ranging views on what is a reasonable return for a Contractor. Unfortunately there is no template answer but a good rule of thumb is the prevailing unsecured interest rate. In other words what you pay on a credit card debt with the application of a risk factor. Most companies will have a "hurdle rate of return" that all new business must pass to be considered for funding and this is linked to the cost of money. This is important to the discussion because all Contractor support to the ADF has a tangible commercial risk and a capital requirement. These factors drive the pricing model that is applied to develop the price schedule. A real example is the inability to insure a range of activities even with the considerable war risk premiums that are often required. Therefore the risk of catastrophic loss of assets needs to be considered.

Supporting the ADF on operations is not like supporting the Woolworths supply chain in Australia or even a mining camp in the Pilbara, the operating space is completely different and the risks significantly higher. Just like a personal investment decision

that you regularly make there is always a competing demand for scarce capital (be it your savings or loan) and in my case when I am seeking capital from the Board for a truck, helicopter or hospital I am competing for the finite pool of available money (either cash or debt) with the other businesses. To get capital I need a sound and profitable



business case to win the funding because if there are two opportunities with equal return and one has a lower risk, such as supporting the Woolworths supply chain, it isn't hard to work out where the money will go. The bottom line is, Contractors need to make a profit in line with the effort and risk involved and it follows that when the ADF utilises Contractor support then it must be accepted that the Contractor will be making a profit when the job is done.

But what of the other "wants"? On a day to day basis as a Contractor I need five main things: an unambiguous statement of work that reflects reality, reasonable contract length to mitigate risk and capital investment, a SOFA that includes Contractor Status, a capable contract management structure and importantly a cash flow so my invoices are paid and I don't have to include a cost of capital factor in my pricing. These are all straightforward "wants" and most of the time they are met.

Now let us look at the areas that cause friction. The often adopted "us and them" approach that is often used in domestic garrison support contracting doesn't work where the Contractor support is about making the military force effective and efficient on operations. Arguably the approach doesn't work in garrison support either and whilst

performance based contracting and alliance contracting is often discussed there is a long way to go in relationship development and understanding before these approaches can be considered. So how can the current situation be improved? There is a need now to change the paradigm that we are all working under. Firstly the Contractor

needs to be recognised and treated as a Civilian Component of the Military Force, not as an add on and more importantly not treated by the Commander and his staff simply as a service provider working to a black and white SOW based on a one way flow of information. The SOW is a starting point for the contractual relationship and the SOW must develop as the situation and needs change. The current "Chinese Wall" structure of the Contract Management Cell (CMC) that exists between a Commander and the vast bulk of his logistic support is a coarse filter that creates silos of activity (or inertia), initiative and development. The CMC personnel can't practically cover the range of services provided by the Contractor with hand on experience in the service area but they can manage the outcomes and contract framework as well as husbanding the Commonwealth's interest. Where the CMC can add value is acting as the conduit or liaison point between the service user and the service deliverer, in effect advising both the force Commander and the Contractor. This is best done by promoting engagement, encouraging the interchange of ideas and fostering a common purpose. The concept of an exchange of Liaison Officers (LO) as practised regularly within joint or combined force components is a model that needs to be tried.

I find it puzzling that whilst here in Timor Leste relieving the Manager whilst he is on leave that as a logistic professional I cannot directly interact regularly with the person whose mission ultimately is my mission. Instead I interact once a week with the Contract Manager (CM) in a formal contract management meeting and the CM in turn provides advice to the Commander or responds to questions without often understanding the full context or history. The domestic garrison support paradigm that is being applied needs to be discarded to bring the Contractor into the tent and involved in not only day to day logistic support operations but deliberate planning and most importantly contingency planning. In the case of Op ASTUTE arguably the Contractor replaced the majority of the Logistic Component of the force yet the interface between the Commander and his Logistic Component Commander was replaced entirely by the CMC establishment. Contractors do have good ideas and it isn't always about profit, often it is and equally often it is about doing the job better. Individually Contractors are professionals and in many cases have done the soldier's job that they are supporting and want to make the military force look good because when it comes down to it, your success is our success. Frankly put, we want to make you look good. OK, there is no question that it makes our life easier when we work together but on balance the up side is more the Commonwealth's way than ours if we achieve the mission together.

**I FIND IT PUZZLING THAT WHILST HERE IN TIMOR LESTE RELIEVING THE MANAGER WHILST HE IS ON LEAVE THAT AS A LOGISTIC PROFESSIONAL I CANNOT DIRECTLY INTERACT REGULARLY WITH THE PERSON WHOSE MISSION ULTIMATELY IS MY MISSION.**

Some other issues that need a common understanding and more discussion are: commercial insurance & risk management, the need for key individuals to have security clearances, Contractor force protection (even for the waste water truck unless you want a mess) and the creation and maintenance of a common understanding on purpose. These issues drive what we do and like the "all corps" training that Army conducts you need to understand how a Contractor works just like other corps and services. Contractor use must be part of the formal training continuum and using a



Contractor on deployed operations is not simply learned by doing a Commonwealth Procurement Course no matter how complex it is. Some efforts I am aware have recently been made to include Contractor management in specialist courses and this is a start but my concern is that the doctrine driving the training is not reflecting the evolving reality.

My last set of issues relate to the upside of using Contractors on the mission. On a "like for like" analysis the use of Contractors is efficient, total costs are lower when direct and indirect costs are analysed and importantly risk is transferred. Contractors have a direct and measurable impact on a local economy by cooperating with local business and hiring local staff. This pushes

Military Cooperation (CIMIC) projects due to range of capabilities and services that can be readily provided with minimal use of ADF resources. Building tasks project managed by ADF but using Contracted engineering capacity or a combined capacity will extend the reach of the CIMIC programmes and increase their effectiveness, in effect acting as a force multiplier.

Since Op ANODE in 2004 much has been learned, there have been some outstanding successes and some less than brilliant episodes but on balance Contractor support to operations is now integral to how the ADF operates and it works. Can it be done better...most definitely everyone will say, so let us engage, try different approaches and do our job better.

*Chris O'Brien graduated from OCS Portsea in December 1983 and was commissioned into the RACT. His last military posting was as Officer Commanding/Chief Instructor of the Army Maritime School at Chowder Bay in Sydney in 1996. After a short period with the WA Department of Transport he joined Patrick Corporation Limited in 1997. He is currently the Director of PDL Toll, a Division of Toll Holdings Limited.*





# SNAP SHOT OF LIFE AS AN UNMO IN SUDAN

/ WO1 K. GOLDEN

The war between the Northern and the Southern Sudan ended in May 2005 and a Comprehensive Peace Agreement (CPA) was signed. It is the task of the UN Mission in Sudan to monitor this agreement and in 2007 I was selected as a Military Observer (UNMO) to participate in a six month (181 days) deployment to the Sudan as part of that mission. For the deployment I was temporarily appointed to the rank of Captain. In the two years leading up to my arrival, the country had very slowly come to terms with the CPA, but as you can imagine, after 37 years of war it doesn't take very much to incite conflict or open old wounds. To save you any confusion, the war in Darfur is a separate issue to the one we were deployed to monitor. With this article I hope to provide you with a very brief snapshot of a six month tour of duty in a primitive and war ravaged county.

There is no doubt the UNMOs of my Sector (Sector II – based out of Wau village 1000km south of Khartoum) were busy and not even a big wet season prevented them from achieving their mission. As a small part of our operations, Team Site Wau UNMOs commenced monitoring and verification operations in Raja County as of June 2007 and has maintained a standing seven (7) day Joint Military Team (JMT) long-range patrol there ever since.

Raja village is 256km by air, west of Wau along one of the major routes to Darfur. Raja is situated in a Sudanese Peoples Liberation Army (SPLA – Southern Sudanese Army) controlled area, with a Joint Integrated Unit (JIU) established there consisting of both SPLA and SAF (Sudanese Armed Forces (Northern Sudanese Army)) forces. The region was calm and starting to show real signs of progress and development with evidence of re-construction and re-population of previously abandoned villages. The Raja-based JIU was using locally developed training initiatives to develop esprit de corps and they were showing great progress in many areas of integration, fulfilling the requirements of the CPA.

Of course, the JMTs do not just consist of UNMOs. We were fortunate to have great support from the Wau-based Language Assistants (locals as interpreters) and

in Raja by a platoon from the Sector II Kenyan Battalion (KENBATT) as our force protection. Insertion and extraction from Raja was made possible by the dedicated teams from the Russian Mi8 and Mi26, and Pakistani Mi17 crews.

During August I was deployed to Raja as the patrol leader for one of these seven day patrols and during this patrol we achieved:

Three road patrols out of Raja village covering 303km (conducting route reconnaissance, village profiles, monitoring understanding of the CPA at the village level and maintaining the UN presence in the region).

Conducted four two-hour foot patrols around the Raja village markets to meet and interact with the local people, listen to their point of view, and also allow development of trust and co-operation between the UN and the people of Southern Sudan.

Held eleven meetings with several of the region's executives (County Commissioner, Village Sultans or chiefs, NGO Directors and Military Commanders).

To live in southern Sudan as an UNMO is all about basic survival. The UN pays you a daily allowance and then tells you to go to work. You need to find food and water on a daily basis, find your own accommodation in the villages while on patrol and at all times understand that the Sudanese people have been at war for the past 37 years so their conditioned response to a problem is to shoot first. You can never take the calm or benign situation for granted and must at all times be situationally aware of your surroundings. The attack could be delivered from crude spears to rifle fire from AK47s. Land mines are a constant danger and it is believed that there are approximately 3 million in southern Sudan.

De-mining efforts continue and UNMAO reports that as of the end of May 2007, out of the 2,080 dangerous areas identified since 2003, 814 areas have been cleared and 1,068 km of roads (dirt tracks) have been cleared. This figure is lower than expected because the condition of the roads has been worse than anticipated – i.e. many roads to be cleared are obstructed by bush and vegetation which slowed down the clearance process.



CAPT Golden & JMT seeking information



As you patrol your sector, there is no such thing as an FRT or national recovery plan. If you break down you need to have considered all of the 'actions on' from the point of view of – 'what do I have with me right now to repair or effect a rescue'. Same applies if your patrol is attacked, help is usually a very long way away and all UNMO are unarmed.

As for the other things I did in my tour of duty, my Mission Statistics were:

I jumped on the airport baggage scales – starting weight in May was 82.5kg and when as I departed Wau 75.8kg mainly to a regular diet of a couple of bowls of rice or pasta per day, washed down by filtered water.

Over my deployment period I participated in 42 patrols (of which I led 12 patrols as Patrol Leader) and which covered 2,686km as the driver of a vehicle on road patrols. This figure

does not include any kilometers traveled while I was performing the duties of Navigator / Communicator or Patrol Leader (passenger) or administration movement around the village or the team site and I, 834km by helicopter on air patrols.

While patrolling was a large part of my job, I did of course have other things to do. As part of my duties I was the recorder for three Area Joint Military Committee (AJMC) meetings and one special AJMC – Sector level and also attended four Joint Military Committee (JMC) meetings – local level. I was also appointed Sub Team Leader for 19 UNMO (ranks were CAPT to LTCOL) for one month (Platoon Commander) and was tasked to interview three ladies for jobs as Language Assistants and one lady for a job as an Office Assistant and to also write a newspaper article for the UN Newspaper.

I identified several shortfalls in our operations, so initiated training activities on 4WD operations, winching and recovery (I taught 75 UN personnel UNMO, UNPOL and UN Nationals), developed induction training packages for Language Assistants and new UNMO, designed a detailed UNMO Tool Box of documentation to assist UNMO on their arrival in the Mission area, re-designed the UN Air Liaison Officer Course and supporting slide

packages (developed in June and my new course was implemented with effect from 3rd August), wrote up a detailed winching and recovery guide line and taught basic computer skills to my UNMO co-workers.

Like all soldiers when deployed overseas spare time can be the hardest to deal with, so I used my time to teach English and Maths to 40 orphans (ages ranging between 4 to 16) in Wau village and thoroughly enjoyed the opportunity to mix with the local people and try to make a small difference in their lives.

The opportunity to take leave should never be wasted and during my leave breaks I visited Uganda (Kampala and the Equator), Egypt – Cairo and Alexandria, Italy – Rome, Turkey (Istanbul, Cannakkale, Gallipoli (for Remembrance Day), Selcuk, Pamukkale)

In all I enjoyed the opportunity to serve the UN and represent Australia and would do it again without hesitation. I am happy to say that the UN team in Wau has served the mission with distinction and pride, discharging their duties with selfless dedication for more than two years and I am sure this is set to continue until completion of the mission and is keeping the flag of the United Nations flying high.

## AUSTRALIAN ARMY TRAINING TEAM IRAQ - IX



Three quarters of the year had already passed and what turned out to be the last Australian Army Training Team Iraq (AATTI) rotation began to assemble in Brisbane. Mid September saw a wide and diverse group of ARA and GRES Officers and soldiers from across all states gathered to meet and begin training, with three RACT members in the team. WO1 Scott Brown from 7 CSSB, WO2 Alex Smith from 1 Fd Regt and PTE Luke Halabi from 1 CSR formed the RACT component of AATTI – IX.

The first few weeks saw the team catching up on the required qualifications, language training, kit issues, range shoots, etc prior to completing the MRE in Townsville during October. The MRE was our opportunity to practice and confirm Tactics, Techniques and Procedures (TTPs) with OBG (W) 4 in a



tactical environment. This proved to be a continually evolving beast as we were



WO2 Alex Smith flight into Iraq

practicing TTPs involving escorts from OBG (W) 4 due to movement by the AATTI in armoured Land Cruisers; and that we were supposedly about to receive our own Bushmasters in theatre and would travel to and from Camp Ur independently shortly after our arrival. 6 RAR's Combat Team (CT) Heeler provided excellent insight into current TTPs and were able to give background information and take out the 'why' factor.

Pre deployment leave and final preparation completed saw the team ready to deploy in late November; stage through Kuwait to conduct RSO&I and finally insert into Camp Terendak within Tallil Air base. This was to



Team Alpha

be our home for the next 6 months and after conducting a handover with AATTI-VIII began to establish a daily routine. WO2 Alex Smith had been identified as the OPSWO early in the integration and was now becoming fully aware of the complexities of daily tasks in a US-led Multinational, tri service environment loaded with civilian contractors. Even the simplest task could be dragged out due to different operating systems, language barriers and

the different procedures required by a predominately US controlled environment. The other major factor for Alex was that anything that could go wrong would go wrong, a constant amusement for most of us but somewhat frustrating for Alex!

PTE Luke Halabi was one of the dedicated Bushmaster drivers and due to the fact that we had ASBECs for the initial period, the IMV drivers geared up for the impending arrival of the vehicles. Luke also spoke fluent Arabic, a skill that proved beneficial to both AATT I-IX and OBG (W) 4 personnel. During the deployment Luke was increasingly requested by the BG for additional linguist support when the increase in tempo required more patrols out in the wider area. As he was initially a driver he soon found himself on extended patrols with the BG, which he continually rubbed into his IMV driver peers within AATT I-IX, who happened to be RAAC.

WO1 Scott Brown was assigned to a small group to work with the Officer Academy at Camp Ur. This entailed working with an Iraqi Army Battalion Commander and his staff. The previous training team had laid the ground work for AATT I-IX members to continue to assist the Officer Academy wherever they could.

The Officer Academy was founded by BRIG Abbass and was not initially recognised or resourced from Baghdad. During both the end of AATTI-VIII and during our tour the importance of this Academy was being realised by the Iraqi Ministry of Defence (MoD), which was an achievement in itself. Understanding the Iraqi procurement and resource procedures would take far more time and space than I have here;

however, part of our energies were spent trying to encourage the chain of command at all levels to forecast and bid for required training resources, barracks maintenance requirements and basic life support infrastructure requests, repairs and maintenance.



WO1 Scott Brown with UK Tank Transporter

Other beneficial activities included providing training on newly issued M4 weapons to the Weapon Instructors. These instructors were mostly CPL's and SGT's with varying degrees of experience who had been hand selected by the Commandant to work in the Academy. Other training included the theory and practical aspects of a VCP, the Military Appreciation Process (adapted to suit the audience), conduct of a theory lesson and the conduct of a PT lesson utilising the BG PTI provided us with plenty to do.

The deployment seemed to pass by very quickly with a lot of events to work towards over the period; namely Christmas, New Year, Australia Day and ANZAC Day. Throw in visits from various VIP's, tasks to other parts of the country shared amongst most of the team, the ROCL rotation and the commencement of the extraction of the entire OBG (W) and AATT I there was little time to be bored. We did make plenty of opportunity during our own scheduled training to have a look at coalition equipment in the local area like UAV's, SP Guns and Heavy Lift Transport.

It is certainly an experience to see that amount of equipment in full swing. What the deployment did significantly highlight was the fact that the Australian Soldier is highly regarded and well respected by all nations. We were able to establish harmonious working relations with both Iraqi counterparts and coalition forces very quickly; which made the task at hand much easier and rewarding.

## THE ABSENCE OF URBAN OPERATIONS TRAINING WITHIN RACT

/WO2 R. JERICEVICH

*"Urban Warfare, fighting in cities, war in 'complex terrain.' To the casual observer, the words seem detached, almost pristine. However, the words are strikingly real to military professionals who have seen the images of great destruction and excessive casualties in cities such as Berlin, Stalingrad, Hue, and Beirut. Urban warfare, a subject that many military professionals would prefer to avoid, is still with us. Moreover, it may be the preferred approach of future opponents."*  
Major General Robert H. Scales, Jr

The Australian Defence Force now finds itself operating in a multi dimensional battlespace; therefore, logisticians face a challenging environment from which to carry out Corps business. The Army has been deployed overseas on a multiple of operations ranging from peace keeping through to combat operations. As logisticians we must look at the environment and our doctrine to ensure that our training is both current and appropriate for the situation that we now face and adapt our way of conducting business to meet the challenges of operating in such complex environments.

The aim of this article is to promote discussion on the readiness and training of Combat Service Support (CSS), focusing on land transport in relation to the modern battle space in order to ask the question, "is the Army's land transport prepared for complex warfighting?". There has been much written regarding complex warfighting and urban operations (UO) and as such, this is not a new hypothesis, idea or intellectual concept. We must acknowledge that the battle space has changed; however, have we adapted to change in relation to UO training? More importantly - are we prepared?

This article will examine complex war fighting, the history from which it evolved and how it has influenced the battlespace of today. It will address land transport operating in UO and the challenges confronting all Army's land transport. The article will identify shortfalls in current training pertaining to Army's land transport and make recommendations for future training models.

