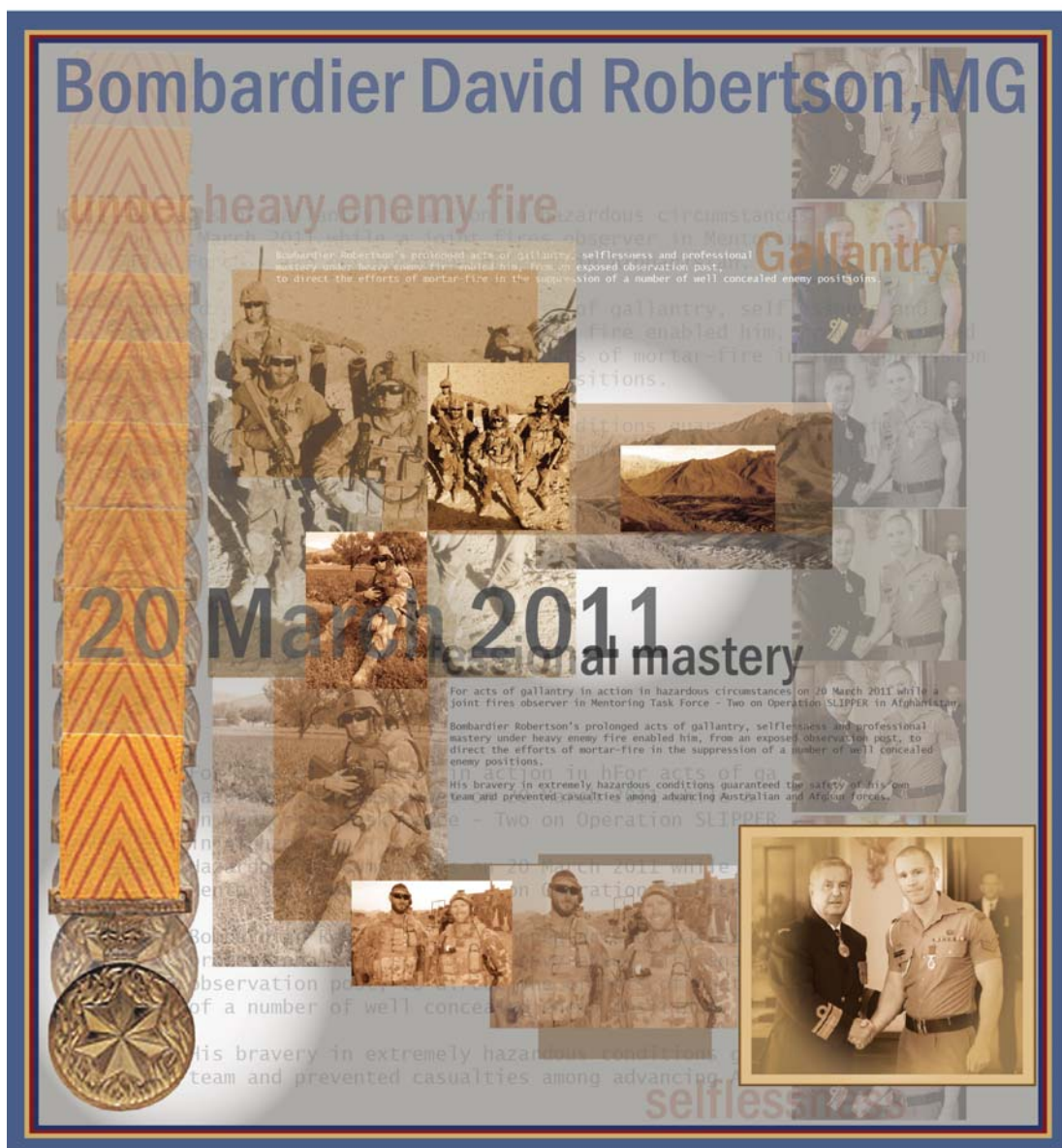


The Royal Australian Artillery LIAISON LETTER

Autumn Edition 2013



The Official Journal of the Royal Regiment of Australian Artillery
Incorporating the Australian Gunner Magazine

First Published in 1948



RAA LIAISON LETTER

Autumn Edition 2013

Incorporating the
Australian Gunner Magazine

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NEXT EDITION CONTRIBUTION DEADLINE

Contributions for the Liaison Letter 2013 – Spring Edition should be forwarded to the Editor by no later than Friday 16th August 2013.

LIAISON LETTER ON-LINE

The Liaison Letter is on the Regimental DRN web-site – <http://intranet.defence.gov.au/armyweb/Sites/RRAA/>. Content managers are requested to add this to their links.

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THE GUNNER FUND



WHAT IS IT?

The RAA Gunners Fund is designed to provide a source of funds that can be used to benefit all Gunners.

One of the important uses for the fund is to support requests from RAA units to assist in the preservation and promotion of the Regimental heritage.

The Fund has been operating for over 50 years and has drawn its monies from Benefactors mainly officers, warrant officers and senior NCO.

The Fund is supervised by the Regimental Committee



WHAT DOES IT DO?

The Fund will support:

- Extra Regimental activities
- Awards to individuals



- Activities to benefit RAA members not funded by public money

- Safe guard, maintain and purchase items of Regimental property
- Preserve RAA history and heritage
- Record unit histories

HOW DO I JOIN?

By making a contribution fixed at the rank you join.

Fortnightly contributions:

- Gunner to Lieutenant \$1/pay
- Sergeant to Captain \$1.50/pay
- WO1, Major and above \$2/pay

How ARA

To activate go to PM KEYS Self Service, My Pay

- Select allotment
- New allotment and fill in the contact and payday details
- Select organisation code
- Select RAA Gunners Fund
- Insert the amount and submit

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- Cheque to RAA Regimental Fund

INDIVIDUALLY NUMBERED KEY RING+ MEMBERS ONLY RAFFLE



AUSTRALIAN ARMY
 Head of Regiment
 Royal Regiment of Australian Artillery

I3417167

Representative Colonel Commandant
Colonels Commandant
Commanding Officers (Artillery Commanders)
Regimental Sergeant Majors (Artillery Sergeant Majors)
All Ranks of the Royal Regiment of Australian Artillery
Associations and affiliated friends of the Regiment

SAINT BARBARA'S DAY GREETING 2012

Fellow Gunners,

2012 has been a highly successful year for the RAA and has seen a continued high tempo with individuals and troops serving Australia overseas on a wide range of operations. Today as we celebrate as gunners, there are those whose tours of duty have concluded and who are looking forward to some well deserved time off at home, whilst the next rotations have deployed or are in the process of deploying. I would like to thank all gunners who have served overseas this year for your continued high levels of readiness and professionalism and wish you all a safe and speedy return to Australia. Our special thanks must go to your families for their enduring and unwavering support.

2013 will see the Regiment continue with the rapid pace of development as Plan Beersheba is implemented. The Air Land concept continues to mature and the Sense-Warn-Locate capability with the Counter Rocket and Mortar system continues to provide excellent capability on operations. We continue to embed the M777 Light Weight Howitzer and the Advanced Field Artillery Tactical Data System into the Regiments. The digitised Artillery capability will be further enhanced when the Digital Terminal Control System comes on line in late 2013, allowing a routine digital link from the observer to the gun for the first time in our history. The persistent success of the capability multiplier that is the Unmanned Aerial Vehicle in Afghanistan underscores the professionalism of the Regiment in all of its integrated capabilities. As the Regiment masters these fundamental changes it is both an exciting and challenging time for all of us, regardless of rank and we continue to make very good progress towards our technical excellence goals.