### Rise in Urbanisation

While it is true that people have been living in cities for nearly 5000 years, current trends in urbanisation represent two fundamental changes: the proportion of the total population living in cities is unprecedented, and the size of these urban areas far exceeds anything ever seen in the past. As Kingsley Davis observes, prior to 1900, only one country (the United Kingdom) had a larger urban than rural population. Today, nearly the entire industrialised world does the Urban Revolution brought on by the



Industrial Revolution. It is widely estimated that by the year 2010, nearly 75 percent of the world's population will be living in urban areas. This pattern of increasing global urbanisation is a function of three dynamics:

- "Natural increase" among urban dwellers
- Increased migration into urban areas
- The urbanisation of rural areas

In the developed world, urbanisation rates are already at this level. We now find the battle space multidimensional and unlike the current training culture the green field environment has been surpassed by the new era of warfare.

The Chinese military theorist, Sun Tzu, observed in "The Art of War", 'the worst policy is to attack cities. Attack cities only when there is no alternative'. Similarly, Machiavelli warned in his publication "The Discourses" that, if an enemy's army was routed swiftly in open battle, a kingdom could be won in a day, whereas fighting for a city might prove to be protracted and costly. Most professional soldiers have tendered to view urban operations as an aberration from open warfare in the field. In the words of American defence analyst, John M. Collins, urban combat 'disrupts unit cohesion, complicates control, blunts offensive momentum, and causes casualties to soar on both sides'. Thus, it is in the natural rural environment where military professionals feel most comfortable waging





war. While different natural environments such as desert, mountain, jungle and plain, might require specific doctrines of warfare, from a strategic perspective they are alike in that they are usually static, arguably it can be just as asymmetric. This static situation is; however, not true of the urban environment that is in contrast, dynamic. A complex blend of horizontal, vertical, interior and exterior building forms becomes superimposed upon the landscape's natural relief. Military professionals feel most comfortable waging war in a rural environment, but do we in fact have a choice from where we wage war or keep peace. Recent history tells us that our battles are in fact waged in a complex environment that is to say urban operations are, and will be, the focus of the future. Therefore, we need to align ourselves with this mindset and start to train in such an environment.

Over the next ten years, the ADF will continue to undertake a range of operations other than conventional war. Preparing the ADF for such operations will; therefore, take a more prominent place in our defence planning than it has in the past. Are we in fact ready for the challenges that lay ahead? More importantly, are our current training packages current for CSS and operating within UO as land transport now has a more active role in this complex environment?

### Transport in UO

The Australian Government's recent Defence White paper identified the need to develop a 'professional, well trained, well-equipped' land force that:

*"Is available for operations at short notice, and one that can be sustained over extended periods. This type of force will have the flexibility to deal with operations other than conventional war, and contribute to coalitions."*

The challenge confronting Army's land transport is to prepare the right force to do the right things in the right timeframes. 'The right things' refers to the array of options a government may call for in particular circumstances and the ways in which military force is applied. The right timeframes reflect notions of preparedness and responsiveness, and particularly the capacity for timely changes when confronting volatile shifts in strategic circumstances.

Protected logistics and the requirement to operate in large numbers of small combined

arms teams is likely to increase the pressure upon land force logistic capacity. However, whilst being essential to success, land force logistic elements have tended not to be as well protected as the remainder of the force. Consequently, they are often targeted by the enemy. Therefore, logistic links and nodes will require access to greater levels of protection than has previously been the case. The current fleet of B vehicles do little in the way of occupant protection, this is being addressed through project Land 121.

Transport will continuously find the task of integrated logistics both demanding and complex, commanders at all levels will be required to provide CSS operating in UO. Essentially, we must be able to meet the demands placed upon transport through training. Transport will be required to work in difficult areas and as mentioned, challenge the task commander through realistic training. There is no denying logistics is heavily reliant on transport and that will not change; therefore, we must change to meet these demands relating to operating in UO.

### Training for UO

UO training is the future. However, this is only touched on when elements are deploying on operations. Are we not losing our way ahead? The author recommends a comprehensive re-think relating to UO training at all levels to meet the ever-changing needs of Army operating in a complex environment. The future is to strike a balance between green field and UO. One could argue that we are proficient at the conduct of operations in a green field environment; however, we lack the required skill sets at all levels to orchestrate such an exercise or learning environment due to the limited, qualified, UO trainers to instruct Army's land transport on working in such a complex environment.

Training in UO tactics, techniques and procedures (TTP) will ensure all soldiers can perform close combat as part of a combined arms team within a complex UO. There must be a baseline level of training that allows all soldiers, regardless of corps or speciality, to survive in a high threat environment, and additional training that is tailored to the likely roles and tasks required of individuals and small teams acting as part of a combat team/battle group. Then why are we not training in this milieu? How does one train for such a complex environment?

Due to the time doctrine takes to produce and endorse, there is a possibility to draw on existing doctrine from coalition forces to expedite the process as there is a case in point regarding interoperability. Coalition forces are interfacing overseas now and we have the opportunity to look at this option for this very purpose. This would not only save Defence time and money, but it would also allow for a broader content.

### Current UO Training

At present, the only training on offer is for those deploying to Iraq and Afghanistan, utilising existing pre-deployment training. Whilst this is a positive step forward for those about to deploy, it is; however, problematic for those that have not yet received this form of training as there will be various levels of competence relating to UO training within the unit. We need to be proactive in relation to training and not wait for pre-deployment training to fulfil the pre-existing shortfalls ranging from the BDC through to the Logistic Officers Advanced Course (LOAC). Training could encompass a wide range of skill sets ranging from basic road scanning techniques through to deployment options relating to complex warfighting.

### Coalition UO Doctrine

Coalition partners working with very different doctrine will obviously have problems harmonising their efforts. Indeed, regardless of the degree of technical interoperability they might achieve, genuine co-operability may be difficult and complex to achieve. In simple terms, forces that operate on different fundamental principles become vulnerable to misunderstandings, poorly coordinated actions, and even working at cross-purposes. Doctrine can, if harmonised, be the glue of coalition operations. Finding ways to harmonise doctrine is; therefore, a priority effort to ensure improved coalition operations. We must look at training ranging from individuals through to CSSB's in a complex environment.

### Challenges

**Timeframe.** There will be issues pertaining to time frames in training. TMPs clearly state how long a course is to run so there are two possible courses of action available. These are extending the courses, or a change in focus for what is already taught. It could be argued that there is scope to find common ground. Do we need to have such an emphasis on applying the principals of

concealment and deployment procedures which are contained within the current BDC TMP? Arguably, we could incorporate UO into each of these training objectives or allocate additional ones for UO. There will be those who will object to such ideas;



however, we must address these deficiencies in training at this level if we are to develop relevant and realistic training for the future.

**Qualified Instructors.** Due to the complex nature of UO, there will be a need for instructors to be qualified prior to conducting UO training. This would be achieved utilising competency-based training delivered on the suite of existing Other Ranks courses as well as the Logistic Officer courses. The content delivered on these courses would be governed by Training Command-Army (TC-A); however, structured to suit the experience for each course. There would be scope for units to request training packages to enable unit based training regarding train-the-trainer. This would capture those that have completed their courses; however, had not received the UO training component due to attending courses prior to the rollout of UO training. This would ensure consistencies within the workplace relating to individual skill sets. There will be a requirement to set aside time for the conduct of train-the-trainers. This will be vital for the implementation of any training model as the training is heavily reliant on qualified UO instructors.

### Providing UO Training to RACT

**Training Models.** There is also a need to establish training models at all levels. Modularised training would allow both TC-A and unit level the flexibility to conduct such training. This would also address training for reserve members, as there would be

a progressive training model; therefore, allowing for ease of implementation.

**Continuum of UO Training.** TC-A UO will fulfil a pivotal role during the development of Army's UO capability and in sustaining

and continually improving Army's capacity to operate within an urban environment. Given that all logistic soldiers and officers transition through TC-A schools, there should be a continuum of UO training that builds upon the knowledge gained during previous courses. This should compliment the experience that soldiers gain in the collective training and operational environments. Both Training Command (TC) and unit level would be responsible for the conduct of training similar to driver training.

**Basic Driver Course (BDC).** The BDC is the foundation from which one can establish initial training. This would include instruction covering historical data, as well as subject matter experts covering recent years and the environment with which we find CSS elements now working. Training could encompass basic road scanning techniques combined with after task reporting to enable intelligence gathering. Again, at this basic level, there is potential for real time value adding once at their respective unit. A consolidated effort must address training and education for officers and NCO's in the planning and execution of operations within an urban environment, should we not be conducting a "Training Needs Analysis" (TNA).

**Unit Based Training.** Once soldiers are posted to their respective unit they arrive with a base level tailored to Corps/Battlespace Operating System (BOS)

requirements. This would then have a flow-on effect as soldiers already at the unit would be required to have equivalent skill sets. As the training would consist of module style training, units could then conduct additional training; this would then expand to more complex style training in-keeping with continuous improvement and development. It is accepted that there are monetary restrictions placed upon Land Command regarding training as well as training facilities. This should not pose a problem due partly to all military establishments are contained in some form of an urban setting. This should allow for units to conduct a range of UO training. Whilst this may not be ideal, it is a way forward. Their training must incorporate live, virtual and constructive simulation that allows the development and confirmation of individual skills, small team drills, planning and post-H hr execution at the combat team and battle group level.

**Other Arms.** Training could also cross-pollinate over to arms corps focusing on combat teams and force protection. This would enable commanders of both logistics and arms corps the ability to work together to establish critical skills relating to security. Transport will need protection, as will other CSS elements, how we interface with allocated protection will be determined through TTP's. Establishing competency based training would enable both arms corps and logistics the ability to conduct live training in real time, this is vital for the development of individual and collective skill sets. Conducting training, which incorporates protection, will allow commanders the opportunity to further develop and hone their respective skill sets. This would work for both parties, arms corps would learn the associated issues that face logistics when conducting their corps business in an UO setting as well as logisticians would learn how to employ arms corps for protection.

**Simulation Training.** The use of technology is an area that has wide applications through the use of simulation. Simulation is used now to good effect and could be used for commanders providing simulated scenario based learning. This would allow commanders the ability to conduct distance learning as well as providing additional methods of training. These scenarios could be based on lessons learnt or prior operations. The use of technology-based learning would allow soldiers to engage in progressive learning outcomes. Again, options available regarding





OP Testament Cleaning Filter



OP Testament



Roll Call



Picture taken by PTE D. Trevillion

**BEST PHOTO  
WINNER  
2008**



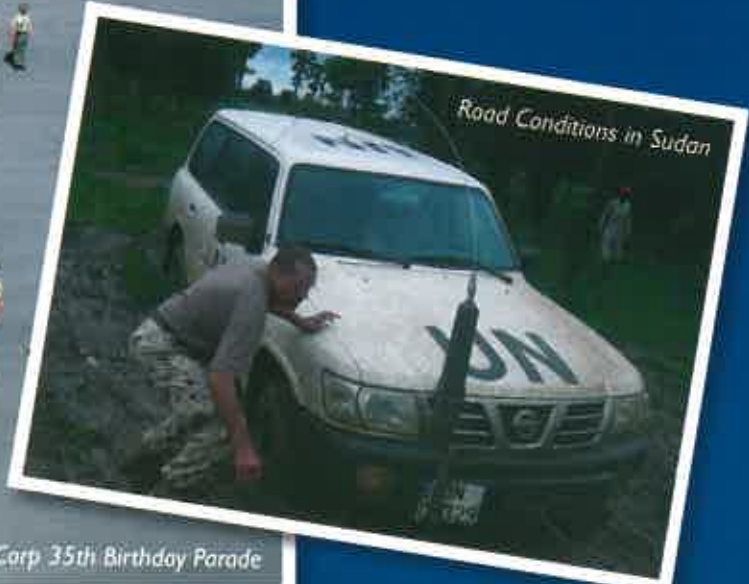
PTE T. Conquest & PTE S. Vukelic



30 Tril Sqb during the 40 FSB Obs Course Comp 2008



Corp 35th Birthday Parade



Road Conditions in Sudan



simulation are wide spread. Soldiers could interact with commanders by road scanning techniques and calling in of information or road reports again in real time scenarios.

#### Combining Live and Technology Training.

The use of live and technology based learning/training would help in facilitating the training and education for officers and NCOs as well as soldiers, in addition incorporating arms corps to develop a robust and capable force. There is scope for this technology to

incorporate distance learning at unit level where members at all levels could conduct basic training through to complex activities by the use of multi media facilities located at major military establishments. Units that did not have access to such facilities could use internal computers to augment facility shortfalls.

#### Conclusion

This article has highlighted areas of concern relating to deficiencies in training focusing

on land transport operating in UO. It is clear that we need to strike a balance pertaining to green field and UO training. There is a requirement look to the future in relation to training and methodologies relating to UO from an RACT perspective. To survive in a multi dimensional battlespace of UO, our training focus must change. Only then will we ensure that the RACT remains Par Oneri - Equal to the task.

## FUTURE LOGISTICS: THE IMPACT OF ADAPTIVE CAMPAIGNING AND COMPLEX WAR ON CSS DELIVERY

/CAPT T. KEEFFE

Clauserwitz observed that, "Wars must vary with the nature of their motives and the situation which gives rise to them" yet it should also be acknowledged that no matter the changes in technology, populations and motivation war will always be characterised by friction, danger, uncertainty and chance. It is in this challenging environment in which a modern, professional Army must expect to operate. Indeed, success in warfighting relies on the ability to thrive in this environment.

In order to evolve the Land Force's capacity to meet challenge of Complex Warfighting, a revised approach to land force operations has been devised: Adaptive Campaigning. This new approach relies on the orchestration of several lines of operation on which the land force can expect to operate. The lines of operation are Joint Land Combat, Population Protection, Population Support, Indigenous Capacity Building and Public Information. Rather than a completely new approach to warfighting, Adaptive Campaigning is doctrine based on recent operational experience (largely since 1993) and an expectation of what future warfare will evolve into. More precisely, Adaptive Campaigning is defined as "actions taken by the land force as part of the military contribution to a Whole of Government (WOG) approach to resolving conflicts". The delivery of Combat Service Support (CSS) in such an environment is a monumental challenge, and one to which the ADF must rise. Indeed, it has been observed that "Logistics provides the physical means

for organised forces to exercise combat power"; without the timely, accurate and comprehensive delivery of CSS, any modern military force will quickly succumb to the onslaught of an enemy, particularly in the world of Complex Warfighting.

This essay will examine the nature of adaptive campaigning as a response to complex warfighting, and how that will influence the provision of CSS to the land force. It will commence with analysis of the nature of complex warfighting in relation to the delivery of CSS effects; then examine adaptive campaigning as a response to this; and will draw conclusions on changes to CSS doctrine, capabilities, processes and procedures. The essay will discuss several recommendations for enhancing CSS capabilities, doctrine, processes and procedures in light of complex warfighting and adaptive campaigning. The purpose of this essay is not to examine all of the lines of operation in detail, rather draw conclusions regarding the provision of CSS within the adaptive campaign frameworks.

#### THE FUTURE IS NOW: COMPLEX WARFIGHTING

Generally war has evolved from a purely industrial/engineering extension of political will, to a more subtle application of force to influence populations, and achieve political ends. Indeed, it could be concluded that success in the complex environment requires a human rather than an industrial approach. This has resulted from the confluence of

several main factors, namely globalisation, technological changes and the unchallenged conventional military dominance of the United States. Essentially globalisation has given rise to the prominence of non-state adversaries and the conventional military dominance of the United States has forced their adversaries to avoid conventional conflict. Hence, modern conflict is often fought by small political/ethnic/cultural groups, engaging in insurgency war against conventional western military forces.

This has also given growth to the concept of the non-linear battlespace, and the non-contiguous battlespace in which land forces must fight "mini battles" and are susceptible to attack from a wide variety of locations and sources. Notably this contrasts with the concept of specified or contiguous combat zone and communications zones as specified in current doctrine. In such an environment, engagements are characterised by swift, fleeting encounters by small, disparate, lethal and largely autonomous groups, fighting in "complex terrain". Adaptive campaigning describes this as a "continuous meeting engagement" where "manoeuvre elements must be prepared to cope with an enemy who will often fire the first shot [and] be prepared to absorb that shot, survive and then develop the battle in contact". This contact may be a conventional small arms attack, it may be triggered by an improvised explosive device, or it may be masked with concurrent peaceful civil activities, further complicating the response demanded by the land force.

#### Lethality – Rise in Threat to CSS

The ability of the enemy to engage our forces with the first and potentially lethal shot has quite significant impacts on CSS elements. As has been experienced recently in Iraq, CSS elements are often seen as an easy target, and the enemy is often able to engage soft targets with pre-emptive and highly lethal attacks.

The proliferation of easy-to-use, accurate, lethal and portable weaponry is a major influencing factor in the provision of CSS. Even more so than in the past, Soviet Bloc weapons are now even easier to procure in large quantities, easy to use with little training required, and able to deliver lethality with a low signature. As an example, the RPG-29 is "lightweight, concealable and sophisticated. [It] has a range of 800m and can penetrate more than 750mm of armour, 1.5 metres of reinforced concrete or brick and 3.7 metres of logs and earth". Such lethality is available widely to our adversaries, and is a very real threat to light skinned CSS elements.

Weapons of this type influence not only vehicles convoys. A complex attack against a logistic node using weapons such as the RPG-29 could potentially cause large numbers of casualties, and loss of equipment. As such, the disposition of CSS elements within the battlespace must mitigate as far as possible against such attacks. Recent experiences in Iraq and Afghanistan has highlighted the need for large areas to be cleared around bases to minimise the potential range for stand off attacks, and mitigate against the risk of vehicle borne weapons.

#### Complex Terrain

The physical terrain in which complex wars are fought will not always allow such a disposition on the ground. Concurrent with the trend of globalisation has been a trend towards urbanisation and population increases in the littoral environment. Complex physical terrain such as urban areas, littoral areas, jungles and mountains house approximately 75% of the world's population. This has a number of effects on military operations, and specifically on the delivery of CSS.

Complex physical terrain is generally advantageous to the indigenous population, especially when combined with complex human terrain. Such a combination can allow an adversary to attack at the time and place of his choosing, and then withdraw and disappear in to the local population below the detection threshold of conventional

military forces. These tactics minimise the impact of conventional military weapons and tactics, further complicating any response by the land forces.

One response to this, developed as part of Joint Land Combat (to be discussed in detail below) is swarming by small combined arms teams able to operate with physical dislocation within the battlespace. This disaggregation of the land force results in a greater number of more widely dispersed dependencies, requiring responsive and timely CSS in an often chaotic and unfriendly urban environment. This is further complicated by the non-contiguous nature of the battle space, meaning that CSS elements are under constant threat when supporting a larger number of small dependencies.

Aside from the immediately apparent issues of providing CSS to a larger number of dependencies in a complex environment, CSS doctrine must acknowledge the concept that a traditional unit/formation/force model of support may not be agile enough for complex war. A disaggregation of the friendly force may require direct resupply to section/platoon level from CSSB assets. Quite simply, the complexity of the terrain and complications of the battlespace may place formation assets in a better position to provide responsive support to a small combined arms team.

The ability to provide responsive CSS in this environment will also imply excellent C3I systems. Not only does the section on the ground need to be able to network directly with the CSSB (potentially) but the formation CSS elements must be able to quickly find and marry up with the small disparate teams on the ground. This implies further development of the land forces network capabilities, as aspired to in the current HNA doctrine.

#### RESPONSE TO THE COMPLEX WAR: ADAPTIVE CAMPAIGNING

In response to the changing battlespace, explained through the concepts of complex warfighting, the Australian Army has responded with the doctrine of Adaptive Campaigning. Drawing on the lines of operation framework originally found in Joint Doctrine adaptive campaigning structures a land force response to a threat environment around five specific lines of operation, as part of a Whole of Government (WOG)

approach. The five lines of operation are: Joint Land Combat, Population Support, Population Protection, Indigenous Capacity Building and Public Information. Each of these will be discussed in detail below in relation to the delivery of CSS effects.

#### Joint Land Combat

Joint Land Combat is the core business of the Australian Army. Adaptive Campaigning defines joint land combat as "close combat under contemporary conditions in complex and particularly urban terrain". The enduring nature of warfare dictates that despite the effect of other lines of operation (including the WOG approach) the ability to engage the enemy in close combat is essential to the resolution of conflict. Success of joint land combat is predicated on six demands: C3ISR, Protection, Adaption, Joint Fires, Protected Logistics and Rapid Regrouping. Of these, adaption and protected logistics are of particular note to CSS professionals. Meeting evolving threats in the joint land combat sphere (adaption) is not simply a combat arms problem: the entire force, CSS included, must meet the new challenge. Adaptive Campaigning calls for the land force to "modify and respond to the threats and/or react to exploit fleeting opportunities". The ability of CSS elements to adapt is embodied in the Logistic Principles of flexibility, foresight and responsiveness and so will be integral to providing CSS effects. Although enshrined in doctrine, developing this ability relies on education and training, as well as structuring forces to enable them to meet the full spectrum of potential threats in any given theatre. Although this is arguably achieved in modern task organisation, the challenge remains to be met in future conflicts. Furthermore the CSS elements deployed on such missions must be sufficiently equipped to meet the challenges that Joint Land Combat will entail.

Adaptive campaigning identifies protected logistics as being essential to the successful prosecution of joint land combat. This is one area in which the Australian Army falls well short of the required capability. Currently the Australian Army has no purpose designed and built CSS vehicle which affords the protection and firepower required to operate in environments of high threat: the Australian Army is unable to provide the critical enabler of protected logistics for future joint land combat. It is only through the use of existing in service



armoured/infantry mobility vehicles that allow CSS elements to deploy with sufficient protection.

The current operational environments in Iraq and Afghanistan have highlighted this shortfall dramatically. Despite the excellent performance of the Bushmaster in Southern Iraq, units deployed elsewhere have had to rely on coalition partners (in particular the US) for the provision of protected logistics vehicles. The incorporation of these vehicles in operations where the Bushmasters were unavailable was essential. Furthermore, traditional convoy protection tasks are not always effective. As described to COL Andrew Condon on operations in Iraq "What does an RPG gunner call the two ASLAVs providing close front and rear escort to a Unimog loaded with supplies? The left and right of arc!"

Employing armoured and infantry mobility vehicles are a piecemeal solution which is untenable in the future. Aside from the issue that the vehicles are not specifically designed for CSS tasks, the issue of training of CSS soldiers, as well as enabling the CSS unit to provide at least some organic protected logistics capability. In short, the Australian Army requires armoured B Vehicles of every type (light through to heavy) and of all variants (GS, maintenance, command, ambulance etc...). It is acknowledged that Land 121 (Project Overlander) is going part of the way to meet this need, yet this is not a complete solution and will still leave elements of the Army unable to provide the critical enabler of protected logistics. The other element of protected logistics comes back to the training and skill at arms of individual CSS soldiers. As CSS professionals the Australian Army is excellent at providing CSS to deployed forces, yet as individual soldiers we can lack the ability to provide effective fire and firepower which is essential to protected logistics. The current skill at arms of CSS soldiers does not enable this. Furthermore, the vast majority of CSS soldiers are not trained on weapons other than the F88 and F89; weapons that are easily countered by an enemy.

### Population Protection and Population Support

It is quite foreseeable that following or concurrently with joint land combat, the land force is going to be required to undertake population protection tasks. Although logistics is recognised as being a critical element of population protection, delivering

the appropriate logistic effect should be able to be achieved by minimal adaptation of the CSS elements. Possibly the largest challenge in population protection and support operations is a matter of capacity. It is likely that CSS elements will be required to provide direct support to the population in the form of aid distribution and medical support which will place additional burdens on the restricted capacity of the existing force. Yet again it becomes imperative to structure deployed CSS forces to enable expansion to meet the changing battlespace and transition between the lines of operation.

Further to the potential requirement to expand capacity, CSS elements are likely to be tasked with support of other government agencies and non-government organisations. Aside from requiring the force to support yet more dependencies, these two organisations come with their own inherent difficulties. Ultimately, the aim of population support tasks must be for the land force to transition to either indigenous support bodies, NGO, or even contractors willing to undertake the task of enduring population support. Therefore, the possibility of employing contractors to enhance the flexibility and responsiveness of the CSS force should be considered (as is currently done in OP ANODE).

*Editor – an approach discussed in brief in Chris O'Brien's article.*

### Indigenous Capacity Building and Public Information

Both indigenous capacity building and public information are not lines of operation which inherently place excessive demands on CSS elements. The creation of indigenous support capabilities in government, administration and the military are essential enablers to allow the eventual withdrawal of the land force, and the conclusion of operations. Similarly public information is an enabler to allow the transition between lines of operation, as well as the eventual cessation of operations by the land force. Both are tasks which are likely to be undertaken by combat units, and as such are not likely to directly affect CSS demands.

### Simultaneous Lines of Operation

Integral to the ability to employ the lines of operation, is the need to be able to either conduct them simultaneously, or switch between them quickly and seamlessly. Recent operational experience in theatres such as the Solomon Islands, Timor L'Este,

Iraq and Afghanistan sees the land force concurrently engaged in several lines of operation. LTCOL Mick Ryan's experience as CO 1 RTF demonstrated that a single unit can be engaged in joint land combat (security operations for deployed forces), indigenous capacity building (mentoring local tradespeople alongside Australian soldiers), population support (through the construction of local infrastructure), and population protection (through the conduct of aggressive security patrols in the AO). The implications of this for CSS are considerable, but not insurmountable. By judiciously applying the principle of task organization, any task group can be supported by responsive, timely and appropriate CSS to meet the situation.

### CONCLUSION

Prosecution of adaptive campaigning in the new world of complex warfighting poses many challenges to the capabilities, doctrine and procedures of Australian CSS elements. In order for CSS elements to meet the challenge, we must develop a protected logistics capability with organic armoured B vehicles; furthermore, we must train and equip CSS soldiers in the operation and employment of weapon systems which will enable them to counter the threat of increased lethality in the complex (often urban) terrains of future warfighting. Additionally our doctrine needs developing to enable the employment of these capabilities, and which will incorporate the lines of operation inherent to adaptive campaigning. A failure of doctrine to lead the army into the next war may result in operational failures. Lastly, CSS elements must be structured to enable swift reorganisation to switch between lines of operation, as well as conduct several lines of operation concurrently. Robust force structures which enable expansion and contraction according to threats and changes in the battlespace are essential to the success of future operations. My final comment - as logisticians it is essential that we ensure that our capabilities and doctrine are able to meet not only the challenges of the new complex environment, but that we keep pace with doctrinal progress in arms corps operations. To do otherwise will result in another unacceptable degradation of the Army's CSS capability.

## Boatie on Long Look 07

/PTE S.M. Dobbie

No dates, no names of people or any character description has been deliberately avoided from this composition; and so any personal activity is not present for discussion. It will cover a comparison of establishment of location, environment and equipment, all from four months of working living and a good deal of observation with members of the Ministry of Defence (MOD). My mates have heard most of the Longlook war'ry's, even after writing this, there's still much more. The entire country is literally dotted with a vast array of historical sites.

Marchwood is located in an area which was fundamental in the preparations of naval operations in WWII; it is situated across the waterway from Southampton a historical major city situated centrally to the southern coast of England. Heading south on this massive channel, a busy place in world standards, and a limitless range of vessels can be seen daily. The range starts from a luxurious ocean liner, cargo liners, fast catamaran ferries, tugs, slow old ferries, a thousand million yachts right down to small fishing punts. Very similar to Sydney Harbour but almost triple the size. As one steams further south to the end towards the Isle of Wight, another historical city's skyline can be observed.

The famous city called Portsea, the current and historical home port of HMS Victory, a ship of the line; is still commissioned with the Royal Navy. The flagship of Admiral Horatio Nelson's fleet and he died onboard this ship in the Battle of Trafalgar. The HMS Victory is in an excellent state that it has denied the decay of time, due mainly to its rare pre-slipping conditions. Every turn in the UK is another history lesson about persons, battle placements, memorials, castles, walls, towns, gates, houses, roads, hards, piers and wharves, rocks, stables, cities, barracks, keeps, runways, museums, pubs, tunnels, train lines and it has recently become a time where preservation is better than ruin. Older than old and yet there are relics from most recent wars that were built in their time, hold the ground of this precious little island, bearing against time, wars and the elements.

The weather in the UK is well known, TV coverage is endless every morning, it is

mainly wet and cold which is due to its global location on the earth's surface, you figure it out. With this said, the inhabitants are finely tuned their normal daily weather patterns it's only when a day blamed on the attributes of global warming catches them out. Pastimes like everywhere in the world is determined by the weather and environment, in the north and south of Australia the locals physical prowess is demonstrated by playing AFL because it is fast, allows participants to rest and recover and there least likelihood of coming in contact with the hard dry ground, similarly in the UK sports evolved to the same reasons.



Soccer and golf are the main sports and their entertainment value is not to be reckoned with, it's a walk of life.

Motor sport is medium media concern and television coverage of other world sports become basically nonexistent. Which now leads to the automotive travelators, a stark comparison to Australia is revealed here. To travel by car in the UK could be remembered as intense but liberating. Back here in OZ one could say that we are abiding to a very heavily disciplined sets of state road laws, now I should not be quoted here for you will not get the correct intention, suffice to say, obey the laws of the land... Back to the UK, on a, or any particular three lane motorway throughout the land is genuinely enjoyable, smooth flowing and definite lack of potholes. Alas a visual of the roads surface and road traffic volume shows their ability to keep stones off the road.

The barracks at Marchwood is separate to the working port facility by a single road. The main gate area can become fairly busy with pedestrian squaddies walking up and at knock off times, they walk back out. The area involved would be similar to the size of Lavarack Barracks which also is busy at these same times, but driving instead. The personnel difference is that the one 17 Port and Maritime (RLC) Regiment works in this location. The port has a noticeable amount of civilians employed there; even sub unit clerks are civilian firemen, tradesmen, train drivers and lecturers.

The port provides a shipping, rail and road transport hub to a very active line of communication; the Seahorse terminal operators transfer anything from one mode to the next, depending on its destinations direction. The amount moved with such efficiency is impressive, the shipping appears to never move, but their names will change overnight.

"Blue jobs" is the equivalent name to "boaties". Two trade streams evolve from the "deckie", whom they decide whichever way they would like to commit themselves to the trade of his/her choice for the rest of their career. The two obviously are integral to the running of a seagoing vessel, the navigator and engineer. The relationships between them seem to be harmonious in their roles and although a strange feel of some kind of discipline also exists, in the manning of all the vessels on establishment. Our training aids are similar to over there although the LCVP speeds along at eighteen knots, stays in the water and with two donks similar in capacity to ours. The champion, workhorse or mainstay of MOD Maritime is the Mexifloat, no different to the Nellie (NLE), a Falklands war veteran, and is currently undergoing an upgrade schedule, replacing the two massive donks. The Mexifloat is not a fast but can move an extreme amount of military equipment in LOTS Ops. Next are their work (tug) boats also at a stage of upgrading that will allow for a greater degree of tasking. Then the pinnacle of the trade, the RCL this is equivalent to the RANs LCH with only a crew of six and at times even a cook.

Wharf facilities are by comparison seemed to be rudimentary, nil self fuelling system, shore power is nonexistent and the same with running water; if required, the fire hoses are utilised and the toilets are well over two hundred meters away and the Squadrons HQ's are outersite.

Overall the ultimate trip of a lifetime. Accommodation is of a high standard considering other barracks we'd visited. I like to thank Macca's boss for letting him go to the UK to drive for me, cheers for that. Extreme highlights were SBA Akrotiri, RAF Base Brize Norton, Codford, a raft race and the HMS Victory.



# Operation Testament World Youth Day 2008

/CAPT B. HUGGINS



## THE TASK GROUP PROVIDED TRANSPORT, HEALTH, SUPPLY AND AMENITIES SUPPORT TO THE TASK FORCE AND THE 187 ADF AND FOREIGN MILITARY PILGRIMS BASED AT RANDWICK BARRACKS.

Task Group 665.4, the Operations Support Group, saw personnel from across three states, representing six of 17th Combat Service Support Brigade's units, come together to provide the logistic support required to ensure Operation TESTAMENT the Australian Defence Force's (ADF) contribution to World



Youth Day 2008 (WYD08) was a success.

The Task Group provided transport, health, supply and amenities support to the Task Force and the 187 ADF and Foreign Military Pilgrims based at Randwick Barracks. The Corps was represented within the Task Group by drivers from 2nd, 9th and 10th Force Support Battalions and 13th Combat Service Support Battalion. Although primarily used to cruising the open highways in Mack trucks and surfing the beaches in LARCVs, their traditional vehicles and vessels were swapped for something a little more conservative. The drivers spent the majority of their time driving Staff Officers in station wagons and the Military pilgrims and Search Group soldiers in Mini Buses. Fortunately for six lucky soldiers however they were

able to do some real trucking delivering a cargo lift of blankets to Royal Randwick Racecourse, thus ensuring some of the 350,000 pilgrims enjoying an overnight vigil at the Racecourse would be able to get some emergency warmth if required.

Lance Corporal Donald and Private Luke Chamberlain commented that they found being detached from Brisbane to support the Operation helped many of the members of 9 FSB (some of whom had only enlisted within the last 6 months) bond tighter as a group, sharing the common pain of negotiating the aggressive nature of some Sydney locals both on and off the road. Private Cassandra Sermon (9 FSB) commented that 'although most of them failed to catch a glimpse of the Pope or his entourage, the opportunity to listen to the Pilgrims singing their songs of praise whilst driving them around Sydney helped to create a truly memorable experience.'

Joint Task Force Commander and Head of Corps Brigadier David Saul personally thanked the 20 RACT personnel for their professionalism and support to WYD08 at the successful conclusion of the Operation.



# THE FUTURE OF ARMY WATERCRAFT CAPABILITY AND LOGISTIC IMPLICATIONS TO 2018

/MAJ A.F. SMITH

*'...a pillar of the Australian Defence Force's maritime doctrine is on the ability to project and sustain land power over strategic distances...Sea power, and specifically amphibious capability is crucial to that end.'*

General P. Cosgrove, 18 Nov 2002

## INTRODUCTION

Over the past 15 years, there has been renewed interest by the ADF in the development of a robust concept of amphibious operations, through revised policy documents and commitment of significant resources to new amphibious platforms under JP2048. Amphibious operations afford a broad range of options to apply military force in support of operations ashore, assist the Government's focus on regional security and provide crucial Combat Service Support (CSS) assets for sustainment requirements.

Since the Pacific Island and archipelagic campaigns of World War II, the Australian Army has met the requirements of both amphibious and independent water transport operations, which required the formation of both landing craft and small ships units. The landing craft were primarily used for amphibious operations, while the small ships conducted independent water transport operations around the north-Australian coast and Pacific Islands. The equipment used in water transport operations has since evolved, however the two roles have been maintained and utilised in every operational theatre that has seen the deployment of ADF FE, significantly contributing to critical logistic support.

This essay will examine the expected watercraft capability requirements to 2018, including CSS implications by reviewing the roles of Army watercraft and illustrating the critical need to maintain two separate Army water transport roles; the amphibious ship-to-shore connector role (and operations with amphibious task groups) and the dedicated independent water transport

capability. Both of these roles are critical in ensuring that the CSS provided to Force Elements (FE) by Army water transport is timely and effective. The essay will then analyse a number of Fundamental Inputs to Capability (FIC) that contribute to a sustainable amphibious capability. Several options for Army watercraft to support designated ADF operations within the littoral environment up to 2018 will also be discussed, along with recommendations as to the most viable proposals.

## ARMY WATERCRAFT ROLES

There are a range of circumstances that support the need for Army watercraft to satisfy both the amphibious and independent operations roles. Both roles contribute significantly to the provision of CSS to FE, primarily through lodgement, sustainment

and the distribution of logistic stores and assets.

The array of amphibious and independent tasks demonstrates Army's need to maintain two distinct roles in any future watercraft concept. This is vital for the sustainment of Army's amphibious capability, and hence CSS provided to FE, which can be analysed using relevant FIC.



Operating Roles with major amphibious platforms and/or task	Operating Roles as independent vessels in a brown water and riverine environment
Lodgement, sustainment and/or extraction of personnel/equipment/combat systems ashore (ship-to-shore connector)	Humanitarian operations/disaster relief;
LOTS operations	Beach/hinterland reconnaissances
Follow-on sustainment	Deployment of discreet FE, including Regional Force Surveillance Units (RFSUs) and Special Forces (SF)
Humanitarian operations/disaster relief	Inter-theatre transportation of land forces within the battlespace
Port operations	Support to stand-alone land FE operating independently, but concurrent to, main force efforts
Support to CSS surges	Provision of forward operating platforms for SF offshore counter-terrorist tasks
Bulk fuel distribution	Provision of third-line (water) transport in an operational environment with either a coastal/riverine element in the LoFC
Support to MEDEVAC transfers.	
Examples of both amphibious and independent operations conducted by Army watercraft include those in East Timor, Solomon Islands, Middle East, Sumatra and Fiji.	