2013 will also bring further changes to the Regiment in the Army Reserve. The conversion to the mortar based capability will conclude and be consolidated through the adoption of the new Light Battery sub-unit structures under Plan Beersheba. I must congratulate all members of the Regiment for their professional approach to planning and executing this significant change over several years. I am particularly encouraged by the commitment to formally acknowledge and mark for our history and heritage, with parades and celebrations across the country, the achievements of our retiring Reserve Regimental and Independent Battery organisations.

- 2 -

On 1 January 2013 the new sub-unit structures will be established and affiliated as follows: 2nd/10th Light Battery of 5th/6th Battalion Royal Victorian Regiment, 23rd Light Battery of 4th/3rd Battalion Royal New South Wales Regiment, 7th Light Battery, of 2nd/17th Battalion Royal New South Wales Regiment, 6th/13th Light Battery, of 10th/27th Battalion Royal South Australian Regiment, 5th/11th Light Battery, of 9th Battalion Royal Queensland Regiment, and 3rd Light Battery, of 11th/28th Battalion Royal Western Australia Regiment. We can all now look forward to a new chapter in the proud Army Reserve RAA history and to forging new relationships with the Batteries and Battalions.

Today is also the official change of appointment of our Representative Colonel Commandant from Major General Tim Ford to Brigadier Gerry Warner. Colonel Commandant Southern Region, Brigadier Neil Graham and Colonel Geoff Laurie, Colonel Commandant Central Region also complete their tenure. Please again accept our thanks for your service to the Regiment over the years and we welcome your continued support less formally in the future. I would like to welcome Brigadier Peter Alkemade who has assumed his appointment as Colonel Commandant Southern Region.

Today, I ask that we celebrate Saint Barbara's Day reflecting proudly on the achievements of 2012 and eagerly anticipating the challenges ahead in 2013. I take this opportunity to congratulate those of you that will assume command and leadership appointments in January 2013 as Commanding Officers, Battery Commanders, Regimental and Battery Sergeant Majors.

On behalf of the Representative Colonel Commandant and Colonels Commandant, I commend and thank all ranks of the Royal Regiment of Australian Artillery, serving and former, for their service. Enjoy your celebrations today.



S. ROACH
Brigadier
Head of Regiment

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4 December 2012

Editor's Comment



Welcome to the Liaison Letter 2013 - Autumn Edition.

I am very pleased and somewhat relieved to say that almost all feedback I have received regarding the new combined Liaison

Letter and Cannonball Journal has been positive.

Despite it being the start of the year where thoughts of contributing to the Liaison Letter are very much on the back burner, this edition has been well supported especially by 8th/12th Regiment and 20th Surveillance and Target Acquisition Regiment. There are a range of articles on operations as well as other aspects of Regimental Life including Professional Papers.

... use of military power by a national government is the ultimate extension of foreign policy.

I would like to thank Major General Gerard Fogarty, AO for taking time out of his busy life as Head of People Capability to be part of this editions 'Five Minutes With ...' section. I am sure readers will find his answers to my questions topical and thought provoking.

Colonel Ian Ahearn (Retd), Colonel Commandant Eastern Region, has supplied a copy of an address on Leadership and Management delivered by Field Marshall Sir William Slim in 1957 when he was Governor General of Australia. Although it may have been given some 56 years ago, the topic and related insights are still extremely relevant especially for those who are in leadership positions or aspire to become leaders. I encourage anyone who has not read this very insightful address to make time and do so, regardless of your rank.

In the last Liaison Letter there was a Professional Paper entitled 'Australian Artillery After Afghanistan' which was welcomed by readers. The paper prompted me to reflect on the Army I joined in 1979 in the shadow of the post Vietnam Era. In the ensuing 20 years the Army and especially Artillery struggled for relevance. We were very professional and trained extremely hard in support of a number

of Governments who often, in my view, saw the cost of Defence as problematic and consequently sought every opportunity (who can forget the White Paper - Defence of Australia 87) to maintain our national security as cheaply as possible - it is always easy to reduce defence spending when there is no real threat.

I am a firm believer in the adage that you must study and learn from history in order not to make the same mistakes of our predecessors.

The flow on effect of this era for professional soldiers was that there was little opportunity for operational deployment. I am not advocating that our Government should recklessly commit our Australian Defence Force on operations simply to afford members the opportunity to gain experience. At this point I would remind readers that the use of military power by a national government is the ultimate extension of foreign policy. I recall expressing my feelings (possibly frustration) in the mid 1990's during a discussion with my Brigade Commander when I told him that if I wrote an autobiography it was going to be titled 'Life and Times of a Peace Army Officer - Been Nowhere, Done Nothing'. His response to me - 'It sounds just like my Career' - highlighted where our Army was at the time.

As we rapidly approach our withdrawal from Afghanistan and the Federal Government struggles to bring the nations budget into surplus the cost cutting to Defence has started. Very close to home was the cancelation of the self propelled gun project. Personally I have no opinion on this decision I simply use it to highlight my point on cost cutting as we move towards a potential era of 'peace'.

The experience I have gained in my current role over the last 11 years combined with recent events has given me cause to question what is Army's and closer to home, the Royal Regiment's, long term commitment to preserving and promoting our military History and Heritage and related professional mastery. I am a firm believer in the adage that you must study and learn from history in order not to make the same mistakes of our predecessors. Over the last decade the Representative Colonel Commandant, Colonel Commandants, Regimental Committee members and other serving and retired members of the Regiment have successfully striven to professionally

develop and implement a range of positive initiatives to support these goals. Sadly at the first 'wiff' of budgetary restraint these initiatives have been put in jeopardy.

*... it may have been given some
56 years ago, the topic and
related insights are still extremely
relevant ...*

Closer to home supporting and achieving these goals has been made more difficult by the incumbent of the only dedicated full-time staff position (SO2) for the Head of Regiment being given the additional role of Second-In-Command of the School of Artillery. The only other dedicated position on the Head of Regiment staff is a part-time officer (SO2) where the Army Reserve Training Salary (Training Days for those of us older members) allocation to support the position to achieve anything meaningful has been cut by 66% with what to an outsider, at least, seemed to be no opportunity to submit a 'hurt' statement or even explain the importance and rationale for the ARTS bid.

A couple of years ago during a review to civilianise a range of military positions within Army, HOR was asked to consider migrating the full-time SO2 HOR position to a public service appointment. The decision, which I supported at the time, was to retain the appointment as a uniform position. It is worth noting that Infantry and Transport Corps have converted the equivalent appointments to civilian positions. It would come as no surprise to most readers that the incumbents are in fact officers who have 'retired' from full-time service. Hindsight is a wonderful thing - I regret to say perhaps if we had travelled down this path we would still have a dedicated SO2 Head of Regiment - one of whose tasks is to support history and heritage among many other important tasks including Regimental Conferences.

*... my fear is that all the good
work and achievements over the
last 11 years will be lost until the
wheel turns yet again ...*

Ultimately my fear is that all the good work and achievements over the last 11 years will be lost until the wheel turns yet again and a senior officer has the vision and will to place a priority on a too often neglected aspect of our esprit de corps and our unique military life - namely things Regimental.

I would like this draw this discussion to a close with an extract from *RAM - Ramblings Volume 9 Edition 3, December 2012 - From the Presidents Pen* by Warren (Noddy) Feakes. (Editor. Lieutenant Colonel Warren Feakes is a Vietnam Veteran who served in the post Vietnam Australian Army for many years).