FUNDAMENTAL INPUTS TO CAPABILITY

In order to meet the expected Army amphibious capability requirement to 2018, there are several FIC that must be analysed. This analysis will allow the development of pragmatic options in relation to the future Army watercraft fleet. There are a variety of watercraft/amphibious platforms involved in the future of Army water transport and are thus a vital component to any CSS plan. Analysis of these is essential in determining the most suitable option for the future amphibious concept.

Watercraft/Amphibious Platforms

Platform	Comment
Landing Craft Mechanised-Mark 8 (LCM8)	The LCM8 is Army's principle water transport capability and is currently used in both amphibious and independent operations role. The vessel's Life-Of-Type (LOT) has been extended on numerous occasions, and will expire in 2010. Consideration should be given to extending the LOT of the fleet to at least 2012, to coincide with the introduction of the Amphibious Assault Ship (LHD) and its organic watercraft. The LCM8 will then no longer conduct amphibious tasks, although the independent role remains vital. The LCM8s can satisfy this role after 2012, however they are an ageing fleet and further analysis is required to determine if there is an alternative craft suitable for the independent role up to 2018.
Landing Craft Mechanised-Series 2000 (Series 2000)	The Series 2000 is the interim watercraft designed under JP2048 (Phase I) to provide a capability improvement over the in-service LCM8 when discharging a Battalion Group (BG) from the Landing Platform Amphibious (LPA) to the shore. The vessel's primary role is to provide an organic system for the LPA to transfer personnel, stores and equipment from ship-to-shore and return. Its secondary role is to support tactical mobility of land forces and sustainment of forces ashore independent of the LPA, a critical CSS function. Trials conducted in Oct 06 and Jul 07 confirmed significant limitations with the LPA's ability to safely lift and secure two Series 2000s onto its foredeck under operational conditions.
Amphibious Assault Ship (LHD)	The two LHDs will be introduced into service around 2012. Four LCM8s will be retired from service, with four LCM8s/Series 2000s remaining in 35 Water Transport Squadron (35 WTS) for independent watercraft operations. There will be four organic Assault Craft (AC) per LHD, with the ships rotating using a six monthly on-line/off-line system. The AC will operate predominantly as a ship-to-shore connector; capable of only conducting independent operations of less than 100 nautical miles, due to lack of sustainable accommodation and fuel/water holdings not being conducive to protracted operations.
Lighter Amphibious Resupply Cargo-Five Tonne (LARC-V)	The LARC-V is used to transport cargo/personnel between ships offshore and the beach, water terminals and inland areas. The Army must maintain an amphibian capability in order to conduct LOTS operations, humanitarian assistance, lodgement/sustainment/extraction activities and Amphibious Beach Team (ABT) requirements. Additionally, in 2008 10 FSB will be trialling a Towed Flexible Barge and Discharge System (TFBDS) under JP2059, which endorsed the procurement of Towed Flexible Barges (TFB) to transfer bulk quantities of fuel from supply vessels to land storage facilities. Two LARC-Vs tow the TFBs to a mooring platform, where the barges connect to a floating pipeline and pump fuel to facilities ashore. This capability will support a Joint Task Force (JTF) and BG conducting independent operations in separate Areas of Operation (AO).
Landing Craft Mechanised (LCH).	This vessel is currently operated by the Navy, providing heavy lift capability up to 180 tonnes. Originally Army owned and operated, the Navy took control of the vessels in the mid-1960s. Strategic discussions are still occurring about the vessel's future in the Army.

Organisation

As 10 FSB maintains the Army's primary watercraft capability, this analysis is based on 35 WTS's current SED and is therefore manpower neutral. Irrespective of the vessels utilised prior to the introduction of the LHD, the organisational structure of 10 FSB's amphibious capability should be based on three separate capability bricks, as follows:

Amphibious Troop: specific ship-to-shore connector role with the LPA;

Independent Operations Troop: specifically conducting brown water, riverine and coastal tasks; and

Support Troop: operating LARC-Vs/ work boats, thus maintaining the ABT and amphibian capability.

Organisational structure to coincide with the introduction of the LHD in 2012. The structure instigated following the introduction of the LHD should also allow for two distinct roles. However, there are numerous strategic decisions yet to be made about the operation of the LHD and its watercraft that will significantly impact any Army water transport organisation, hence not allowing an effective structure to

be developed at this stage.

Personnel

**Manning.** The manning associated with any organisational change instigated prior to the introduction of the LHD and its watercraft, will be achieved with the extant 35 WTS SED and thus be manpower neutral. Any change could be affected in a short time as only small personnel/structural movement would be required. However, the manning requirements of the LHD AC are significantly more complex and require further discussion.

**LHD AC.** During the JACIT Working Group, it was discussed that a manning of 150% of the AC crew per ship was required for sustainable operations to be conducted. Consequently, the total manning for the AC on both LHDs is 48 personnel. Army is unable to fill all of these positions with the extant SED and still remain manpower neutral, therefore an integrated Army/Navy manning approach should be considered to fill the 48 positions.

**LHD AC postings.** The Working Group also discussed whether the crews of the AC would be permanently embarked on the ships as part of the Ship's Army Department (SAD), or if there were other options. Given the rotation system of the LHDs and because only the on-line ship requires permanently allocated crew, the following is proposed:

Crews posted to 35 WTS, however allocated under OFCOMD to the ships during their on-line rotation; and

Off-line crews available at a designated NTM and for any lead-up training prior to becoming part of the on-line crew.

Collective training

A significant change to a military capability or operational concept incurs a training liability and the need to analyse specific training requirements. This ensures that correctly qualified personnel are available in time to operate new capabilities, in line with Defence's overall intent. There are a number of issues that require consideration in terms of collective training associated with both interim and future amphibious capabilities.

**Series 2000.** These vessels have been utilised by 35 WTS since 2006, hence there are already a number of fully qualified crews. The qualifications already inherent in the

Squadron allow further training to occur at a local level, utilising assets and personnel already located in Townsville. The training liability that exists with the Series 2000 is minimal and can be alleviated at a local level by 35 WTS.

**LCH.** The LCH is an in-service vessel, and the qualifications and skill-sets required to operate it are already inherent in the military, albeit in the Navy. If the Army were to utilise these vessels, given that the WO1/ WO2 Vessel Masters/Supervisor Marines are already qualified as a civilian Master Five, it is likely that only a bridging/familiarisation

course is required.

**LHD AC.** Currently, MW conducts training for Marine Specialists from their initial training as vessel deck hands, up to and including Supervisor Marine level. All of these courses are fully civil accredited and have equivalent civilian qualifications, with soldiers trained to conduct both amphibious and independent operations. All trade progression training for Marine Specialists and Marine Engineers is conducted at MW, an established ADF Centre of Excellence for training Vessel Masters, watercraft crews and engineers. Irrespective of the composition of AC





crew, it would still be required to train independent watercraft crews. It is a highly economic and viable option to utilise this training establishment to also train the AC crew.

### ARMY WATERCRAFT OPTIONS

Analysing the FIC relevant to future Army amphibious concepts addresses a range of issues, and allows the sound development of options for watercraft dispositions. In order for the most effective outcome to be determined, it is necessary to discuss different options, both up to 2012, and following the introduction of the LHDs, including advantages and disadvantages. This

ensures an appropriate level of capability is developed to achieve directed outcomes

#### Recommended Option.

For the period up to 2012, 10 FSB recommends that Option 2 be considered the most viable concept, noting that the timeframe for implementation would be short as only small changes to 35 WTS' current structure would be necessary. Following the introduction of the LHD in 2012, Option 1 is considered the most viable model, noting the many variables and strategic decisions yet to be made will have a significant impact on any future concept. Following this guidance, the Army will be



### Army Watercraft Options Up To 2012

Options	Advantages	Disadvantages
1 - Series 2000 in its primary role (ship-to-shore connector).	<ul style="list-style-type: none"> <li>The separate independent, amphibious and amphibian capabilities are maintained;</li> <li>All vessels are manned from the current 35 WTS SED;</li> <li>Chief of Army Capability Directive (CACD) requirements are satisfied;</li> <li>to operate the TFBDS is maintained</li> </ul> <p>The reserve of LCM8 at JLG can be utilised should a surge period require more vessels.</p>	<ul style="list-style-type: none"> <li>Continued use of LCM8/LARCV passed their current LOT;</li> <li>Continued heavy maintenance burden of LARCV;</li> <li>No capability available to lift the M1A1 Abrams MBT during amphibious operations.</li> </ul>
2 - Series 2000 in its secondary role (independent operations).	<ul style="list-style-type: none"> <li>The separate independent, amphibious and amphibian capabilities are maintained</li> <li>CACD requirements are maintained;</li> <li>Requirement to operate the TFBDS is maintained;</li> <li>All vessels manned from the current 35 WTS SED;</li> <li>Greater load carrying capacity, sustainability, endurance and range inherent with the Series 2000.</li> </ul>	<ul style="list-style-type: none"> <li>Continued use of LCM8/LARCV passed their current LOT;</li> <li>Continued heavy maintenance burden of LARCV;</li> <li>No capability available to lift the M1A1 Abrams MBT during amphibious operations.</li> </ul>
3 - Utilising the current in-service Navy LCH.	<ul style="list-style-type: none"> <li>Vessel can carry the M1A1 Abrams MBT during amphibious operations (port operations only);</li> <li>Larger load carrying capacity, longer range and endurance;</li> <li>Increased retention options for the senior ranks of the Marine Specialist trade as a WO1/WO2 would serve as Vessel Master, with a SGT as Vessel 2IC.</li> </ul>	<ul style="list-style-type: none"> <li>Stern door marriages with LPA/LSH cannot be conducted for movement of an M1A1 Abrams MBT, due to weight restrictions of the LCH's door;</li> <li>Increased mechanical/maintenance issues due to the ageing fleet;</li> <li>Initial increased training liability;</li> <li>Increased maintenance liability, inherent with the introduction of a different vessel;</li> <li>This option allows no personnel redundancy for members to go on courses, leave or deployment.</li> </ul>

### Army Watercraft Options Following the Introduction of the LHD in 2012

Options	Advantages	Disadvantages
1 - LHD AC crew posted to 35 WTS.	<ul style="list-style-type: none"> <li>The separate independent, amphibious and amphibian capabilities are maintained;</li> <li>Central location of all personnel (apart from on-line crew) allows for more effective administrative management;</li> <li>Centralised management of Marine Specialists is maintained; and</li> <li>Trade/maintenance issues can be resolved in a timely manner due to MW being located in Townsville.</li> </ul>	<ul style="list-style-type: none"> <li>Army could not operate all vessels from the current 35 WTS SED;</li> <li>De-centralised maintenance of vessels may present coordination issues;</li> <li>Reduced opportunity for AC crews to conduct concurrent training with LHD crews.</li> </ul>
2 - LHD crew permanently embarked as part of the SAD	<ul style="list-style-type: none"> <li>The separate independent, amphibious and amphibian capabilities are maintained;</li> <li>A centralised maintenance plan can be established; and</li> <li>Concurrent training between AC crews and LHD personnel is more easily organised and conducted.</li> </ul>	<ul style="list-style-type: none"> <li>Army could not operate all vessels from the current 35 WTS SED;</li> <li>Decentralised administrative organisations may lead to issues with administration and all-corps-soldier training;</li> <li>A more convoluted process may occur when resolving trade issues, due to the distance to MW.</li> </ul>



able to achieve the optimal composition of its watercraft fleet to meet expected capability requirements to 2018.

#### CONCLUSION

The 2000 Defence Paper states that the 'Government's aim is to provide land forces that can respond swiftly and effectively to any credible armed lodgement on Australian

territory and provide forces for operations in our immediate neighbourhood'. The ADF's renewed focus on amphibious operations will significantly contribute to this intent. Utilising the relevant FIC, this paper has discussed a number of issues and considerations for the future employment of Army watercraft and proposed several options. However, the key point is that

it is absolutely critical that two distinct water transport roles are maintained by the Army; an amphibious ship-to-shore connector role and an independent operations role. If these are maintained, Army water transport will significantly contribute to any FE CSS plan through the provision of effective sustainment and distribution assets. Army is then well positioned to help achieve the ADF's, and indeed the Australian Government's, future amphibious concept.







## 26 Transport Sqn

Since the last edition of the Australian Army Transport Journal, 26 Tpt Sqn has undertaken one of its' largest tasks in the Sqn's history, relocating from both Puckapunyal and Moorebank to Amberley just outside of Brisbane during the period Nov 07 – Jan 08.



Prior to the Sqn's move a number of other activities were to be completed. First and foremost was the retention of the Waggoners' Cup trophy. The Waggoners' Cup is an annual sports competition held between the ARA RACT sub-units that comprised what was 9th Transport Regiment. Originally played between 26 Transport Squadron and 18 Transport Squadron the cup is now played between 26 Transport Squadron and 176 Air Dispatch Squadron. The competition currently consists of a number of sports including soccer, volleyball, netball, rugby and Australian Rules football. In 2007, as in many other years, 26 Transport Squadron won the cup but only just. The competition came down to the final soccer game with 26 Tpt Sqn coming out on top. 176 AD Sqn better have already started training for next year; they are going to need the practice!

The Waggoner's Cup week wrapped up with the final Squadron parade to be held in Puckapunyal. The parade was a fairly stock standard affair for 9 FSB without significant issue, except for the fact that some air dispatchers needed to wash the Sqn's camels after painting them in large bright green letters that said '176 Airborne'. LTCOL Ashleigh was farewelled as CO 9 FSB and MAJ Brick and WO2 Maher were farewelled as OC and SSM 26 Transport Squadron. Both MAJ Brick and WO2 Maher were promoted on posting with LTCOL Brick now an instructor at the Australian

Command and Staff College while WO1 Maher is on the 3 Bde HQ.

The two Squadron all ranks clubs, the Camel Club and the Roadrunner's club were closed around the time of Waggoners' cup. The clubs held individual functions that celebrated the long and honoured traditions of both 26 Transport Squadron in Puckapunyal and 85 Transport Troop in Moorebank. Both clubs will be sorely missed. The ability to knock off work whenever the boss decides and being able to open one's own club at either Troop or Squadron level has been a luxury that has ensured both morale and esprit de corps have been in plentiful supply within the Sqn. Both clubs were rich in history and much of the memorabilia was either returned back to the donor or has been placed within the walls of the Squadron at Amberley.

With all the ceremony out of the way the Squadron got down to the serious business of moving to Amberley. The move was achieved without any significant fuss, after all, this is the Squadron's bread and butter! Once packed into containers and placed on the backs of the Squadron's trucks the Squadron's equipment moved up to Amberley in a number of convoys. The trucks were parked on the Amberley airbase in various locations until the new facility was available in early Jan 2008. The Squadron then dispersed either to go on well deserved Christmas leave or sadly, on to new postings to other units. In January, the task of moving all the equipment in to the yard and unpacking began. The mad task of trying to shake out a Squadron that was now co-located with all its subordinate Troops and BHC, without any of the 1st line support staff the Sqn had grown used to having and still trying to work out where everything was had begun!

The move to Amberley also saw the Squadron move into a time of transition and training. We received a large influx of IET drivers from ALTC which necessitated the running of multiple HR2 courses. Once these drivers were trained it left LT Rick Miller and SGT Merryl Pringle (Tp Comd and Tp SGT, 87 Tp) with 70+ soldiers in their Tp. 86 Tp were then tasked to conduct HRI courses for the Sqn IOT train the

more senior guys in 87 Tp and have them move across the compound into 86 Tp. All the while 85 Tp were conducting the own Road Train course across the breadth of south west Queensland, in an effort to build capability in their Tp.

The Battalion complete, converged on Amberley in March for the Battalion Relocation Parade and official opening of the new Vung Tau Lines. The RSM, WO1 Greg 'Red' Barron tried something different and had the 5 divisions on parade fire a very impressive Feu-De-Joie only to be out done by our new neighbours as the RAAF conducted a fly by with an F-111 and C-17 at 500ft. It did prove one thing, that the combined arms affect can be used even by loggies.

Parades and courses aside the Squadron's next focus was IMT training. In line with the CA's Australian Soldier of the 21st Century "every soldier an expert in close combat" the Squadron saw itself deploying to Canungra to conduct IMT's and restore peace to the Nungun people from the interdicting Coomeran forces. Needless to say it wasn't all beer and skittles especially when it came to negotiating stand 11, just ask MAJ Craig Rossiter (OC 26) and WO2 Adrian Cherry (SSM 26) who both did it three times in five days, selection course watchout.

Upon completion of IMT's the Sqn really hit its straps with ANZAC day the day after returning from field. The Battalion conducted a sombre dawn service at Vung Tau Lines before the Sqn rededicated the memorial wall in from of SHQ to those who have fallen for the cause. Then Battalion, minus a small contingent from 85 Troop (marching in Brisbane), headed into Ipswich to introduce the town to the sharpest drill they had seen in some time.

There was; however, to be no rest for the wicked as the tasks started rolling in. The squadron put together a task specific group to lift 4 RAR for a MRE in Cultana, S.A. 85 Troop deployed elements of 21 Const Sqn from Brisbane to Darwin for AACAP 08. They have also supported OPERATION OUTREACH assisting the construction of the outlying aboriginal communities of Alice Springs. 86 Troop proved that 26 are still here to support the ADF by lifting their RAAF neighbours from 6 Sqn to and from Townsville. Meanwhile a section from 87 Troop deployed on the most righteous

of tasks in support of OPERATION TESTAMENT in Sydney. In between prayers they were able to successfully provide the transport capability for the operation.

In amongst all of the work the acronym on everyone's lips was FLLA. Whether you were going or not the entire Battalion was taken up by the monster that was FLLA 5. The Sqn provided a road tpt section to the contingent

as well as other key staff appointments throughout the organisation. FLLA however, wasn't the only deployment enjoyed by 26 Squadron personnel. Numerous members have seen active service in rolls with SOTG in Afghanistan, the OBG(W) FET in Iraq and OP ASTUTE.

The Squadron is currently ramping up for EXERCISE TROJAN HORSE which will see

the entire Squadron on the road spreading itself from Puckapunyal to Darwin. All in the support of FET, AACAP and EXERCISE SWIFT EAGLE 08.

All in all when the squadron finds itself back at home in Amberley at the end of November, everyone of it's' members will have earned their Christmas break to rest up for a busy 2009.