Many of you will know that the Army will be 'shrinking' as we cease our commitment in South West Asia. We went through the same exercise in the post Vietnam mid 70s. It is how the 'shrink' is managed that is important and all we can do is hope that those moving the deckchairs and sorting out the sheet music on the promenade deck of the Titanic, throw the right chairs overboard and choose the correct tunes to play. The danger is however, that the cleverest of our young officers and junior leaders tend to be the ones who are smart enough to volunteer for an early lifeboat and we lose core skills and expertise and a lot of the will to push through to the next ADF expansion phase (for whatever reason) with minimal gaps in the knowledge library. In my view, we entered the SW Asia campaigns with a distinct loss / lack of expertise in coordination and manipulation of offensive fire support. The apparent switch to offensive air support as the Queen of the Battlefield as opposed to indirect surface to surface fire is, in my humble opinion, a huge mistake and a flawed American affectation. I hope that I am seeing something very peculiar to circumstances in the Afghanistan environment and the changing chessboard of coalition partners, but I am dubious and I don't think things change that much. Collateral damage, civilian population intermingled with the baddies, coordination between indirect fire and air support, Armoured / Infantry Cooperation - we have done all this before and done it well. No, I haven't been there, but I have enough information from those who have to concern me. I am open to suggestions as to why I am mistaken. After all...the 'doubtful' in the equation in Vietnam, that of location, is completely done away with nowadays...that fact alone takes one hell of a portion of the risk out of indirect fire support.

On trimming down the ADF; I am not perturbed that we have three reserve Artillery regiments reverting to single batteries. I am not even surprised that they will be mortar batteries. I am happy to see they will retain their cap badges and some heritage but I am unsure as to how the 'embedding with Infantry units' will work. I am sure some fancy new-speak will come to pass that means 'In Direct Support and Under Command for movement and Administration' or whatever is required. I do hope that they will get some decent towed or mounted heavy mortars with some terminally guided munitions, perhaps even mounted in a Bushmaster variant. I

actually sketched one out when I was running the Bushranger Project late last century.

The Artillery Museum. Aye, there's the rub. It's in the plan for opening in 2021, or sometime after that. Well outside the FYDP and hardly in the TYDP, I could possibly be around to see it open. However, here's a suggestion. In the intervening years, and there will be probably more than 10 of them, why not use the 2/10 Field Regiment barracks in St Kilda as a temporary Museum. I reckon you would find lots of volunteers amongst the old Victorian Gunner fraternity to act as guides and wardens and it could be a great tourist attraction in Melbourne, going a long way to paying its own way.

Sadly I only received feedback on one person and even he was a mistaken identity due to having the relatively common surname of 'Smith'.

In the last edition I sought advice on the contact details for a number of people who I have lost contact with over recent years. Sadly I only received feedback on one person and even he was a mistaken identity due to having the relatively common surname of 'Smith'. Therefore I have included the names again and urge anyone who knows the address or email contact details for these individuals to contact me please. The individuals are: **Brigadier Brian Stevens, Lieutenant Colonel Mark Shafer, Lieutenant Colonel Don Smith, Colonel T.R. Lloyd, Major Rob Cumming, Warrant Officer Class One Mick Mahady.**

As usual I would like to thank everyone who has contributed in whatever manner - big or small - to this edition. Without your support the Liaison Letter would not continue to grow and improve rather it would wither and fade into a distance memory.

The next edition deadline date is published on the contents page however just to remind you - **submission are sought for the next edition of the Liaison Letter by Friday 16th August 2013.**



D.T. (Terry) BRENNAN
Major
Editor

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EDITOR'S NOTE:

To add your name to the Liaison Letter mailing list or to remove it, contact the editor.

Liaison Letter Contributor

'Big Sky Publishing' Incentive Prize

In the last edition I announced Big Sky Publishing had agreed to provide an incentive to encourage individuals to contribute to the Liaison Letter. The winner is judged by the Editor.

I am pleased to announce that the prize for this edition goes to Lieutenant S.T. (Shaun) Reilly from 8th/12th Medium Regiment for his contribution on the Artillery Training Advisory Team - Two which can be found in the Operations Section.

Lieutenant Shaun Reilly will receive a copy of *Beaten Down By Blood - The Battle of Mont St Quentin-Peronne 1918* by Michele Bomford ... published by Big Sky Publishing.

Congratulations to Lieutenant Shaun Reilly – I look forward to receiving more quality contributions from individuals across the Regiment for the Liaison Letter 2013 - Spring Edition.

Letters to the Editor

Quo Vadis 105 mm Artillery

I would like to support the comments made by Colonel Alan Hutchinson in his *Quo Vadis 105mm Artillery* and Lieutenant Colonel Mitch Kennedy in his *Australian Artillery After Afghanistan* in their papers published in the Spring 2012 Edition of the Liaison Letter regarding the retention of a 105 mm capability in the RAA. Both officers have very clearly outlined the case for retention in their papers.

... if we were only to learn the lessons from history ...

In my view the Australian Army has been rather short-sighted in taking this decision to remove the 105 mm calibre from our inventory and if we were only to learn the lessons from history, such decisions would not be made. I should like to draw attention to the book *The Development of Artillery Tactics and Equipment* compiled by Brigadier A.L. Pemberton, MC and published by the United Kingdom War Office in 1951. Towards the end of the Second World War, the Royal Artillery adopted what became known as the 'Golf Bag Principle'. This principle is very clearly described on pages 180, 253, 298 and 299. In essence, and I quote "*Given access to a number of special weapons, a single unit was enabled to suit its action to the needs of the moment - or, to continue the metaphor, 'to play each shot with the appropriate club'*". Regiments and batteries could draw on a pool of varying types and calibres of guns and howitzers to suit a particular occasion. It didn't seem to matter what type of regiment or battery it was - field, medium, anti tank, mountain or anti-aircraft - training and experience was such that units coped with changes in a wide range of guns and howitzers, deployment, fire control and resupply of ammunition from what they were used to.

Surely it is not too late to re-examine the decision

Surely it is not too late to re-examine the decision and learn from history, particularly as the Royal Artillery successfully adopted the principle in at least three campaign areas - North-West Europe,

Italy and Burma - which were vastly different from each other in terrain, climate, tactics, logistics, the enemy and no doubt many other things?

Lieutenant Colonel David Brook (Retd)

Editor: In any negotiation there are compromises and the world of 'capability' is no different. Only time and hindsight will bring clarity to the decision to remove 105 mm from our suite capabilities. The Royal Regiment is undergoing unprecedented and revolutionary capability change and perhaps we older Gunners need to step back and accept (albeit perhaps reluctantly) that the 'cost' of this quantum change is the loss of a desirable but niche capability.

Back to the Past

I have followed through the pages of the Liaison Letter details of the reorganisation of the RAA with considerable interest and in move to equip regular Regiments with SP Howitzers. In fact I have in my papers a copy of the leaflet (nicely coloured) setting out the characteristics of the SP Howitzer in glowing terms.

Naturally I assumed that the decision to purchase the equipment had been made after a rigorous assessment process. Imagine my surprise that whilst enjoying a spell in the Lady Davidson Rehabilitation Hospital I noted in the latest copy of '*United Service*' that regular Regiments were receiving '*towed*' howitzers. All became clear when the Spring 2012 Liaison Letter arrived containing details of the cancellation of the order for the SP Howitzers and the subsequent purchase of M777A2 Lightweight Howitzers. Fortunately the news did not prejudice my recovery.

Despite the spin associated with the change I, from the ranks of the long retired, can only view it as a retrograde step. What is worrying is that the step was taken because of pressure outside the Service other than warfighting.

Is the Australian Army a properly balanced force ...

Another topic covered in various editions of the Liaison Letter is the withdrawal of guns from Reserve Regiments. In this context Colonel Alan Hutchinson's excellently argued case for the retention of the 105 mm equipment is pertinent ('Quo Vadis' Spring 2012 Liaison Letter). The L119 should be returned to the Reserve Regiments **with** the correct ammunition to do what Army Reserve is all about; provide a reserve of personnel with a

knowledge of the art of gunnery such people have served the nation well in the past. It is something that the 81 mm mortar can never do.

Finally I have to ask the question. Is the Australian Army a properly balanced force capable of dealing with any situation up to and including a regional War? In my wildest dreams I cannot foresee another World War.

With best wishes for the continuing success of the Liaison Letter.

Yours Sincerely
Laurie Hindmarsh

Editor: Oh how the wheel turns - sadly the final decision on any proposed acquisition to support a new capability, no matter how beneficial, is driven by the nation's budget balanced against threats to our national security. The SP capability would have been a most desirable addition to the support Gunners bring to the battle field especially in terms of interoperability with our coalition partners. I cannot highlight enough that the M777 is also a formidable weapon system which will underpin the Royal Regiment well into the future. In answer to your question on the transition in role from guns to mortars, the Army Reserve has been going through a gradual and evolutionary transition since about 1958 from a traditional militia like organisation to an integrated part of the fighting force noting that during this time Reserve Gunners have deployed on operations including Vietnam. Many of our current Reserve Gunners have had operational service in East Timor and the Solomon Islands in support of tasks which are not traditional Gunner roles. . These recent operations are what Reserve Gunners are most likely to support into the future rather than deploying in a traditional artillery role unless it was to round out Regular artillery units. The move to mortars is a visible example of the change that the Reserve has been going through for years. The British 105 mm is a great technical gun but not really as robust as a US gun. So asking the Reserve to maintain a British 105 is a little unfair and all the US 105 we have can't be supplied with spare parts. It is unfortunate but a reality. This new mortar role reflects Army and infantry finally accepting that Gunner's are the experts in indirect fire. It also better postures our Reserve to be integrated into the fighting force. In answer to your final query regarding the Army being a balanced force. The Australian Army has learnt much since it deployed to East Timor in September 1999 as part of INTERFET and the ensuing 13 years of continuous operations. The lessons from this experience have been the catalyst for the Army to undertake significant structural and cultural change in order to adapt to new threats and the expectations of our Federal Government. For a long time up until 1999 the Army languished with only one fighting brigade, several under strength brigades and a Reserve structure designed for World War Two. The progressive growth and expenditure to 1970 levels for the Army mean we now have three fighting brigades and

a Reserve structure more aligned to contributing to the fighting force than providing mobilisation. Has the Army got it completely right - possibly not, however it is more right than the past and it will continue to evolve. What we need to be thankful for is the foundation our previous Gunners gave the modern gunners so that the Army can evolve and remain a generally balanced force.

Positive Responses

I have just received the latest (Spring Edition 2012) issue of the *RAA Liaison Letter* and was immediately struck by the higher quality of this publication - clearer print, better and more coloured graphics, quality paper and a good layout. I well know the foibles facing an editor / publisher these days and just how hard it is to continue to improve the quality and content of each succeeding issue.

*Well let me tell you old mate, you
have hit a new high ...*

Well let me tell you old mate, you have hit a new high and it is a credit to your loyalty, perseverance and dedication to this journal. Congratulations Terry, you have reached a new high standard for the *RAA Liaison Letter*.

Ubique

Colonel Arthur Burke OAM (Retd)

Loved the new Format. It's brilliant.

Regards

Karl Milic CSM, RFD

Editor: Your very positive feedback is most appreciated. Many thanks for taking time to provide your thoughts. I am especially pleased to hear that the new format meets your expectations and that it has enhanced your reading enjoyment of the Liaison Letter / Cannonball.

DATE CLAIMER

LIAISON LETTER

Next Edition Contribution Deadline

Friday 16th August 2013

AUSTRALIAN ARTILLERY ASSOCIATION



2014 NATIONAL GUNNER DINNER

When:
Saturday, 23 August 2014

Where:
The Event Centre
20 Minchinton Street
CALOUNDRA QLD 4551

The Event: 3 Hour Dedicated Military Concert by the Sunshine Coast Symphony Orchestra
1:30 pm to 5:00pm

3 Course Dinner with 3 Hour Drinks Package followed by Port
Includes a Wind and String Quintet to provide light background dinner music
6:30 pm to 12:00 Midnight

Costs: \$145.00 per person

Bookings: Essential



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or call Graham on 0411 141 580 or Kim on 0417 422 427

Regimental

Representative Colonel Commandant

Brigadier A. G. (Gerry) Warner, AM, LVO (Retd)



Dear Fellow Gunners

Having been appointed Representative Colonel Commandant on St Barbara's Day last year, I am pleased to connect with the Gunner Community through this edition of the RAA Liaison Letter.

I was fortunate as Colonel Commandant Western Region to be at Puckapunyal last October when our Regiment farewelled and thanked my distinguished predecessor, Major General Tim Ford, AO (Retd). Tim's dedication and contribution as Representative Colonel Commandant over more than seven years were outstanding, and I again record the Regiment's appreciation. He will continue to support the Regiment in a number of ways, not the least being his continuing pivotal role as Chair of the RAA Historical Company.

Our Head of Regiment Brigadier Don Roach, AM also relinquished his appointment and has been succeeded by Brigadier Peter Gates, CSM. I congratulate and thank Don for his sterling work both within the Regiment and in the Regimental Committee and wish him well. I extend warm congratulations to Peter and welcome him as Head of Regiment. He brings a wealth of experience to the role and together with the Colonels Commandant I look forward to supporting and working with him.

During my period as Colonel Commandant Western Region I was exposed to the great work being done by the Head of Regiment, the Colonels Commandant, Commanding Officers, Regimental

Sergeant Majors and the many others committed to our ethos, standards, traditions and heritage. In his last message General Ford expressed his satisfaction that the RAA Regimental Committee has a clear strategic plan and well-developed supporting plans. Although these plans understandably need to be dynamic and reviewed when appropriate, they provide an excellent foundation for assessing our relevance, performing our role, and in particular supporting our Gunners in uniform. Together with the Colonels Commandant I look forward to progressing this work.

The Australia Day Honours List provided me the opportunity to write and acknowledge the outstanding service of a number of Gunners and a RAAOC officer recognised for his superior performance whilst posted to an artillery unit. But there has been very sad news. I note with regret that early in my term as Representative Colonel Commandant I conveyed condolences to the families of Sergeant Tim Stewart in Tasmania and Bombardier Gavin Bonser in Western Australia. Tim and Gavin were highly respected, professional and popular Gunners and will be missed enormously.

Recent years have seen considerable challenges for the RAA - changes to structures and command arrangements, resource constraints, demanding operational commitments, uncertainties related to capability and disappointing progress for our Artillery Museum at Puckapunyal. Throughout these challenges have been met, and where possible managed as opportunities. I am sure I speak for all the Gunner Community when I express my admiration and pride for the way RAA individuals and teams have deployed on a broad range of operations providing a comprehensive suite of capabilities. These deployments have added, and continue to add to our rich Regimental history.

I take this opportunity to thank those who completed various Gunner appointments in the December-January period, and I wish those new to appointments every success, enjoyment and professional satisfaction. I look forward to meeting many of my fellow Gunners as travel and circumstances allow.

Profile

Brigadier Gerry Warner was appointed Colonel Commandant Western Region in December 2010 and assumed the additional appointment of Representative Colonel Commandant on St Barbara's Day 2012.