## 176 AIR DISPATCH SQUADRON

/CAPT J.QUADE

Like all units, 176 Air Dispatch Squadron has maintained its busy tempo throughout 2008. The impending FLLA rotation gave a particular focus to training activities and objectives early in the year but the Squadron remains well tasked supporting a wide range of units. In April, the Squadron deployed on its yearly shakeout, EX PELICAN's ROOST. With Tps deployed in three locations, Bathurst, Lithgow and Marangaroo, the Squadron exercised in aerial delivery and resupply between the locations. A courses camp was run concurrently out of Marangaroo which aimed to qualify our personnel in MHE and BVehicle variants. Students were also utilised to deliver resupply between Richmond and the outlying locations as part of this.

The Unit has continued to support its traditional user units to great effect with the upcoming months expected to be among the busiest of the year. 176 has supported annual conversion training for RAAF pilots and Loadmasters from the H to J Model C130 by supplying loads, DZ support and

manual dispatch where required. It is also likely that the Squadron will be involved in supporting airdrop for the C17's later in the year. The Squadron has been involved in regular tasking with SASR and 4RAR in the form of activities such as EX EMU MOON and preparation for EX SWIFT EAGLE 08. These tasks see the Troops providing parachuting and rigging support for those elements in order for them to complete currency training or exercise rehearsals. Airdrop trials for the SF ADRHIB are also about to commence and 176 will play a small role in this in preparation for its introduction into service in the near future. In June, a light contingent took part in 3 BDE's CATA and did some solid work with the Caribou Squadron in support of the activity. It is also anticipated that the Squadron will be involved in EX SWIFT EAGLE in October which will hopefully be another opportunity to promote the capabilities the unit is able to provide to participating units. 176 have had numerous members deploy on exchange or operational tasking in 2008 and it has been an excellent year in terms of adding operational experience and capability to the Squadron. The Squadron has been fortunate enough to have had

a small rotation of members through the SOTG in support of OP SLIPPER and a large contingent recently left for the MEAO as part of the FLLA 5 rotation. In addition to this, the Squadron also had a member deployed on OP ASTUTE and has recently welcomed back its personnel who took part in EX Long Look.

With the rapidly changing nature of Air Logistics, 176 will have to remain open to opportunities and continually assess its role to keep pace with this change. New methods and technology such as the Improved Cargo Delivery System (ICDS) and Joint Precision Aerial Delivery System (JPADS) appear to be the way of the future and the Squadron is pushing hard to ensure that it is well placed to deliver such a capability on operations.

Air Logistics soldiers are an extremely capable group with diverse skills that extend far beyond simply pushing cargo out of planes. The Squadron will continue to maintain and promote this diversity with the ultimate goal of providing Commanders with soldiers capable of being utilised in a variety of roles in operational theatres. 2008 has been a year which has proven this.



## 9 FSB INAUGURAL AMBERLEY PARADE

/CAPT C. BENFIELD

On 29 Mar 08 9th Force Support Battalion's brand new purpose built lines were officially opened at Amberley by the Parliamentary Secretary for Defence Support, Mr Mike Kelly AM, MP and the Land Commander Australia, Major General Mark Kelly, AO. The official ceremonies commenced at 0900 h with the opening of the Bob Andrae Training Centre by Mrs Sandra Andrae and Brigadier Saul. The Bob Andrae Training

Centre is named after Lieutenant Colonel Vernon Robert (Bob) Andrae who served as Officer Commanding 26 Transport Squadron and Commanding Officer 9th Transport Regiment (the predecessor unit of 9th Force Support Battalion). Lieutenant Colonel Andrae was the driving force in acquiring the first 26 Transport Squadron camel mascots Penny and Vernon. The Battalion's first parade in Amberley commenced at 1100 h and included the

firing of a feu-de-joie and the flyover of a C-17 and F-111 from RAAF Amberley. The parade was very well attended by the entire RACT Corps Committee, all previous Commanding Officers and Regimental Sergeant Majors of 9th Force Support Battalion, 64 previous members of the RACT/RAAOC/RAASC, many families and friends, and a number of local and Army dignitaries.



## Promotions

Promotion at any level is an achievement in itself and recognises the professionalism, commitment and hard work by those individuals. Congratulations to all soldiers who are being promoted in 2009

### Promotion to Sergeant:

CPL Ryan, Arron James  
CPL Kirkby, Martin Jason  
CPL Taylor, Darrel Gregory  
CPL Carpenter, Justin David  
CPL Page, Cameron John  
CPL Blackburn, Kate Amanda  
CPL Robertson-Phillips, Leigh-Anne  
CPL Teske, Kate  
CPL Leal, Reynan Serrano  
CPL Bury, Sally-Anne  
CPL Dowsett, Darren Leigh  
CPL Russ, Clint Robert  
CPL Bryan, Ross Alan  
CPL Taylor, Robert Joseph  
CPL Grierson, Paul Anthony  
CPL Wilson, David Christopher  
CPL Limerick, Andrew  
CPL Humphrey, Emma-Louise Mavis  
CPL Roberts, Darren John  
CPL Bradshaw, Cody Nicholas  
CPL Syme, Westley Bruce  
CPL Ralston, Andrew James  
CPL Watts, Michael Alan  
CPL Rankin, Adam John  
CPL Mclear, Shannon Patrick  
CPL Sharrett, Clayton Phillip  
CPL Beckman, David William  
CPL Pacey, Andrew Phillip  
CPL Back, Clive William  
CPL Murphy, Wayne Andrew  
CPL Ritchie, Jennifer Marion  
CPL Butt, Derek Bernard  
CPL Wroth, Robert Gregory  
CPL Alcock, Nathan Clive

### Promotion to Warrant Officer

SGT Watt, Andrew Graeme  
SGT Davies, Martin James  
SGT Weir, Phillip John  
SGT Davison, Kevin Scott  
SGT Whalan, Andrew Vincent  
SGT Hobbs, Mark Wayne  
SGT Goodwin, Brett Francis  
SGT Smith, Kenith Raymond  
SGT Mangnall, Keith William  
SGT Pearson, Michael Joseph  
SGT Johnston, Stuart Keith  
SGT Boyd, Jeffrey Nicholas  
SGT Harris, Kim Elizabeth  
SGT Nixon, Roger Wayne  
SGT Penrose, Terence Graeme  
SGT Sheppard, Allan Edward  
SGT Harris, Kelvin Colin  
SGT Joyce, Simon Karsten

### Promotion to Warrant Officer Class One

WO2 Doolan, Raymond Henry  
WO2 Sapwell, Brett Anthony  
WO2 Jones, David Lloyd

### Promotion to Warrant officer Class One Regimental

WO2 Craker, David Lawrence



At the conclusion of the parade a Buffet Lunch was held at the Congo Club for all parade participants and guests. The standard and variety of food was excellent, and the hard work of our AACC brethren was appreciated by all.

After 20 odd years in the planning, the Battalion has finally relocated the Headquarters and 9 Logistic Support

Company from Randwick, 26 Transport Squadron from Puckapunyal, and the newly raised 37 Force Supply Company from Townsville. Significant work has been completed by many officers and soldiers of over those twenty years, including the initial scoping paper written by a Major David Saul.

The Commanding Officer, Lieutenant Colonel Andy Fidge wishes to publicly thank three officers in particular for their efforts over the more recent planning years: Colonel Tony Hambleton for ensuring the project received funding and was started, Lieutenant Colonel Mick Ashleigh as Commanding Officer 2006-7 for his liaison and guidance during the construction phase, and Lieutenant Colonel Mick Cullen as the Relocation Project Officer who oversaw every detail in the building of the new Vung Tau Lines.



## 15 TRANSPORT SQUADRON

### Operationally Focused

With a reputation for providing real time capability and support to the Army through live taskings, exercises and operations, 15 Transport Squadron has continued this precedent in 2008, transitioning from an exercise focused period last year to an operational focus this year. After what was an exceptionally busy training year in 2007 with 15 Transport Squadron deployed on EXERCISE TALISMAN SABRE 2007 (EXTS07) with the task of coordinating the draw down of personnel and stores from Rockhampton, this then led directly into the operationally focused year we are currently in. The deployment of personnel began with CPL Rod Pinder's deployment with the Australian Army Training Team for the first six months of the year. Shortly thereafter CPL Anthony Murphy, LCPL Daniel Sharpe, PTE Brendan Robins and PTE Stuart Torney were selected to deploy on OP Resolute. Following the departure of our OP Resolute members MAJ Kreutzer deployed in April to the Middle East as the Force Extraction Commander for what was the largest Battlegroup deployed at that stage, Overwatch Battlegroup West. The seemingly insurmountable task of drawing down such a large organisation was handed to MAJ Kreutzer due largely to his conduct of a similar operation on EXTS07 and the

standard he achieved in what is a complex logistical operation.

### Battalion Activities

Closer to home those members holding down the fort in Bendigo began the year in ceremonious style with the 9FSB Amberley parade. Despite the relocation of Battalion Headquarters further north, the Squadron has maintained close ties with its headquarters and has worked to ensure Squadron members are provided with opportunities to train and exercise with our Battalion brethren. The chance to catch up with familiar faces and participate in the Amberley Parade for the relocation of 9FSB Headquarters to Brisbane saw 19 members make the trip to Amberley to march on parade.

The Squadron focus then quickly turned to basic military skills as our champion Military Skills team prepared to defend our title in the Battalion competition for the third year running. Proudly flying the 15 Transport Squadron banner the team, led by CPL Dale Hodges, travelled to Amberley and finished a respectable third this year.

Many of the Squadron Corporals possess a wealth of experience from a range of different corps including several who are ex-ARA. This experience, particularly at

the JNCO level, combined with a blend of highly motivated newcomers, goes some way to explain our consistent performance in military skills competitions. This capability was on display again during the Brigade military skills competition and recognised by the selection of CPL Hodges to lead the 9FSB team with PTE Gray as a member of the team.

### Training

By the middle of the year the Squadron turned its focus to driver training with the conduct of a C2/MR2 course held at Puckapunyal over the July period. This course served to provide an opportunity to newly qualified ADIs within the Squadron to practice their instruction skills whilst providing capability to the rest of the Battalion through the qualification of drivers in the Landrover and Unimog vehicles.

As we look to the remainder of the year the training periods are characterised by the interaction with, and contribution to,

the local community. It is a historic year in Bendigo this year as it marks 150 years of Australian Defence Forces in Bendigo. Whilst 15 Transport Squadron does not trace its roots in Bendigo back quite that far we have been invited to be the lead unit during the anniversary parade. Following this we will be moving directly into a Defence Aid to the Civil Community task in the small town of Rainbow. Earlier this year local shire members requested the assistance of our unit to shift 5000 Tonne of Limestone to an emergency airstrip for the purpose of sealing and hardening the runway. This will be the perfect opportunity to get back to our core business, provide training on our dump vehicles to non-qualified members whilst helping out the local community of Rainbow.

Immediately following this the Squadron will be looking at throwing our support behind EX TROJAN HORSE. Recognising the need to maintain continuity with Battalion through training and exercises such activities

are well received by Squadron members, demonstrating a high level of enthusiasm.

The year will then finish off with a range weekend providing a number of weapon qualifications to members. The intent being to maintain soldier skills and provide the necessary qualifications for members to remain competitive for further operational deployments. By November we are looking to the social events and the adventure training period to round out 2008.

### Conclusion

Due in large part to the high training tempo last year and the operational focus this year, the Squadron training calendar was designed to allow for greater respite and an inward focus on maintaining unit capability whilst key members have been deployed overseas. With a changeover in key appointments at the end of the year and greater manning across the Squadron through the return of deployed personnel, 15 Transport Squadron will be gearing up for another big year in training.



## 30 TERMINAL SQUADRON

/CAPT J. FORD

2008 has been a very successful year for 30 Terminal Squadron; helping to grow not only the Squadron but also the Cargo Specialist trade in general.

The niche Cargo Specialist capability offered to the ADF by 30 Terminal Squadron means that the Squadron supports a myriad of operations in several theatres around the world including Timor Leste, Iraq, Kuwait, the UAE and Afghanistan. The role in each of these theatres is to provide Cargo Specialist support to freight distribution centres as well as to load and unload cargo from a variety of transport modes.

2008 has seen a very heavy focus on continuation training and cross-familiarisation on a range of key MHE found both in Australia as well as overseas in operational theatres. This training has not only been designed to expand the employability of the current Squadron personnel, but also to allow them to combat the ever-present burden of Employment Category Standing Orders or ECSO's. The ECN 171 trade operates within a very restrictive band as it requires PTE soldiers to achieve a minimum

of 4 additional licence codes in order to progress from PTE (P) to LCPL. Considering that a PTE (P) Cargo Specialist resides on Pay Group 2 (presently less than an ECN 109 driver); the trade has been facing some severe retention issues. The Cargo Specialist trade as a whole is seeking to remedy this situation through the continual modification of ECSO's and the shifting of the training burden for certain essential codes such as Cargo Visibility System (CVS) and Mack back to the parent Training Command organisation; in this case ALTC Maritime Wing and ALTC Road Transport Wing.

In addition to a diverse range of internally-run courses, 30 Terminal Squadron also participated in (and won) a number of key 10 FSB activities. Congratulations must go to our obstacle course team who decimated their opponents at the 10 FSB obstacle course competition, with a winning margin of nearly 5 minutes. The Squadron also won the Battalion swimming carnival and placed well in the Battalion cross country and athletics competitions.

30 Terminal Squadron has been fortunate enough to be involved in the resurrection of rail transportation throughout 2007 and

2008. This involvement has been centred around the provision of Cargo Specialist detachments consisting of a JNCO and 4 PTE's to support 1 Brigade Exercise Southern Reach activities. These detachments were responsible for the loading and securing of a suite of A and B vehicles to trains for the long journey between Darwin and Port Augusta. The detachments were afforded the valuable opportunity to work closely with JMCO staff and also civilian Freightlink rail personnel to expand their knowledge and employability as a Cargo Specialist within the niche environment of rail transportation.

The Squadron has deployed its Amphibious Beach Team (ABT) on a diverse range of activities throughout 2008. The ABT offers a unique capability not only to the Army but also to the ADF as it represents the first regular elements ashore during any amphibious tactical lodgement.

In addition to providing Cargo Specialist support in the Middle East Area of Operations (MEAO) to assist in the repatriation of stores from OBG(W), 30 Terminal Squadron will conduct a live Transit Area (TA) task at Lavarack Barracks



between September until November 2008. This TA will temporarily hold cargo that has returned from the MEAO on its way back to relevant Joint Logistic Unit's around Australia. The TA represents an essential link in the cargo repatriation chain. In addition, it will afford the Squadron a valuable opportunity to rehearse cargo handling and management procedures and well as offer a valuable tracking and training tool through the use of CVS.

The Squadron has also focussed its attention on an internal restructure to better manage its equipment fleet and better progress the technical competency of its personnel. This restructure saw the return of a more structured layout including the establishment of Terminal Sections, Section and Troop

identity and the allocation of equipment to Sections and in some cases, individual operators. The aim of this restructure has been firstly to improve Troop identity but also to streamline the Squadron's equipment fleet in order to maximise capability and most importantly, to set the preconditions for the receipt of new equipment under Joint Project 126.

30 Terminal Squadron is fortunate enough to be the recipient of a number of key deliverables under Joint Project 126 (JP126). This project sees the move towards containerisation and modularisation of all ADF cargo. The Squadron has played a vital role in the design and development of storage and training areas for the new equipment at both Lavarack Barracks and

Macrossan Training Areas. Construction is due to start in November 2008 and the Squadron looks forward to the delivery of these new capabilities.

In summary, 2008 has been an extraordinarily busy year. Although it would be easy to say our focus has been on everything, specific attention has been paid to the continual supply of ABT support to various activities and Exercises as well as the growth of the Cargo Specialist trade. The Squadron now waits for the introduction of new equipment under JP 126 and remains postured to meet these challenges. 2009 promises to be just as hectic with the Squadron making large contributions to Exercise Predators' Gallop, Exercise Talisman Sabre 2009 as well as a various Operations around the world.

## 7 TRANSPORT SQUADRON EXERCISE LONGREACH 07

/LT B. C. STACEY

In September 2007, 19 ARES members took part in Ex Longreach 07 – a drivers course run by 7 TPT SQN to enable the participants to obtain qualifications in the LR110, Mack and Hino MRI on different types of terrain. The participants would also gain invaluable experience in the running of a logistic operation and long distance driving. This was the fourth drivers' course run by 7 TPT SQN and undoubtedly -the most ambitious.

The course began with introducing each driver to their respective vehicle's tabulated data, maintenance and repair before carrying out preliminary driver testing on all participants. Once everyone was deemed to be safe, it was time to depart Maygar Barracks and head inland. On day one the convoy made way along relative comfort of bitumen roads and freeways to Berri in South Australia and then towards Leigh Creek the following day. Upon arriving in Hawker, the training objectives were suspended as the course visited the local primary school to introduce the kids to Army vehicles and equipment, many being unaware that a "petrol station" could be put on the back of a truck.

By day three, the roads turned to gravel, the temperature increased dramatically and the soon-to-become-familiar taste of dust coated the palate as the convoy moved

further north into the heart of the country. One thing that became apparent during the exercise, was that the site of several Army vehicles pulled over for a rest stop, was something of a fascination to the locals of the numerous isolated towns along the route; and Marree, the starting point for the Birdsville Track was no exception. A simple driver change saw all patrons of the Marree Hotel, down their pots to investigate what was going on – along with the supermarket staff and several other civilians.

It was at this point where the gravel roads turned to dirt, the thick dust became a fine silt-like substance and travelling etiquette dictated that drivers must wave to each other when passing. But whilst most modern comforts where long gone, the caravan park at Mungerannie was equipped with an artesian spa, heated by the planet's own geothermal means. This spa was one of only three features of the caravan park, the other two being the Hotel and the shower/toilet block; the rest of the site was space – open and wide space, which was very suitable for trailer reversing and vehicle guiding training.

As the convoy deployed further north, the very first of many tyre changing lessons was given. Ironically it was the Unit's Landcruiser that suffered the first blow, but one by one each driver had their own opportunity to utilise their tyre changing abilities. The natural landscape also provided many opportunities



for off-road driving and impromptu BBQs. After pulling into the Birdsville Caravan Park and servicing the vehicles, all participants visited The Birdsville Hotel and discovered that the hotel was also an unofficial Army museum, with its walls covered with all sorts of military memorabilia that had either been donated or acquired by other means over the years.