He graduated from the Royal Military College in 1971 and was allotted to the Royal Australian Artillery. He then completed the Section Commanders' (Field) Course at North Head before serving as a Troop Commander in 16th Light Anti-Aircraft Regiment at Woodside South Australia. He returned to Woodside for later postings as Battery Commander Headquarters Battery in 1976, Adjutant in 1980, Battery Commander 111th Air Defence Battery (Light) in 1981-82, and Commanding Officer 16th Air Defence Regiment in 1989-90. Towards the end of his regimental command 16th Air Defence Regiment prepared and deployed RBS 70 detachments to the Gulf War on board HMAS Success. During his regimental service he participated in major exercises in Singapore, Malaysia and Germany. As Commander 5th Brigade / Commander Liverpool Military Area in 1998 Brigadier Warner exercised a range of command responsibilities in relation to 23 Field Regiment and 8th/12th Medium Regiment.

Brigadier Warner's varied military career following graduation from Duntroon, included extensive command experience, tours on the personal staff of Governors-General, pivotal operations and personnel staff appointments, and UN peacekeeping on the Golan Heights and in Southern Lebanon. He was the senior Defence representative in Western Australia in 1996-97 and in his final posting was Chief of Staff Land Headquarters in Sydney during a period of intense operational tempo including support to the Olympic Games. His responsibilities took him to Australian deployments in such places as Cambodia, Bougainville, Malaysia, East Timor, Eritrea, Mozambique and the Middle East.

Her Majesty The Queen appointed him Lieutenant of the Royal Victorian Order (LVO) in 1988 and he was made a Member of the Order of Australia (AM) in 2000. Gerry has a BSc(Hons) from UNSW, is a graduate of Australian Army Command and Staff College 1983, attended the US Army War College in Pennsylvania in 1993-1994 and is a Fellow of the Australian Institute of Company Directors.

After separation from the Australian Regular Army in 2003 and settling in his home state, he was appointed to the independent committee which investigated the Perth power supply crisis in February 2004. From 2005 until early 2013 he was Chief Executive Officer of a major ex-service Not-for-Profit which operates retirement villages, aged care facilities and an aviation museum. During that period he also served and continues to serve as a Sessional Senior Member of the State Administrative Tribunal, a Member of the Mental Health Review Board and a Member of the Administrative Appeals Tribunal where he sits primarily on veterans' matters. Brigadier Warner is also a trustee of the Western Australia Government Anzac Day Trust.

During October 2007 to March 2008 Gerry also served on an independent panel of three appointed by the Prime Minister to review the awards stemming from the Battle of Long Tan in 1966 and the merits of further service medal recognition for former RAAF Ubon personnel.

Brigadier Warner is married to Gerri and they live in Attadale, a southern suburb of Perth. Gerry is a keen but inelegant swimmer, enjoys developing his competence in the kitchen, and suffers the highs and lows of being a Fremantle Dockers supporter.

Head of Regiment

Brigadier Peter Gates, CSM

Fellow Gunners

Welcome to 2013 and the autumn edition of the Liaison Letter.

On 1st March 2013 I assumed the appointment of Head of Regiment for the Royal Regiment of Australian Artillery. I

consider it a great honour to once again serve the Regiment.

I would first like to take the opportunity to recognise the work of my predecessor, Brigadier Don Roach, AM. His period of stewardship as Head of Regiment was marked by remarkable change; the creation of 16th Air Land Regiment, the closure of 1st Ground Liaison Regiment, the introduction into service of the M777A2, AFATDS, Shadow 200 Unmanned Aerial System, the G-AMB and LCMR as part of the sense warn and locate capabilities. He also provided strong leadership during significant change, such as the removal of the Self-Propelled Howitzer from Land 17 and the restructure of 2nd Division RAA in the first tranche of Plan Beersheba. I thank him for his dedication and commitment to the Regiment and Army's modernisation.

We should also recognise those of the Gunner community currently on operations and recently returned from overseas service. The Regiment is well represented within HQ CTU, MTF-4, ATF-1 and SOTG. The Shadow group continues to excel and build the capability as does our sense warn and locate detachments manning the G-AMB and LCMR. The Artillery Training Team Kabul continues to provide outstanding training to the Afghan National



Army and was joined by a contingent from 1st Regiment as the Mobile Artillery Training Team. Their efforts advanced the training and quality of Afghan artillery and achieved a great deal in a relatively short time. On behalf of all gunners past and present I would like to acknowledge the service of those who have recently returned, are currently deployed or preparing to do so.

I also welcome the new Commanding Officers, Battery Commanders, Regimental Sergeant Majors and Battery Sergeant Majors of the Regiment. Your period of stewardship is in a time of remarkable change and opportunity that demands strong, adaptable and consistent leadership. Have impact, work fast, maintain the courage of your convictions, encourage and seek debate and, possibly most importantly, ensure that your efforts create enduring benefit for the Regiment and Army.

To the new Gunner Officers who graduated from RMC in December 2012 I also welcome you to the Regiment. It is a great time to be a junior officer in the Regiment, with so much new equipment, dedicated soldiers and opportunities to help shape the future capability.

Congratulations to those from the Regiment recognised in the Australia Day honours list. These awards are testament to your professionalism and dedication to service.

2013 finds the Regiment in an extremely favourable position. An impressive array of new capabilities introduced into service, many of our people and capabilities deployed, a restructure under Plan Beersheba that seeks to grow the ARA back to 12 gun Regiments by 2016, the Ground Based Air Defence Battery back to full strength by 2014 and the Reserve postured to fulfil a real capability requirement within 2nd Division and the ARA.

Notwithstanding the changes in the Regimental structure in the 2nd Division, ongoing debate serves little purpose. The Regiment is well equipped. We have a clear role. We need to demonstrate our ability to adapt to these opportunities and do ourselves a disservice if we remain unhappy with our lot and reluctant to embrace change.

Change remains our future and the source of greatest opportunity. I hope to create a forum for collaborative and thought provoking engagement across the Regiment. The purpose of this will be to assist the Regiment's ongoing development as part of Army's modernisation.

I look forward to visiting units and training throughout the year. I will be interested to meet you and hear your thoughts on where the Regiment is heading. Your achievements have been impressive, keep up the good work in 2013.

Profile

Brigadier Peter C. Gates was born in Sydney in 1966 and completed his education at Daramalan College, Canberra. He graduated from the Royal Military College, Duntroon, in December 1986 into the Royal Regiment of Australian Artillery.

Brigadier Gates has served in 4th Field Regiment and 8th/12th Medium Regiment where he commanded 103rd Medium Battery. He commanded the School of Artillery between 2003 and 2004. He has had instructional appointments as a tactics instructor at the Royal Military College and at the Combat Command Wing of the Combined Arms Training Centre. He also served on the Directing Staff at the United Kingdom's Combined Joint Services Staff College.

Staff appointments have included Army Force Development and as the Colonel of Operational Plans (J53) in Headquarters Joint Operations Command.

He has seen operational service in the Middle East with the United Nations Truce Supervision Organisation in Syria, Israel, Lebanon and Egypt and served in Multinational Force - Iraq as colonel plans in the Combined Joint Force Headquarters (Operations) in 2008.

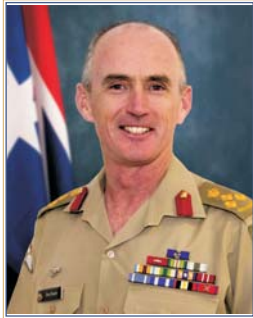
Brigadier Gates attended the Australian Army Command and Staff College at Queenscliff in 1998 and subsequently studied Law at the University of Melbourne. In 2009 he completed the Defence and Strategic Studies Course at the Australian Defence College. Brigadier Gates holds post graduate qualifications in Defence and Strategic Studies and International Law.

Brigadier Gates was awarded a Conspicuous Service Medal for service to Army Force Development in the 2004 Australia Day Honours List.