The next day the course left the Birdsville with the caravan park streets lined with waving civilians and made its way to Windorah, where the course further practiced its road side fuelling drills and harbour drills. After several long days on the road, a days rest was had at Longreach which provided ample opportunity to stock up on jack-rats, wash clothes, visit the Swagman Museum and watch the AFL Grand Final. The participants also took part in their own RFDS fund raising activity by sponsoring two 'volunteers' to have their

backs waxed (it seemed like the right thing to do at the time). The sites of two grown men in agony brought tears to everyone's eyes, their screams could be heard for miles and over \$300 was raised to keep the flying doctors in the air.

The next day, the now rested and somewhat cleaner exercise members turned south to began the long drive home. As the convoy ventured through Augathella, Bourke, Dubbo and Wangaratta the dirt roads became bitumen again, the weather became cooler and we soon realised that the strange taste in our mouths was in fact fresh air, not desert silt.

The course drove back into Maygar Barracks on 05 October. The once inexperienced group were now a knowledgeable unit of

experienced drivers, who could transverse many types of ground in order to achieve their tasks. Ex LONGREACH 07 allowed 7 TPT SQN to train its members in Landrover C2 and other drivers with additional Mack HRI vehicle codes that qualified them to be come 109-1. In addition all members had extensive exposure to long distance driving and cross country and tactical refuelling operations. All participants developed a sound working relationship with one another. They all worked together to achieve the desired result to a high standard. During the activity it was stated by the local community, on numerous occasions that "Your young people's behaviour and attitude is fantastic. It's good to see, great young kids doing a great job". The training that was gained during the period provided personnel with

the fundamentals necessary to operate effectively at 4 CSSB.

The course was further made possible with the inclusion of a TPA and operator from 1 Petroleum Company, enabling 7 TPT SQN's fuel operators to refresh their bulk fuel skills as well as travel large distances without having to hinder other civilians at local petrol stations.

Exercise Longreach 07 was one of 7 TPT SQN most adventurous and ambitious courses run in recent years. Its many achievements serve as a tribute to the resourcefulness and meticulous planning of WO2 Phil de Bomford and WO1 John Coomer; both of whom proved to be more than equal to the task.

a reduced tempo period over December and January.

Following the much loved Christmas holiday period, the 2008 tempo went from zero to full-on from a standing start (no surprises). In preparation for the new structure next year, 7 CSSB's two reserve Tpt Pls (2 and 24 Tpt Pls) were now combined into one Pl, split between Enoggera and Toowoomba. With the release of new recruiting targets for 08/09, the Tpt Pl will build on its current numbers and fill vacancies left by discharging, posting and promoting personnel. SGT James Turner and LCPL Melissa Wiggins recently marched-in and bring with them a wealth of experience that will greatly aid the trade skills development for the Pl. Watch this space.

5 Tpt Pl started 2008 with a complete swap of headquarters; with a new chain of



## 7 CSSB TRANSPORT – 2 TPT PL AND 5 TPT PL

/PTES J. GOLTZ AND A. EDELMAN



Since the last edition of PAR ONERI and the deployments mentioned then, it was only fitting that transport fell back into the support role, and support we did.

Upon completion of the courses camp in August and September 2007, 5 Tpt Pl was off to High Range Training Area to support 2/14th and 6 RAR with their MRE. After a long drive from Brisbane we arrived at the 350 man camp at High Range. Immediately upon arrival we set to work setting up fuel points and ferrying water from Townsville and Range Control back to the camp, which was currently occupied by about five hundred personnel. While this number seems high for the camp it was only set to increase and so was our work load. Upon completion of their first exercise 5 Tpt Pl set about carrying all members of OBG (W)-4 back to Range Control to link up with the buses set to take them into Townsville.

Four days later we set about the mammoth task of conducting a troop lift for the entire Battle Group to bring them back in to the camp.

With CTC now involved the MRE started in earnest. Then came the interesting task of juggling the requirements of CTC with the day to day support requirements of 2/14th LHR and 6 RAR. Combine all of that with the fact that we still had to supply CTC, 2/14th LHR and ourselves with fuel. The unquenchable thirst of all the vehicles and over one thousand personnel needing water resulted in the non stop rumble of Mack engines at 0600 every morning to go and collect fuel and water from Townsville. The non-stop need for members to return to Townsville and re-supplying the outlying camps kept us busy for the rest of the MRE until it was time to return to sunny Brisbane.

Upon our return to the unit the pace kept up with a Boots and Saddles inspection to be carried out at the end of November prior to the reduced tempo period beginning. Once the Boots and Saddles had been carried out, the unit then went into



Big rigs: C17s at Amberley, taken prior to the commencement of loading 5 Tpt Pl's vehicles.



command including a furry lipped Sergeant (who cannot be named due to fear of death) came a flurry of new tasks. These included taking part in the Battalion Range Week and company shake-out. As a measure of the rate of effort, the company shakeout was cancelled partly due to the platoon being so heavily committed elsewhere to support Brigade and TC-A activities that we would have had to train up Figure 11 targets as drivers to get more than a section out the gate...

By the end February 5 Tpt PI was involved in the MRE for RTF 4. Preparation, conduct and pack up of the MRE consumed most of March. April 2008 saw the conduct of another courses camp where we able to fix up some of the training gaps in 7 Bde units, as well as our own. During this time we also prepped to provide transport support to the first of several RAINF IET courses being run by 8/9RAR.

Tasks continued to flow in with units requesting support. Units supported include 4 RAR, 6 RAR, 8/9 RAR, CTC, 21 Constr Sqn, 2 CER, 2/14th, LWC(SQ), 1st Fd Regt, Rifle Coy Butterworth, School of Artillery and HQ 7 Bde. We've also detached a number of NCOs (and LT

Stuart Zahnleiter!) to ARTC to help out with the training of the large number of recruits as the Army expands. All told 5 Tpt PI has supported in excess of 14 major unit exercises not including 7 CSSB's (as well as support to OP TESTAMENT and training for several DAC contingency plans), and the pace doesn't even look like slowing down. Bn IMTs were conducted in a swag-free environment in June in sunny Canungra where oddly enough it didn't rain every day. We were put through their paces in a variety of security-operations scenarios that provided some good learning points. PTE Dinnison appeared to be the subject of some cathartic yelling by his Coy 2IC when said Captain was getting over-enthusiastic in his role as Angry Villager #7, but we're pretty sure that Dinno's hearing has recovered. After attending Bn IMTs at Canungra, 2 Tpt PI just couldn't get enough and went back again over the weekend 19-20 July. This time it was a little different though, instead of walking up all the hills we dove up them. Luckily recovery was on hand to help out, otherwise we would still be down there: One of the highlights in 2008 for 5 Tpt PI has been the opportunity to support the RAAF's 36 Squadron at RAAF Base Amberley. Due to the new C-17 Globemaster aircraft coming into service,

36 Sqn loadmasters were required to become qualified in handling various Army vehicle platforms on the new airframe. This created an opportunity for 5 Tpt PI to assist by providing various vehicles and gaining some valuable experience in tech-prepping vehicles for movement by air and working with our RAAF brethren. The yippee flight to Rockhampton was a nice bonus too!

We've been lucky enough to get a smattering of people away on deployments – LCPL "Freddo" Frederickson scored himself a trip to Timor Leste at about six minutes notice. CPL Dave Wilson, PTE Lachy Paterson and PTE Trinity Moore were able to get a gig on Rifle Company Butterworth, with Pato wanting nothing more than to stamp around in the jungle with a pack on. It takes all sorts. On the other side of the coin, LCPLs Eddie Buenabra, Warwick Loder and Dave Rodet and PTE Dion Eivers returned from OBG (W)-4 straight into the battleprep for EX LIGHT FIGHTER (6 RAR exercise). This exercise will round out the year as we attempt to slide gracefully downhill to the Reduced Tempo Period prior to the expected running start to 2009.

week. FPC's innovations and improvements to its courses are ongoing via its recently raised TD and Analysis cell. This year has seen the creation of the Middle East Area of Operations (MEAO) Course which prepares personnel for both OP CATALYST and OP SLIPPER. FPC have also developed a VIP package (with the support of TTC), for two-star rank and above, which is delivered via DVD rather than in a formal classroom setting. FPC is also able to deliver 'one off' packages such as the recent course delivered in Singapore for an SAF. However the least intensive course taught is for the FACE or entertainment tours, the Unit has been lucky in having trained and socialised with entertainers such as Hamish & Andy to John Williamson and Kevin Blood Wilson.

Just as important to our deployed forces, and arguably more important, is the provision of Postal Services. 39 PSB is responsible for the provision of Postal Services to the ADF, with more than 200 tonnes of mail delivered to personnel on operations this year. The 39 PSB Postal Troop trains personnel, from all three Services, to man the ADF's postal

network. It is also responsible for manning seven of the twelve deployed AFPOs as well as the MILPO in Townsville. Despite this heavy workload, the posties are also looking forward to moving into their much needed new facilities at Lavarack Bks in September.

39 PSB's Amenities PI has had its busiest year to date, providing support to AASAM, AACAP, OP TESTAMENT and is currently preparing for its first off-shore activity in PNG with Ex PUK PUK. Traditionally, Amenities PI support in the field was limited to the setting up and running canteen and media facilities. However, it has now developed a deployable gym which is housed in a 20 ft ISO container and run by a qualified CFL. Probably the best known activity conducted by the Amenities PI is the weekly supply of print media to deployed elements. To date,

this support has provided more than 50,000 magazines to deployed personnel.

Another recently developed capability within 39 PSB has been the establishment of the Personnel Tracking Cell. The Cell has introduced a software and hardware package which will effectively track personnel on both exercise and operations, linking directly with PMKeys. The system has been trialled in the MEAO, as well as OP TESTAMENT and several other 17 CSS Bde activities. As the system moves towards maturity, it is expected to be broadly applied to the Land Command activities and provide an extremely efficient means of managing the location of personnel.

As 2008 rapidly approaches its conclusion, 39 PSB has concentrated in Canungra,

bringing together its geographically dispersed elements to undertake Ex MUD OVER BLOOD. The unusual name is derived from the 39th Battalion's WWI colour patch of brown over crimson and which was dubbed 'mud over blood' since its formation. The activity will also remember the historical links to the 39 Bn of the WWII fame on the Kokoda Track and to celebrate the Unit's second birthday.

Following 'Mud Over Blood', 39 PSB will quickly resume its normal frantic pace as it prepares to provide Force Preparation, Amenities, Cash Office Postal and Personnel Tracking support to Ex TROJAN HORSE a significant 17 CSS Bde activity covering the tasks of Force Extraction for AACAP, MRTF-I and Ex SWIFT EAGLE.

## 39 PSB POSTAL TROOP

/SGT B.E. BINGHAM

Some people might think that in this modern age of high speed internet, emails and reliable telephones, the Australian Forces Post Office (AFPO) might be out of a job; however this couldn't be further from the truth. The 39th Personnel Support Battalion's (39 PSB) Postal Troop (Stamp lickers) is the busiest we've been since the World War II. Not since then has the Defence Postal Service been spread so far across the globe providing support to troops for a number of different operations.

Currently we provide postal support to thirteen deployed AFPOs all around the world, from our neighbors East Timor to the Middle East. All our Postal Managers work diligently to help keep deployed soldier/sailors/airmen connected to their loved ones at home. In the first 6 months of 2008 our deployed AFPOs received 8830 (approximately 117 000 kg) bags of mail, filled with family photos, kids drawings, perfumed scented letters and a whole swag of yummy Aussie food. These are the big moral boosters that emails and telephone conversation just can't deliver. The small joys of home still brought to you by the old fashion, reliable and much loved Postie. In return deployed members sent home 6454 (approximately 76 000 kg) mail bags full of local delights, birthday cards and love letters

to their families and friend here in Australia. A posting to the 39 PSB Postal Troop is still one of the most rewarding and challenging postings available for RACT personnel. The Postal Troop currently has 18 RACT other rank positions ranging from LCPL to WO1 and a new officer (LT) position.

While our main focus remains the provision of operational postal support, we have also conducted 2 Operator Postal and 3 Postal Clerk Courses, on behalf of ALTC and HQ JOC, as well as continuing to operate Military Post Office (MILPO) at Lavarack Barracks. The continued support to the postal training is vital to ensure the postal function is sustained and to keep our members up to date on the latest postal procedures. There has been a significant review of the postal training this year to enable us to deliver a constant and better quality service for deployed troops. This has included the procedures for operating a cashless deployed AFPO enabling AFPOs in isolated areas to provide a more effective service.

The world of post involves more than just the hauling and sorting of thousands of blue mail bags. Postie's have to work out postal calculations, convert foreign currency and compile both military and Australia Post documentation. However the most



rewarding part of our job is and always has been; seeing the enjoyment our mail deliveries bring our fellow deployed soldiers.

My two year tenure as a Postie has been both rewarding and interesting. I have had the opportunity to deploy as a Postal Manager, instruct and assess postal training and operate an Australia Post terminal at the MILPO. As I prepare to return to my base trade movements, I would like to encourage all my fellow RACT mates to expand their knowledge base and give stamp licking a go!



## AN OVERVIEW OF 39 PSB

/CAPT M. DUQUEMIN

As the 39th Personnel Support Battalion (39 PSB) approaches the second anniversary of its raising, there are no signs of a reduction in the rate of effort from when the previously disparate elements of Force Preparation, Postal Services, Cash Office and Amenities Support were brought together under the one banner.

39 PSB's Force Preparation Company (FPC) ended 2007 having conducted 140 courses and prepared over 10,000 ADF personnel and selected civilians for deployment. As

for FP Training in 2009 due to the extending operational deployments to 8 months, FPC will have prepared the equivalent of every ARA member well before the end of next year.

The greatest challenge for FPC is to best prepare course attendees for the theatre they will be entering. This challenge involves regular conferences with critical parties to review the content of the training in fluid areas such as the employment of IEDs, each region's cultural and political situation as well

as the intelligence environment. The timing of these conferences is critical given that FPC normally conduct two courses each

**FPC ENDED 2007 HAVING CONDUCTED 140 COURSES AND PREPARED OVER 10,000 ADF PERSONNEL AND SELECTED CIVILIANS FOR DEPLOYMENT.**

of July 2008, a further 60 courses have been conducted with 5,000 trained. With a limited reduction expected in the demand





## TRANSPORT COMPANY - 11TH CSSB

/ LCPL RITCHIE

2008 started off with a bang for 11th Combat Service Support Battalion (11 CSSB) Transport Company (TPT COY). The first of our big tasks this year was the packing up and moving of unit location within the confines of Lavarack Barracks to the new 11BDE Passendale Lines. Providing assistance to the remainder of the BDE in the move from Jezzine Barracks to Lavarack Barracks.

Now fully complete, teething problems with the new facility were always going to present a problem. This year has seen an influx of the following ARA personnel:

WO2 Jamie Gangel (2 RAR)
CPL Tom Gibbs (145 SIG SQN)
CPL Laurissa Craig (3 CSSB)
LCPL Renee Ritchie (MILPOST)
PTE Leanne Richardson (5 AVN REGT)
PTE Andrew Wilkins (1 CSSB)

SGT Dixon, the sole remaining ARA member from 2007, was sporting a grin from ear to ear on march-in day in January. Finally the workload would be removed from her shoulders.

The TPT COY commenced its first unit official course in June by conducting a

C2/LR3 Drivers Course. With a panel of 20 GRES soldiers, the three weeks were enjoyed by all. Our part time brethren are now fully aware of the capabilities of these two variants and look forward to the much awaited courses period in September where they will again be able to demonstrate their ability to defy gravity. The course students enjoyed the course so much that come the end of course function, only the instructors could be accounted for. Four hours later, the students began to arrive. All in all, the function was a success and enjoyed by all.

Providing on going assistance to support Operation Anode to the Solomon Islands and Cadet Support has created an abundance of tasking and driver support being requested. But as the saying goes "Equal to the Task" is our motto and we can be proud of our efforts to date.

September Courses Period will see the TPT COY conduct a long awaited OPS MOD Course for RACT Drivers. A panel of 24 should see our GRES soldiers completing their training in full and receiving the ECN 109 that they have waited for. Trainees will travel a far from places such as Ayr, Mackay, Rockhampton and Gladstone. During this

course, SGT Dixon and a band of merry men will travel to High Range Training Area to provide transport support to 700 cadets during their Annual Bivouac. I'm sure that her hands will be full with tasking and general support.

A further one or two unit conducted training activities are all that remain in 08 with the final activity for the year being the "Trivia Night" in the hunt for the COY's Trophy. TPT COY has represented well in all previous inter COY events (shooting, IMT's, Sports and Orienteering), however, we need to get one up on our competition by winning this last event.

Two GRES TPT COY soldiers were recipients of awards and can be proud of their achievements this year. They are both worthy recipients and should strongly consider transferring to the ARA. The recipients and awards are as follows:

PTE Jessica Baatard – RACT GRES PTE Soldier of the Year Award, and PTE Brenden Morley – Soldiers Medallion.

Congratulations to all ARA and GRES soldiers within the COY thus far. The hard work is almost behind us, however, we need to remain focused and hit all tasks head on till the end of 08 just as we have done so far.

the amphibians reflected in the unit's name throughout the years.

1948-49	1 Tracked Amphib Sqn, AASC
1949-50	1 Tracked Amphib Sqn, RAASC
1951-52	16 Coy Amphib (OT), RAASC
1952-56	16 Coy Amphib (GT), RAASC
1956-58	16 Coy MT, RAASC
1958-64	16 Coy Amphib (GT), RAASC
1964-68	16 Coy Amphib, RAASC
1968-74	16 Tpt Coy, RAASC
1974-77	16 Tpt Coy, RACT
1977-99	16 Tpt Sqn, RACT
1999-200	18 BASB Tpt Coy, RACT
2002-04	16 Tpt Coy, 8 CSSB, RACT
2005-current	16 Tpt Sqn, 8 CSSB, RACT

The last of the amphibians were only removed in 1989, and in recognition of the role amphibious vehicles have played in our squadron's history, DNSDC have given us two retired (and unserviceable) LARC V's to be used as gate guards for the barracks.



The two that were chosen were originally part of the squadron's fleet, and it is an honour to have them come home for their retirement.

In conjunction with the birthday dinner, we also held an open day where members, ex-members, family, friends and members of the public were welcome. The LARC V's were the stars of the show, with ex-members keeping the current diggers enthralled with "warries", and the OC thanking the heavens that the LARC V's are actually incomplete!!!!

2008 started out with the restructure of our parent unit as a result of Project Focus. 8 Combat Service Support Battalion, like all other CSSB's, formed a Brigade Operational Support Company and 16 Tpt Sqn were the recipients of extra vehicles, extra drivers, and lots of extra tasking!