As Director General Defence Education and Training in 2010, Brigadier Gates led enterprise wide education and training reforms as part of the Strategic Reform Program that included the establishment of the Defence Learning Branch. He was appointed Commandant of the Australian Command and Staff and College in 2012.

Outgoing Head of Regiment

Brigadier Don Roach, AM



Fellow Gunners

Welcome to 2013 and the latest Liaison Letter.

The second half of 2012 was a dynamic and tumultuous period for the Regiment. The fielding of M777 to the Regiments was completed and all have now completed

live firing and established the development of procedures for employment to support their Brigades. The acceptance and integration of the two GAMB radars into Afghanistan was complimented later with the arrival of the third radar into Woodside. The Sense Warn and Locate capability is now truly organic. These combined with the Shadow laser integration developments completed at Woomera, reinforce the leading edge nature of the RAA contribution to ISTAR and digitised sensor to shooter capability. Exercise Talisman Sabre this year offers a great opportunity for the Regiment to demonstrate this leading role in developing digitised communications and supporting battlespace awareness.

... was a dynamic and tumultuous period for the Regiment.

In the Reserve parades and ceremonies were conducted in late 2012 to mark for our history and heritage the retiring of the Regimental and Independent Battery organisations and the adoption of the new Light Battery sub-unit structures under Plan Beersheba. Again, I congratulate all members of the Regiment for their professional approach to planning and executing this significant change over several years. The conversion to the mortar based capability will continue and new relationships between Light Batteries and Battalions will be forged as we commence yet another chapter in the proud Army Reserve RAA history.

I take the opportunity to welcome to 2013 the new Command Teams of Commanding Officers, Regimental Sergeant Majors, Battery Commanders

and Battery Sergeant Majors to their appointments within the RAA and look forward to their strong leadership as we continue the exciting development of the Regiment, its capabilities and its people.

... conversion to the mortar based capability will continue and new relationships between Light Batteries and Battalions will be forged ...

I join with all members of the Regiment to welcome the new RMC graduates. As is now tradition, the RAA Association ACT held a welcome function for the graduates and presented Gunner ties. At the Graduation ceremony I was able to present the Royal Australian Artillery Prize to Lieutenant Kyle Handreck who is posted to 8th/12th Regiment RAA. The following graduates have also joined the Regiment: Lieutenant's Matthew Fensom, Joel Oates and James Stamell posted to 1st Regiment RAA; Lieutenant's Timothy Gommers and Christopher Pitman posted to 4th Regiment RAA; Lieutenant Jackson Proud posted to 8th/12th Regiment RAA; Lieutenant's Jeremy Fraser and Joseph Thomas posted to 16th Air Land Regiment; and Lieutenant's Christopher Moroney, Evan Smith, Shayne Sommerville and Eugene Sullivan posted to 20th Surveillance and Target Acquisition Regiment. On behalf of the Regiment I wish you all good shooting.

I also trust that Lieutenant Daniel Rabb enjoys his time serving with 20th Surveillance and Target Acquisition Regiment and the Royal Regiment as part of his non-corps training before taking up his appointment in Intelligence Corps.

... it has been a great honour to serve as Head of Regiment through this very dynamic period ...

It was extremely pleasing to see the significant representation from senior members of the Regiment in the Australia Day Honours list for their conspicuous service and commitment. I join the Representative Colonel Commandant and the entire Regiment in extending my congratulations to Major Generals, Gerard Fogarty and Paul McLachlan, to Colonel John McLean and to Warrant Officer Dave Lehr.

Finally, as I pass the Head of Regiment appointment to Brigadier Peter Gates, it has been a great honour

to serve as Head of Regiment through this very dynamic period and I wish Peter, the Colonels Commandant and you all the very best for your future endeavours in your service and beyond.

Good Shooting



Outgoing Head of Regiment Brigadier Don Roach, AM presenting the Artillery prize to Lieutenant Kyle Handreck from the 2012 RMC end of year Graduation Class



Deputy Head of Regiment

Lieutenant Colonel Dave Edwards



Ladies and Gentlemen

It is a great pleasure to have taken over as Commanding Officer of the School of Artillery and as the Deputy Head of Regiment for the RAA.

My thanks to Lieutenant Colonel Mitch Kennedy for the work he and his

people have achieved over the past few years. Of note has been the introduction into service work for M777A2 and AFATDS. There has also been a significant effort to set the groundwork for the School to take responsibility for individual training for the Shadow 200 UAS (with some significant support from 20th Surveillance and Target Acquisition Regiment).

As I write this, the School has kicked into high gear and courses have begun in earnest. The ROBC, GBAD IET, Joint Fires Team, Basic and Officer/Senior Non Commissioned Officer Mortar courses, AFATDS course, PMV Driver, commander and instructor courses as well as the inaugural UAS Operators course are all in full swing.

Joint Fires Wing will be working to ensure the School retains its international accreditation as the Joint Fires Officer School house when the accreditation team arrives from the United States in September. The M777A2 is finding its place in the Regiment and we will continue to learn more about its capabilities and limitations. Unit feedback through the Master Gunners on this is sought after and appreciated. Similarly, AFATDS is providing an exciting challenge to how we do our business and how the system can be applied. As the training establishment responsible for delivery of Mortar training I will look for opportunities for how we can assist the RAA in the 2nd Division as they move into new roles and organisations.

The New Equipment Training Team is starting to consolidate AFATDS Training and now seeks feedback on what units have learnt about the system and what is required at the different ranks. I

recognise a number of personnel have not been able to attend the initial courses due for a variety of reasons. We are looking into how we may be able to support them through an additional course. The team will also prepare for the introduction into service of the Digital Terminal Control System (DTCS), which supports the observer.

Surveillance and Target Acquisition Wing is changing to support UAS training and continues its work in ground surveillance. The School will rely heavily on 20th Surveillance and Target Acquisition Regiment to support the IET training, making this already heavily committed unit even busier. We are looking at the implementation of the decision to hand over survey responsibility to the RAE and possibility of transferring modern meteorological data capabilities to the gun line.

By the middle of this year Communications and Support Wing will have ceased all training on the analogue communication systems and your soldiers and officers will be trained exclusively on the new suite of digital communications equipment.

Ground Based Air Defence Wing continues its work for RBS 70 and is building training expertise in order to take responsibility for individual training for the Sense, Warn and Locate capability from 16th Air Land Regiment. The work done by 16th Air Land Regiment in establishing the capability and deploying it on operations has been enormous and the School hopes it can alleviate some of the pressure for the unit once some key capability gateways have been achieved.

53 Battery has had a number of changes in the command group in 2013, but have charged headlong into the training year. The Battery continues to man the L119 as well as the M777A2, making life challenging, but constantly interesting. The Battery is always in the field or supporting the courses in other ways. There are very few weekends that some part of 53 Battery is not providing a display and supporting community events.

The Motorised Combat Wing is an incredibly busy component of the School and runs back-to-back courses for most of the year. It is a great capability to have within the School and an important one for both Army and RAAF. Motorised Combat Wing has established an excellent standard in protected mobility training that the Land 121 teams could learn a great deal from as the new suite of protected vehicles is rolled out to the ADF.

The Physical Employment Standards (PES) assessments continue to be implemented and 2013

will witness the next evolution. The School has done a great deal of work in the PES and most units have attempted it in 2012. This year we will be incorporating the PES into ROBC and the ECN 255 Observer courses. The Artillery Observer PES is similar to the Rifleman PES with a heavier lift component at the end and is arguably one of the most challenging of the assessments. Crucial to all of your people is a well thought through and well implemented conditioning program. There are a few examples programs that the PTI's will provide and implement for your soldiers. You are also welcome to contact the School for advice on how we will be continuing to implement PES for all of our IET and ROBC trainees.

The future of Combined Arms Museum at Puckapunyal is some years off. Unless a sudden change in financial fortunes occurs, we will not see it in its final form for another ten years. In the interim, we are seeking some options to have some element of RAA collection on display at a temporary location either at Puckapunyal or in Melbourne. We will work with the historical sub-committee on how we can get through this unfortunate situation.

I would like to appeal to serving RAA members to consider contributing to the RAA Gunners Fund. You can do this through PMKeyS by making an allotment from your pay. The fund is listed in the drop down menu of recognised funds. Even a \$2 allotment will assist us in building the fund. The fund provides for a variety of services that preserve and promote the history of the Regiment. If we can achieve greater funding, we may be able to expand these activities further.

It is clear that many people are concerned with what is changing across the Regiment, however, change and adaption is an immutable part of Army and a number of smart people are planning these changes with a better RAA in mind. I suggest that while you may not like change, you will really hate irrelevance. Despite these changes, I would advocate that there remains a common thread that links us together - our ability to identify or observe the enemy and direct and coordinate various effects onto them. I believe the retention of this core capability across all of our streams provides a strong basis for us to build our current and future capabilities around as well as linking us to our history of service.

I hope to see many of you at the School of Artillery over this year.

Regimental Master Gunner

Warrant Officer Class One Bob Thompson, OAM

"Renown awaits the commander who first restores artillery to its prime importance on the battlefield"

Winston Churchill



Greetings

Although not actively engaged with the Regiment for a number of years I have maintained a keen interest of the development and changes that have occurred during my absence. It is with great

pleasure that I return as the Regimental Master Gunner during a challenging period of the Regiment's history.

Now that I have settled into my new appointment I have taken the time to reflect on changes that have occurred over my 26 year period previously served in the Regiment. During that time I witnessed a number of periodic changes in force structure and equipment procurements that enhanced the RAA capability but these did not take us forward in terms of modernisation to any near the level of the changes that have occurred over the last five years.

The future of the Regiment is exciting and challenging creating both healthy and emotive discussion.

I have returned to the Regiment during a very busy period of RAA modernisation as Army transitions to the future. Work continues on designing and developing new sustainable force structures for Army under Plan Beersheba. The restructure of 16th Air Land Regiment (16 ALR), regular and reserve gun regiments, introduction of new equipment and capability while we continue to provide excellent support to operations make for very exciting times serving in the RAA.

New equipment that has been introduced into service includes the M777A2 155 mm Lightweight

Towed Howitzers (M777), Advanced Field Artillery Tactical Data System (AFATDS), Digital Terminal Control System (DTCS), SHADOW Unmanned Aerial System (UAS), digitised Communication and mortars for the reserves.

The most significant change for the RAA under Plan Beersheba has occurred to the reserves ...

Future planned equipment to be introduced into service includes Counter Rocket Artillery and Mortar (C-RAM) and Giraffe AMB Radar both of which are currently being manned by members of 16 ALR on operations in Afghanistan, an enhanced future family of 155 mm ammunition, replacement gun towing vehicles for the ageing Mack fleet, and a Digital Battle Management System (DBMS).

For the regular RAA units Plan Beersheba means minor changes in rebalancing each offensive support regiment to provide a like capability for the multi-role combat brigades (MCB) while 16 ALR and 20th Surveillance Target Acquisition Regiment (20 STAR) continue to develop and enhance their respective capabilities in order to provide intelligence, surveillance, target acquisition, reconnaissance, additional sensors and analysis/interpretation, and ground based air defence in accordance with mission requirements.

The most significant change for the RAA under Plan Beersheba has occurred to the reserves that have been restructured from Field Regiment and Independent Field Battery constructs into Light Battery sub-units equipped with 81 mm mortars under command of the Army Reserve Battalions.

During my 33 year career I have not seen such a rapid change within Army and the Regiment over a relatively short period. The future of the Regiment is exciting and challenging creating both healthy and emotive discussion.

Finally, I would like to congratulate the newly appointed Commanding Officers and Regimental Sergeant Majors for 2013 and wish them every success in their appointments. I would also like to congratulate the members from the Regiment whose efforts have been recently recognised in the 2013 Australia Day Honours List.

I look forward to getting around and visiting units as much as possible to observe training and discuss issues. Good shooting and soldiering in 2013.

Ubique

Profile

Warrant Officer Class One Bob Thompson enlisted into the Australian Regular Army on 7th July 1981. After completing recruit training he was allocated to the Royal Regiment of Australian Artillery as a Gun Number. On completion of Initial Employment Training he was posted to the 8th/12th Medium Regiment, Royal Australian Artillery, serving in 103rd Medium Battery as a gun number and was subsequently promoted through the rank to sergeant on 7th August 1988.

At the end of 1989 he was posted to 4th Field Regiment, serving in 108th Field Battery as a Gun Sergeant and as the Operator Command Post Sergeant. Warrant Officer Class One Thompson was posted to 1st Field Regiment in January 1992 serving in 101st Field Battery as the Battery Commander's Assistant.

In 1995 he was promoted to Warrant Officer Class Two and posted to 11th Field Regiment, as the Sergeant Major Instructor Gunnery (SMIG) of 14th Field Battery in Ipswich. In January 1997 he was posted to the Gunnery Wing at the School of Artillery where he spent 12 months as a SMIG before being appointed as the Battery Sergeant Major of 108th Field Battery, 4th Field Regiment in 1998. In January 2001 he was posted as an instructor at Warrant Officer Section, Command, Staff and Operations Wing, Headquarters Regional Training Centre, Canungra and attended the Regimental Sergeant Major's Course later that year.

On 23rd November 2001 he was promoted to warrant officer class one and appointed as the Regiment Sergeant Major of 7th Field Regiment followed by his appointment as the Regiment Sergeant Major of 4th Field Regiment in 2004. Warrant Officer Class One Thompson was posted to the Soldier Career Management Agency (SCMA), Fort Queenscliff as the Royal Australian Artillery career manager in 2007. In January 2010 he was appointed as the Regiment Sergeant Major of 7th Brigade. On 21st January 2013 Warrant Officer Class One Bob Thompson assumed his current appointment as the Regiment Master Gunner, Headquarters Combined Arms Training Centre.

Warrant Officer Class One Thompson's operational experience includes Operation Warden and Operation Stabilise, East Timor in 1999, and Operation Slipper, Afghanistan in 2008 where he was embedded with the Counter-Insurgency Training Centre, Kabul.

Warrant Officer Class One Thompson was awarded the Order of Australia Medal (OAM) as part of the Queen's Birthday Honours List in 2008. The award was for recognition of his meritorious service as Regimental Sergeant Major 7th Field Regiment, 4th Field Regiment and Career Manager for the Royal Australian Artillery at the SCMA. Other awards include the AASM with Clasps East Timor and ICAT; Afghanistan Campaign Medal; DFSM with 3 Clasps; ADM; NATO Medal; US Meritorious Service Medal; and Commander 2nd Division Commendation.

Warrant Officer Class One Thompson is married to Julie, and they have two sons Kurt and Dane. His interests include rugby union, rugby league, cricket, surfing, motor sports and motor cycling.

New Colonel Commandant Southern Region

Brigadier Peter Alkemade, RFD (Retd)



Brigadier Peter Alkemade attended 3 OCTU and was commissioned as a Second Lieutenant in 1974 and appointed to the RAAC. He was posted to 4th/19th Prince of Wales Light Horse and after Corps training served in a variety of

appointments. He was promoted to Lieutenant in 1976 and again to Captain in 1979. In 1980 he was posted to Reserve Command and Staff College (RCSC) to complete the Intermediate staff course. He returned to 4th/19th Prince of Wales Light Horse serving in several regimental appointments.