A couple of the more unusual things we have done this year is transporting antique armoured vehicles from private collections all over NSW to Tamworth for the 90th anniversary of the Battle of Beersheba, and being placed on standby to assist with the floods in Newcastle. A routine driving

weekend at Salt Ash turned into a recovery exercise (we got all bar one out), and the most fun the diggers have had with muddy cams on!!!

As usual, we conducted driver training with numerous courses run for approx 100 students over the year. Students have come from as far as SA and WA. Members of the unit have been rewarded for their good work by representing the squadron on operations. Our members have been present on Op Anode, Op Resolute Op Testament, and at Rifle Company Butterworth.

We gratefully welcome Cpl O'Laughlan and Cpl Wallace who have been run off their feet with all the additional tasking - where would we be without you? We also welcome Sgt Steve Neal who joins us for a brief time after being deployed on operations overseas. Sgt Neal brings a wealth of knowledge and experience to the squadron.

We farewell Pte Bob Godfrey who has been posted to Singleton, WO2 Dave Blair who has re-joined the ARA and is posted to the School of Transport, and Sgt Jason Murdoch who is discharging from the ARA to pursue other avenues in the civilian world. Good luck to you all.

## 35 WATER TRANSPORT SQUADRON

/LT J. MAR FAN

It has certainly been a jam-packed 12 months for 35 Water Transport Squadron. However, as they are always 'equal to the task', the boaties and engineers took to their tasks like ducks to water. The Squadron has kept the majority of its HQ from 2007, being confidently and capably lead by MAJ Anita Smith, with close support from the ever-vigilant SSM, WO2 Chris Mann. CAPT Rachael Harrison-Wyatt travelled all the way from England to assume the 2IC position and has been recently assisted by the newly appointed AO, LT Nathan Hulland. In Squadron Ops CAPT Luke Condon returned from FLLA-3 to resume his role as OPSO and instruct his padawan, LT Jeremy Mar Fan, in the ways of water transport operations. WO2 Pete Caputo continued his job as OPSWO, but enjoyed four intense months on Ex LONG LOOK, while SGT Toby Bailey lead the RAEME brotherhood. The Squadron Orderly Room has been diligently operated by PTE Sonya Leijen with the elite Q-Store being headed up by the ever-busy SGT Andy Whittingham.

70/71 Tp, who operate the LCM8s, has maintained its high work tempo this year with LT Dave Uphill at the reins, supported by his trusty Tp WO, WO2 Bruce Mills, who has been keeping his head above water during LT Uphill's FET deployment. As always Ex SEA LION provided an excellent opportunity for 70/71 Tp to hone their amphibious operations skills working alongside the RAN. There was a second Ex SEA LION conducted in October just prior to Ex SWIFT EAGLE, which was a great

chance to demonstrate the Squadron's professionalism and finely-tuned specialist skills to all involved. Also during 2008, 70/71 Tp had the pleasure of participating in Ex CROIX DES SUD in New Caledonia, which was followed directly by Ex JOINT KIWI in New Zealand. Both of these exercises saw the boats and their crews operate in a joint amphibious environment, allowing them to prove themselves to an international crowd.

Ex GREEN ANCHOR, planned for late 2008, is a specific LCM8 activity in which the Troop sharpens its vessel handling skills and practices reconnaissance, landings and patrolling in the littoral environment. 70/71 Tp will also conduct AME training off an LCM8 IAW its recently written SOPs on the procedure, which will benefit the ADF as a whole. Further, whilst devastated at the withdrawal of the request for their support on Ex RIMPAC which would have taken selected members to Hawaii, 70/71 Tp was given the task to support the Pacific Island Forum and thus visited many of the beautiful islands in the tropical north in support of the activity. The loss of RIMPAC is water under the bridge. Ongoing support to ALTC-MW and 51 FNQR for Op RESOLUTE, as well as continued Troop training and vessel maintenance, ensures 70/71 Tp will sustain its high tempo with no chance for idle hands...always a good thing!

42 Amphib Tp, who operates the LARC V's, has discovered that when it rains it pours, as they were able to get their feet wet during many activities that the Squadron has been involved in. At the helm of the Troop was LT

Geoff Price who, since his return from FLLA-3, has been dual-hatted as both 42 Amphib Tp and 70/71 Tp Commander in the absence of LT Uphill. However, the burden was lessened with the avid assistance of the Tp WO, WO2 Anthony Bate. Ex NAUTICAL PETROS was certainly a highlight for the 'larcies' this year. This exercise involved working with the Pet Ops to utilise the Dracone Bulk Fuel System, assisting in the amphibious deployment of this asset.

Ex SURFING PENGUIN was conducted at Wide Bay Training Area during August and drew much attention from a variety of people, including Comd 17 CSS Bde and the Army Newspaper. The exercise was designed to give members of the Troop experience in 'surfing' the LARC V's through difficult wave conditions. Due to operational tempo constraints, this invaluable training has not been conducted since 2005. As such, the exercise made a big splash and surfing with the penguins was a great success.

Following Ex SURFING PENGUIN, 42 Amphib Tp made some time to support ALTC-MW in inducting and training a whole new crew of baby 'larcies'. These up-and-comers also got a chance to test their newly acquired skills as soon as they finished the course, as they immediately dived into Ex SEA LION and Ex SWIFT EAGLE. They joined members and vessels of 70/71 Tp much like with the support provided for Ex CROIX DES SUD with the RAN.

Whilst not out training or on operations/exercises, the 'larcies' found themselves at the centre of attention at countless displays





and activities in the Townsville area. The LARC Vs are always in high demand for both static displays and the provision of rides to fascinated participants. Activities in 2008 included the End of Era parade at the 3 Bde Geckos Centre, the CTC Open Day, ANZAC Day, RACT Corps Conference and particularly the 10 FSB 10th birthday celebrations. Not wanting to be sitting ducks, 42 Amphib Tp continue to raise their great profile and will be busy being the Army's amphibian for the rest of the year.

In the land that winter doesn't touch, LT Luke Tindale continued to ably command 36 Water Transport Troop (36 WTT), with his trusty side-kick, WO2 Frank McKechnie, who will sadly be retiring at the end of this year after years of an esteemed boat career. Out of eyesight from SHQ in down-town Townsville, this Darwin Troop maintained their close support in the wide northern waters of Australia.

Support to Kimberley Sqn saw the boats being involved in activities in Western Australia, whilst Op OUTREACH and Op RESOLUTE meant the vessels were involved in a variety of tasks in locations from Cape York all the way through to the top end of our biggest state. The boats are an essential part of the Op RESOLUTE and Op OUTREACH capability, providing the platforms required to conduct patrols of the entire northern coastal area. Support to NORFORCE and 51 FNQR means 36 WTT works closely with the infantry and related

elements to conduct beach landings, small insertions and amphibious reconnaissance. On an All-Corps-Soldier-Skill front, the Troop had the pleasure of conducting IMTs with 5 RAR. This intensive training will certainly refresh their basic soldier skills with a wide spectrum of warfare, including offensive, defensive and security operations being covered in the three weeks allocated. No doubt the Troop will show that while they are boaties, on land they are not fish out of water.

In terms of maritime training, the Troop jumps at every chance to conduct activities with incoming RAN vessels, such as HMAS Tobruk and Manoora. This provides joint training and maintains nautical skills such as stern door marriages, lifting and troop embarkation that make 36 WTT such an indispensable asset in the north. Working with NORFORCE, 51 FNQR and units of the 1st Brigade, means that 36 WTT always has a full plate. However, they manage to find time to conduct vessel specific training such as 50. cal shoots and small boat courses throughout the year. Further, 36 WTT proves that blood is thicker than water and leaps at the opportunity to take part in 35 WTS related activities in Townsville whenever they are available.

Clearly the Troops within 35 WTS have been thrown in the deep end and come out swimming. In addition to the multitude of individual Troop tasks the Squadron has been involved with, we have also participated in a plethora of ADF and Battalion activities.

35 WTS has sent personnel on operations in support of FLLA-3 and the FET, as well as assisting on Op ASTUTE. Domestically, there were members of the Squadron sent to Sydney for Op TESTAMENT for the Pope's visit to Australia. Locally, the Squadron enjoyed success in the 10 FSB swimming carnival, winning in a combined 30TML/35WTS team, with CAPT Harrison-Wyatt awarded the female champion swimmer. Despite having dwindling numbers due to exercises and operations, we did well in the Bn obstacle course, cross country and athletics competitions. The Squadron will also continue to provide support to ALTC-MW for numerous courses such as the Marine Terminal Officers Course, Marine Specialist Grade One and Two Courses, LARCV Operators Course and Small Craft Handlers Course. All of these courses will hopefully grow our vital trade for its essential support to new projects, most significantly JP2048, which is the introduction of the LHDs in 2012. Along with a host of new soldiers to the trade, we welcomed a host of gap year members who will no doubt be dazzled and impressed with all that the Squadron has to offer. The Squadron is certainly looking forward to adventure training at the end of the year, followed by some well deserved down time.

In the 35th year of our esteemed corps, 35 WTS is certainly keeping busy, proving itself to be an invaluable capability to the ADF and showing that in all water transport and amphibious activities, it can certainly swim with the big fish.

were heavily involved in Op TESTAMENT during the Pope's visit. With such a large number of personnel deployed on various operations though the year, 44 SQN has proven its value in providing a deployable reserve capability to the ARA.

We have also utilized the past 12 month to improve our members trade proficiencies and provide training services to other reserve units. During the year 9 courses have been run with a further 3 courses being scheduled before the end of the year. This

year 44 Transport ran the first Transport Managers (TM) Course out side of ALTC, which was a great success and a second TMs cse will be run in August. This year we have also had the privilege of qualifying two of the units DTO's in the PMV Bushmaster which is an asset to the unit and Bde and enhances our training and operational capability. We have concentrated on 3rd line transport operation through the year to hone the skills sets of our drivers and enhance our operational capability in support of 17 Bde. We have a number of drivers and

equipment that will be supporting a Special Forces activity in the state later this year and have also sent driver support to Perth in support of SASR activities. This empathises the SQN ability and enthusiasm to provide additional non-deployment assistance to the both GRES and ARA units.

The future of 44 SQN is looking bright with increased personnel proficiencies and deployment capabilities. With a comprehensive training schedule and increasing troop numbers, 44 SQN is in for another engaging year.

## JMCO MELBOURNE

/PTE K. NOBLE

### Unit Visit to Sydney

Since December 2007 there has been a major change for JMCO Melbourne in that the command and structure is now under command of JMCO Sydney and as a consequence there are no full time members in Melbourne. As part of the appreciation of JMCO Sydney, 12 members from Melbourne travelled to Sydney and visited JMCO Sydney, HQ JMOVGP, HMAS Manoora, RAAF Base Richmond AMS and Menzies Cargo Sydney Airport and CCP, Steele Barracks at Moorebank. Members have now a better appreciation on the movements operations and major facilities located in Sydney.

### Anzac Day 2008

Members of the unit assisted the RSL as March Marshals at the 2008 Anzac Day March in Melbourne. This has been a regular part of the unit calendar over the last five years. Duties included the forming up and organising unit associations and bands in Collins Street Melbourne ready for insertion into the March. This is similar to movements work on a real and practical natural. WO1 Brian Neal has a long relationship with the march and is part of the organising committee. Unit members were the guest

of 3MD RAASC/RACT Association at the After March reunion in South Melbourne.

### IET OP MOV 5 May 08 – 30 May 08

As part of a team of ten ARES members, I recently attended my Initial Employment Training (IET) Basic Movers Course at ALTC Maritime Wing, Ross Island, Townsville from 5 May 08 until 30 May 08. The course included physical training, a field exercise in the JMCC environment, unit visits within 3CSSB to view their equipment as well as Townsville and the surrounding areas. Members from JMCO Melbourne – Noble, Terkely, Farrugia and Thomas, JMCO Darwin – Bower, JMCO Brisbane – Webster and JMCO Adelaide Gray, Wilks, Gyepes attended, bringing with them various Army and Civilian experience; from recently marching out of Kapooka, to 20 plus years of various Military Service. Two guest instructors kindly provided their expertise; CPL Cameron Wilson and CPL Alison Sampson from JMCO Sydney and Adelaide respectively.

On a personal note, I have three years experience in ARES and I transferred a week prior to attending the IET course from 4BOSC, Maygar Barracks, RAAOC as an Operator Supply. I work for Defence Material Organisation at Victoria Barracks, who support me in my ARES career.

In summary, I learnt all of the basic skills that allow me to be an effective Operator Movement. In the future I am looking forward to obtaining some on the job training and gaining enough experience to develop into a deployable asset for JMOVGP. I have also made lifelong friends from the course, and had a great time up in sunny Townsville.

### RACT Birthday Celebrations 2008

JMCO Melbourne celebrated the RACT Birthday at the night parade on Tuesday 3rd June 08 with a birthday cake and unit presentation on the RACT. The photo shows the units newest member PTE Kate Noble and the oldest WO1 Brian Neal cutting the cake with other members looking on.

### Support to 8/7 RVR Move Jul 08

Members of the unit assisted 8/7 RVR with their move to Brisbane and return by C130 Hercules Aircraft. Following attending at unit lines at Laverton, where the Regiment concentrated, the unit conducted a DG check and Airfield briefing, and monitored the move by buses to Melbourne Airport. A total of 98 pax, baggage and weapons were loaded over the two Hercules. JMCO Melbourne also provided movement information to the unit and a liaison role with airfield staff. The move to and from Queensland was not with mishap, but was resolved quickly and efficiently. JMCO Melbourne staff ready for arriving aircraft.

### Deployments and Detachments JMCO Melbourne

JMCO Melbourne members who have been deployed or detached for the last 12 months are:

CPL Xern OP Astute	July 07 – Jan 08
CAPT Holmes OP Catalyst	Jan 08 – Aug 08
SGT Schoch OP Astute	Apr 08 – Oct 08
PTE Cuthbert OP Catalyst	Apr 08 – Oct 08
PTE Harrison JMCO SYD/DWN	Jul 08

### Deployment OP Astute - Cpl A.Xern

This was my second deployment to East Timor which started on 27 Jul 07, when I landed in Dili to begin my position in the Combined Movements Control Centre



## 44 TPT SQN, 160 TP DEVONPORT

44 Transport Squadron as a sub unit of the Second Force Support Battalion located at Devonport and Hobart within Tasmania. The SQN has an array of equipment at its disposal from Fleetliners and Bulk Fuel

Tankers to the humble 110 Landrover with which to conduct driver training and provided a deployment capability. The SQN current strength is 102 personnel.

It has been another very busy year for the SQN, we currently have two personnel serving in the Middle East and a further two in East Timor. This is in addition to 3 personnel who have already completed a deployment in the Middle East this year. Additionally a number of 44 TPT drivers



L/R PTE Ryan, PTE Farrugia, LCPL Napier & SGT Daniell with WO1 Neal taking Photo



(CMCC) as the CPL Mover controlling the Dili – Darwin leg of the sustainment flights aka, the milk run. The position involved the collection of requests for travel, allocating seats, followed by writing and distributing the passengers Movement Orders.

This is the normal work for movements but can be different when an emergency of some sort happens – usually compassionate reasons and the return of the soldier is urgent. This was highlighted when assisting a CPL from Townsville who needed to return

to Darwin. Our flights were cancelled, other flights available would not get the CPL home in time so using my contacts, I utilised an aircraft operated and paid for by a locally based company. This flight arrived late in Darwin however due to great planning and a lot of assistance from JMCO Darwin, the soldier made it home that night.

I had an opportunity to visit the Thai Embassy in Timor; when I received an invitation from the Thai Ambassador to attend their King's birthday celebrations. Unfortunately, Timor

hasn't changed as much as I'd hoped since my first trip in 2002 however, it has changed, and I am glad to say it's mostly positive.

#### JMCO Melbourne Promotions

MAJ 'Stretch' Jarvis had the pleasure of presenting LT Charles De Zilva 2IC of JMCO Melbourne with his CAPT slides on his promotion at a parade of the unit on 5th August 2008. Lt De Zilva has been with JMCO Melbourne since Jan 07.

combination of charter air (A330), Regular Public Transport and USAF service aircraft (C17).

Other Operations supported by JMCO Townsville this year include, OPERATION OP CATALYST, SLIPPER, ANODE, ASTUTE, MAZURKA, HEDGEROW and PALADIN. Exercises include, EXERCISE AACAP, CATA, ANZAC, MALLEE BULL, PITCH BLACK, RIMPAC, LONG LOOK, NORTHERN CHALLENGE and CRIX DU SUD.

Once again JMCO Townsville has had its fair share of deployments for the year. In August 2007 CAPT Clarke Brown, CPL Jason Quinn and PTE Samson Crocker deployed as part of the JMCC MEAO rotation 13A. Rotation 13A were lucky enough to be able to move around the AO with CAPT Brown spending his time in Kandahar, CPL Quinn in MC DET's Baghdad, Kuwait and Kandahar and PTE Crocker in MC DET's Kuwait, Tarin Kowt and Baghdad respectively. PTE Lisa Abbott deployed as part of rotation 13B in Oct 2007. After spending time in MC DET's Kuwait, Kandahar and Tarin Kowt she returned to Australia in May 2008. SGT Linda Crane and PTE Jamie Still Deployed to the MEAO in February 2008 and will return in August. LT Rebecca Dyson and CPL Coral Gilmore deployed to the Solomon Islands in March 2008 to facilitate the rotation 14/15 RIP. WO1 Richard Hardy deployed to the MEAO in April 2008 as part of the OBG(VV) FET, to return in September. In August 2008 the OC JMCO Townsville, MAJ David Beaumont took up the position of OC JMCC MEAO, with WO2 Martin Lambe, LT Rebecca Dyson, LT Nicolas Thorvaldson and PTE Ben Birchall deploying on this rotation also. Upcoming deployments this year include CPL Cristy Lennon, PTE Amanda Reeve, and PTE Adam Napier deploying to the MEAO in October 2008. As can be appreciated given the size of the

unit, the ongoing operational and exercise support and the continued requirement to provide soldiers to operations, a lack of man power has often been an issue. But to the unit's credit, soldiers have stepped up where required, filling vacant positions and working extra hours to make up for the lack of personnel on the ground.

JMCO Townsville has also conducted a number of activities throughout the year including the North Queensland RACT sports day. PTE Birchall (Birchy) showed all personnel attending that movers really are well-trained and well-equipped to handle the movement of baggage when he won the handbag throwing competition. Other personnel put in a good effort in

the handbag event but there was no way Birchy was going to let anyone take this away from him being the proud mover that he is. LT Andrew Stokes, new to the trade this year, demonstrated that he probably shouldn't take up Lawn Bowls after the unit participated in a Lawn Bowls competition. CPL Jason Quinn on the other hand showed great potential and is likely to settle into the sport in the coming years.

A JMCO Townsville article would not be complete without a rant on Ronnie. CPL Ronald Ashlin or as he is better known to the majority of the ADF 'Ronnie the Postie'. Ronnie enlisted into the Australian Army in 1981 and during his remarkable career

he has served in countless units as a driver, postie and currently as a mover. Ronnie is the man you can't take anywhere because he knows and talks to everybody. He has a story for every occasion and don't worry if you missed it because you are guaranteed to hear it again. JMCO Townsville is never short of a laugh or a story when Ronnie is around.

2008 has proved to be a challenging year for the all the members of JMCO Townsville. However, it is pleasing to see that these challenges are being met with enthusiasm and JMCO Townsville continues to provide a high level of movement support to all dependant FE.

for the main body and loading of Engineer, Infantry and support personnel and their equipment. The Cargo Specialists had their work cut out with an interesting range of plant equipment, Unimog variants, NZLAVs (slightly larger than the ASLAV) and other different B type vehicles (see "Bread Box", a type of C2/Comms vehicle).

Major Patterson, LSBM "Kiwi" Joyce and I travelled to Burnham Army base to present the mandatory briefings to the main body, drawn from the Queen Alexandra Mounted Rifles and 2/1 RNZIR, covering Life onboard and ships safety/survival equipment prior to their road move to Lyttleton Harbour (the port city of Christchurch).

First it must be said that the activity was a success with all training objectives met, however this was not necessarily achieved without some minor occurrences, most notably an NZ tracked bulldozer. Let me "set the scene"; HMAS MANOORA's stern door is lowered onto a fixed concrete ramp, at the end of the stern door are the marriage blocks (think big steel speed humps) then take the steel tracked, short wheel base bulldozer and then think fulcrum. Needless to say the NZDF will be fixing seatbelts to this dozer in future (as well as airbags?).

One particular lesson learnt during the activity was the swell around New Zealand although not necessarily large, was long and steady, which made stern door marriages with our embarked LCM8s challenging. The maritime skills of the 35 WTS, 10 FSB personnel embarked were put to the test on more than one occasion, however their skill and patience result in incident free training

## JMCO TOWNSVILLE

### / JMCO TOWNSVILLE PLATOON

2008 has again been a busy year for JMCO Townsville, with movement planning and control being provided to a countless number of operations and exercises, activities that seem to increase in size and complexity with every passing year, providing an ongoing challenge for the unit.

The year started with a bang, commencing with TRADE WEEK, one week of classroom work in preparation for a 5 day field exercise held at High Range Training Area. The exercise was well received by all soldiers, setting the scene and preparing all for upcoming operations and exercises. The first major exercise JMCO Townsville was involved in was EX SEA LION (EXSL), a basic amphibious training activity focussing on the procedural aspects of amphibious operations conducted in late February. A number of ships were involved, including HMAS Tobruk, HMNZS Canterbury and FNS Jaques Cartier. JMCO Townsville was kept busy liaising with the SAD and providing movement advice and assistance to all units participating in EXSL. The all day task of loading the ships was undertaken by all members of the unit and included movement representation at the Assembly Area, Call Forward Area and on the ships themselves. Upon the completion of loading the landing forces were wished all the best, sailing signals were raised and the JMCO began preparing for the discharge of the forces in a few days time.

Another exercise of note was EXWANTOK WARRIOR, an annual program involving a reciprocal sub-unit exchange between the ADF and the PNGDF; this year 2 RAR was

the host unit during the exercise period in June. It is always amusing to see the amount of baggage the PNGDF soldiers deploy with as opposed to that which they redeploy with. Typically they will turn up with an ech bag each and by the time the redeployment comes around they have 'procured' a rock stars entitlement of baggage. The DG check provided for some embarrassment for one of the members as it was discovered that he had frequented one of the local adult shops and placed his new purchase at the top of his baggage for all to see. The soldier's newly attained baggage is bulging at the seams with chocolates, rations packs and electrical appliances. It was a struggle to squeeze these newly acquired items of indulgence freight on the aircraft, but it all made it on in the end.

As with every year, the RAAF descended on Townsville over the period during June bringing with them the loudest aircraft they own (FA18, Hawk, PC-9/A, Pelair) to participate in an "exercise" operating into Shoalwater Bay Training Area, Townsville Field Training Area and Halifax Bay. To our great joy JMCO Townsville was tasked to co ordinate and execute the redeployment of participating RAAF elements. JMCO Townsville was responsible for the booking and multiple amendments of civil flights for the majority of the members as well as reporting on the departure of massive amounts of RAAFIE cargo on civil road freight transport.

During June, JMCO Townsville also supported the 16 AVN REGT OP SLIPPER Rotary Wing Group (RWG) RIP. The 5 AVN RWG RIP was undertaken utilising a



## HMAS MANOORA EX JOINT KIWI 2008

### /SGT P.LARNER

"Good Morning, my name is SGT Peter Lerner, the embarked forces supervisor, and on behalf of the Commanding Officer, Commander Mandziy and the Officer Commanding SAD (Ship's Army Department), Major Patterson I would like to welcome you aboard HMAS MANOORA....."

And so begins the embarkation of NZDF and ADF personnel onboard MANOORA in New Zealand for Exercise Joint Kiwi 2008 (JK 08).

During May 2008, MANOORA conducted an amphibious exercise with the NZDF, EX JOINT KIWI has been planned for some time, however due to operational commitments has been put on the back burner on a number of occasions. With the commissioning of the amphibious vessel, HMNZS Canterbury, this exercise was timely. Significantly this exercise also saw the NZDF command the combined amphibious exercise, an important milestone in their growing amphibious capability.

On 9 May 2008 command elements began embarking MANOORA in preparation



for both MANOORA ships company and the NZDF.

In addition to the ships' company, MANOORA had around 160 embarked forces, 60 New Entry Officer Cadets (NEOC) and 50 seariders (sailors in training) totalling over 500 personnel which ensured the ship's services were given a thorough workout. From the Galley preparing over 1500 meals a day and consuming 60 dozen eggs, 240 kg of potatoes, 220 kg of beef and 120 kg of chicken per day, to the ships laundry working overtime to keep up with demand, and with the technical personnel kept busy maintaining the many ship's systems required to keep the ship functioning and to make everyday living more enjoyable.

The Commanding Officer HMNZS CANTERBURY acted as Commander

Amphibious Task Force (CATF), and also took over the Joint Operation Room (JOR) to conduct the assault on the enemy in the vicinity of Napier. CATF's Operations staff was made up of ADF and NZDF Navy and Army personnel. During the many serials from MANOORA to the beach head the "NEOCs" were all very keen to taste some Army sea time with familiarisation trips aboard the LCM8s as well as the opportunity to see beach landings first hand. All were suitably impressed and thankful to the LCM 8 crews for the opportunity. At the end of the day everybody took some memorable memories from this deployment, from the majestic New Zealand countryside to the lively nightlife, and more importantly meeting, teaching and learning from the professional, friendly and entertaining Kiwi officers, sailors and soldiers. We all took particular satisfaction on seeing the NZLAVs festooned with small red kangaroos as they



disembarked for the final time: score Aussies one, Kiwi's nil!

The adventure continues for MANOORA with our program taking us to Western Samoa, Auckland, Dunedin, Hobart and Melbourne prior to sailing to Townsville for Exercise Swift Eagle 08 (EX SE08) where we will once again work alongside our ANZAC mates.

the paddock with vacancies in the SSM, Supervisor Embark Forces and four of the Cargo Specialist positions. A warm welcome to SGT Greg Henderson, CPL Geoff Coady, SIG Sherri McDonald and PTE Steven Lane. Personnel from 30 TML SQN were able to assist and their efforts at short notice were greatly appreciated and supported the SAD in achieving mission success through these exercises.

Upon return from these exercises the TOBRUK conducted a scheduled dry dock maintenance period. This period allowed the SAD to conduct the much loved "Boots and Saddles" activity, and resulted in a complete codification, recording and testing of all SAD lifting and tie-down equipment, some two thousand items. During this period the SAD welcomed PTEs Michelle Buckle, Timothy Harris, Cameron Ryan, Ash Werner and the return of Neil "Pops" Little after a period ashore.

After getting back into the water, the TOBRUK underwent preparations for this year major exercise commitment, Exercise RIMPAC 08 in Hawaii. For many of the SAD this would be their first overseas deployment at sea and to prospect of fourteen days at sea out of sight of land was confronting for some. During this period exercise preparations were conducted and the SOPs for the employment of United States Marine Corps Amphibious Assault Vehicles (AAVs) onboard HMA Ships were refined. Upon arrival into Pearl Harbour

the exercise "Harbour Phase" involved the SAD proving the SOP for the subsequent Sea phase of the exercise. A contingent of UMSC and Indonesian Marines embarked and unfortunately environmental factors limited the extent in which the vehicles and personnel could be discharged and recovered. All exercise objectives were, however, met and the SOP for employment of AAVs confirmed. This was the first time USMC AAVs have been employed on HMA Ships and it was comforting to note that the SAD was able to expand capability options with a twenty seven year old platform.

This exercise also saw the addition to the SAD of in the inaugural 2IC SAD, CAPT "Jock" McLaughlin which one of the Active Army Reserve positions within the

reviewed SAD HMAS TOBRUK SED. Also the SSM position was filled by WO2 Mick Stokes; the Embarked Forces Supervisor was temporally filled by WO2 Darren Hope (Courtesy of University of New South Wales Regiment). This provided much need boost to the Command Team of the SAD ensured mission success for the exercise. Overall Exercise RIMPAC 08 was a successful activity from the SAD perspective. Again a two and a half month deployment provides many challenges for the team however Hawaii is hardly a difficult place to have rest and relaxation upon exercise conclusion.

The remainder of 2008 presents more time away with another two month deployment. September will see participation in a sea lift movement of 21 Construction Squadron's

plant, equipment and vehicles as part of the redeployment of Army Aboriginal Community Assistance Program (AACAP 08) from the Kimberley Region of Western Australia back to Brisbane. Deployment on this task will extend into Exercise Swift Eagle and a schedule of Australian Port visits with Townsville, Cairns and Hobart being visited and with TOBRUK returning to Fleet Base East in late November in time for leave clearance and postings.

To those moving on at the end of this year to new postings or careers, thank you for your dedication, perseverance and commitment in the achievement our mission, "To provide a reliable and professional military amphibious, sea transport and sea lift capability to the ADF". The SAD HMAS TOBRUK remains Par Oneri.

## SHIP'S ARMY DETACHMENT - HMAS TOBRUK

**/MAJ A. SCANLAN OC SAD HMAS TOBRUK**

The last two years have flown past since the last contribution by the Ship's Army Detachment HMASTOBRUK (SAD HMAS TOBRUK) was submitted to the then Par Oneri. Two operational deployments, four exercises and a major maintenance period have consumed the time of those posted to the "Strong and Faithful" lady of the sea.

December 2006 saw the SAD deploy on Operation Slipper/Catalyst for the sea lift movement of the Reconstruction Task Force's (RTF), heavily plant and equipment for use in Afghanistan. The return load saw equipment from the Special Forces Task Group (SFTG) was well as ammunition and other items required to be returned to Australia from the Middle East Area of Operations (MEAO). This deployment was just short of a three month deployment and during which, saw the sights of Muscat in Oman, Dubai in the United Arab Emirates (for two weeks longer than expected) and Manila in the Philippines for the final return of the AV10 Bronco Spot Plane utilised by Australian Servicemen in the Vietnam Conflict. This aircraft is shortly to be displayed in the Australian War memorial.

After much need leave, the SAD participated in Exercise Sea Lion and the Exercise Talisman Sabre in June and July of 2007. Again after a short time alongside in Fleet Base East in Sydney, the SAD was deployed on Operation Resolute from September to December of 2007 with members of the SAD forming part of the Ship's Board Party teams and they conduct numerous Fisheries patrols and just short of the Federal Election were responsible for the embarkation and sustainment of the Potential Illegal Immigrants apprehended on the Australian North West self. In short 2007 resulted in the SAD been deployed at sea for eight and half months duration. During this operation members departed the SAD after in some cases 4 years posted to the SAD HMAS TOBRUK. Members who moved on were WO2 Mark Cockburn, SGTs Slade Langley and Shaun Parren, CPLs Charly Atkinson and Michael Moody, LPCL Dale Weber, and PTEs Bradley Rhind, David Preston, and Patrick Ferguson. I would like to take the opportunity to publicly thank these members for their service onboard TOBRUK in what is sometimes a challenging environment for Army personnel.

2008 saw an under-strength side run onto

## I TRANSPORT COMPANY /LT C. ELSTON

June 2007 was a busy time for I Transport Company (I Tpt Coy) with many members still deployed as part of Overwatch Battle Group (West) 4 (OBG(W) -4) and Force Level Logistic Asset 2 (FLAA-2) and the remainder of the members commencing preparations for Exercise SOUTHERN REACH (Ex SR) 02/08.

For the duration of the FLAA-2 and OBG(W) -4 deployments, I Tpt Coy and 101 Workshop Company were amalgamated in order to provide administration for those left behind since much of the head shed had deployed. Those members who had deployed overseas, soon found themselves backing up to deploy to Cultana Field Training Area on Ex SR02/08 after their post-deployment leave.

### Ex SOUTHERN REACH 01/2008

2008 was set to be one of the busiest years for I Tpt Coy with a large portion of the 1st Brigade (1 Bde) conducting Ex SR01/08 — the planned Mission Specific Training (MST) and Mission Rehearsal Exercise (MRE) for OBG(W)-5. This was to be conducted at Cultana during the first six months of 2008. The second six months of the year was then to see a substantial portion of the 1st Brigade deployed to the MEAO and East Timor. A change in Government in late 2007 and a reduction in troops being deployed

to the Middle East saw great changes to the size of the exercise with many units reducing their commitments. Finally it was determined that 1 CSSB would deploy a transport heavy Combat Service Support Team (CSST) to Cultana to support 8th/12th Medium Regiment (8/12 Mdm Regt) and elements from 5th Battalion, the Royal Australian Regiment and 1st Combat

### Engineering Regiment.

All units participating in Ex SR01/08, less 1 Tpt Coy elements, would move their stores and equipment via rail. Although a lot of work was involved in planning for the rail move it once again proved to be a very effective and efficient way of moving significant quantities equipment over long lines of communication in a short period of time.

So began Ex SR01/08 and 1 Tpt Coy elements set out on their first major



road movement for 2008 with approx 28 vehicles making the 3000 km trip. The first part of Ex SR01/08 was conducted out of a Forward Operating Base (FOB) at Scale A with the focus being on the provision of combat service support to 1 Bde units. The transport component of the CSST was operating at a relatively low tempo for the

**THE BIGGEST OF THESE LIFTS SAW NEARLY THE ENTIRE COMPANY ON THE ROAD WITH UNIMOG AND 8T TRAILERS, MACK AND 20T TRAILERS, FOUR S LINE TRIPLE ROAD TRAINS AND A DOUBLE ROAD TRAIN, S-LINE FLOATS AND SIX HTTS WITH PILOT VEHICLES ALL ON THE ROAD SIMULTANEOUSLY AND OCCUPYING SOME 320 KM OF ROAD SPACE**





first ten days conducting Distribution Points (DPs) and stores lifts, but this reduced tempo period did not last for long. 8/12 Mdm Regt were deploying to Woomera to conduct a live fire activity and required in excess of 200 pallets of ammunition moved. Consequentially, a transport heavy, troop sized CSST was detached to support the movement.

Concurrently the CSST (-) was redeploying for the conduct of the 'green field' phase of the exercise. This movement, once again, kept the transport members busy as the CSST could not be moved in a one-time lift. Once firm in location, and to the shock of supported units, the CSST dug in, showing members of I Bde that it's not all fun and games being a logistician. At the completion of the field phase, the CSST returned to the Scale A FOB and started reconstituting for redeployment. Transport picked up the CSST and made the return trip from Cultana to Darwin.

### Tasking

When not on exercise, I Tpt Coy has been just as busy supporting the movement of I Bde around Australia. Some of the larger trips that the Company has completed this year in support of variously I Bde, Special Forces Training Centre and School of Armour include five return trips Darwin to Cultana, five return trips to Townsville, two Darwin – Townsville – Singleton – Townsville trips and one return trip to Puckapunyal.

The biggest of these lifts saw nearly the entire Company on the road with Unimog and 8T trailers, Mack and 20T trailers, four S Line triple road trains and a double road train, S-line floats and six HTTs with pilot vehicles all on the road simultaneously and occupying some 320 km of road space – the first time the Company has conducted such a significant convoy in a number of years. There has also been scores of day trips around the local Northern Territory area. As a whole I Tpt Coy has travelled well over a million kilometres this year.

### Training

I Tpt Coy is not only responsible for the movement of I Bde, there is also a large focus on training members to operate military B vehicles. Some of the courses the Company ran included Landrover 110, Landrover 6x6, Unimog, R Series Mack, 8 t and 20 t trailer, Operator Pilot Vehicle, Defence Emergency Vehicle, Water and ADI. All of these courses ensure that I Bde units are able to maintain their integral transport support as well as professionally developing soldiers. In total I Tpt Coy has run nearly 20 drivers courses training approx 200 personnel.

I Tpt Coy places a large amount of responsibility on its JNCOs and this year the JNCOs have proven that they can compete with the best that RACT has to offer: CPL Troy Allen was awarded Student of Merit for his Transport Managers Course, CPL Cody Scott was awarded Student of Merit

for Subject 4 Corporal and more recently was awarded the RACT JNCO of the Year for his exemplary performance of duty.

For the remainder of 2008 I Tpt Coy is focusing on the I CSSB deployment in support of the Mentoring and Reconstruction Task Force 1 (MRTF-1) MRE, the conduct of drivers courses and the reconstitution of the Company in order to preposition for what promises to be another busy year for the Army's premier transport Company. Across the board I Tpt Coy has performed to a very high standard in 2007-2008. It has supported the I Bde movements around Australia, provided close transport support to units in barracks and in the field, qualified hundreds of personnel in the operation of military vehicles and produced soldiers and JNCOs of a very high standard. Our thoughts go out to those members deployed and to their families.

1st Transport Squadron *Semper Prima*



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