He was promoted to Major in 1983 serving as an Instructor at RCSC and then returning to 4th/19th Prince of Wales Light Horse in 1985 as Squadron Commander. In 1987 he was accepted as a student at the General Command and Staff College graduating in 1989. Also in 1987 he was posted to Reserve Command and Staff College and completed the senior course. In 1987 he was posted as SO2 Operations at Headquarters 4th Brigade, during this posting he transferred to the RAA. In 1989 he was posted to 10th Medium Regiment as Battery Commander. In 1992 he was promoted to Lieutenant Colonel and appointed as Commanding Officer 2nd/10th Medium Regiment.

In 1996 he attended JSSC; he was then promoted Colonel and posted as Director Army Personnel Agency Melbourne. In 1999 he was promoted Brigadier and posted as Commander 3rd Training Group tasked with restructuring this organization into a Regional Training Centre as part of the reorganization of Training Command. In 2001 he was appointed as Commander 4th Brigade. During this period he was involved in preparing sub units and soldiers for deployments and in 2002 transferred a rifle company to the 5th/7th Battalion Royal Australian Regiment for service in East Timor. In 2003 he took up his final posting as Deputy Commander Land Warfare Development Centre. In

2006 after transfer to the Standby Reserve he undertook a series of projects for the Deputy Chief of Army at Army Headquarters.

Brigadier Peter Alkemade lives in Melbourne and is married to Rose. They have two children Robert 21 and Paul 18. He is an active member of Scouts Australia and is employed as a management consultant focused on business improvement and process automation for the Not for Profit sector. He also provides pro-bono services through Leadership Victoria for Indigenous Organisations.

Joint Fires Cell

Headquarters 2nd Division

Lieutenant Colonel Warwick Young & Warrant Officer Class One Shaun Graham

2012 saw the end of RAA Regiments in the Reserve, and 2013 has seen the beginning of significantly different RAA in the 2nd Division. The Gunners of the Division now reside as Light Batterys (Lt Bty) within Infantry Battalions equipped with 81 mm Mortar. The Lt Btys have kept the Joint Fires capability provided thru Joint Fires Teams (JFT) and in some cases the old 'BC's Party' has been enlarged into a functioning Joint Fires & Effects Coordination Centre (JFECC).

The Lt Btys have been embedded into the battalions to provide the integral fire support to the Army Reserve Battle Groups (BG) being formed under Plan Beersheba. These BG will reinforce the ARA Multi-role Manoeuvre Brigades. Each Lt Bty will be equipped with six 81 mm F2 Mortars the associated Command Post M32 hand held computers and as a minimum two JFTs and a JFECC Tac. The JFECC main is being trialled within 7 Lt Bty and 23 Lt Bty, who also have an extra JFT. This JFECC will be tested when as a combined callsign 7 & 23 Lt Btys deploy as part of BG Waratah in support of 7th Brigade during Exercise Hamel 2014. It will be during Exercise Hamel 2014 that the Joint Fires concept for the Army Reserve will be tested.

The new look Army Reserve RAA within the 2nd Division is governed by a Joint Fires Cell within Headquarters 2nd Division. The Joint Fires Cell is headed by Lieutenant Colonel Warwick Young and

is responsible for overseeing all RAA training within the division, various technical and administrative support functions to the Lt Btys and the provision of technical advice both up and down the C2 chain. The ARA SO2 is Major Stu Seabrook and the MG is Warrant Officer Class One Shaun Graham.

The Lt Btys themselves number six, which equates to one Lt Bty for each of the Army Reserve Brigades. The current order of battle is as follows:

- 4 Bde - 2/10 Lt Bty - (5/6 RVR)
- 5 Bde - 23 Lt Bty - (4/3 RNSWR)
- 8 Bde - 7 Lt Bty - (2/17 RNSWR)
- 9 Bde - /13 Lt Bty - (10/27 RSAR)
- 11 Bde - 5/11 Lt Bty - (25/49 RQR)
- 13 Bde - 3 Lt Bty - (11/28 RWAR)

The new Lt Btys retain their lineage to the former Regiments. The RAA hat badge is retained and after some very focussed and enthusiastic lobbying by the former Head of Regiment Brigadier Don Roach, the white lanyard will still adorn our ceremonial uniforms. The Lt Btys will adopt the colour patches and shoulder patches of the parent battalion.

Although many observers within the RAA, both past and present, have stated this is the end for the RAA in Reserve, nothing could be further from the truth. Army has given the RAA an opportunity to prove its value and relevance through the delivery of a real capability within the Reserve. There will be challenges and hurdles, but with focused effort, thorough planning, excellence in training and accomplished performances, the Lt Btys Gunners can look forward to a bright future.

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8/12 REGIMENT ROYAL AUSTRALIAN ARTILLERY

**will celebrate its
40th Birthday on
16 November 2013**

**The day will commence with a ceremonial activity and will
conclude with a Regimental Ball in the evening, to be
conducted in Darwin City**

**This is a notice seeking any past serving 8/12 Regiment
members to contact the regiment if you are interested in
attending**

POC is:

David (Paddy) McGarry

Warrant Officer Class One

Regimental Sergeant Major 8/12 Regiment, Royal Australian Artillery

Tele: (08) 8925 3832

Email: david.mcgarry@defence.gov.au

Five Minutes with Major General Gerard Fogarty, AO



Gerard Fogarty is the Head of People Capability, having assumed this appointment in June 2011.

Gerard joined the Australian Army at the completion of his secondary schooling in Sydney. His military

career has been predominately in the fields of Command and Leadership, and Human Resource Management.

His early years in the Army were focused on specialist appointments within Air Defence Artillery and culminated in his appointment in 1999 as the Commanding Officer of the 16th Air Defence Regiment in Woodside, South Australia.

He has served as Australia's national commander on operations in Timor Leste in 2002 and in the Middle East in 2007. He was appointed a member in the Order of Australia in 2004 for his distinguished command of the Australian contingent in Timor Leste and advanced to an Officer in the Order in 2013 for his distinguished command in the Middle East and his contributions to Defence in strategic personnel appointments.

Gerard has also held a wide-range of strategic level staff appointments in Army and Defence Headquarters.

Gerard is a Commissioner on the Military Rehabilitation and Compensation Commission and a Deputy Commissioner on the Safety Rehabilitation and Compensation Commission. He is also a Director of Defence Health Limited, a not-for-profit private health insurance company, and the Chair of the Defence Health Foundation, a charitable trust established in 2010 to fund medical research into issues affecting current and former members of the Australian Defence Force and their families.

He holds a Bachelor of Business from the University of South Australia, a Masters of Business

Administration from the University of New England and a Masters in Strategic Studies from the United States Army War College in Carlisle, Pennsylvania.

Gerard and his wife Mandy have four children; Sam, Holly, Georgia and Olivia. His leisure interests include transporting his children to their many sporting commitments, cycling and playing the guitar.

- You have held senior command appointments on a number of operational deployments in the last decade. How did your career as a Gunner prepare you for command on operations in a joint / combined environment?

I was an Air Defence Gunner. Given in the early 80s Air Defence was a Force level asset rarely ever seen at Brigade level or below, I was trained from very early on to think at the operational and strategic level. I can only ever recall participating in one Army Brigade level exercise (Exercise Diamond Dollar in 1986). All my principal exercises as a regimental officer were joint, theatre level exercises. My engagement with supported capabilities as a Troop, Battery and Regimental Commander was therefore always at Joint Force level, often with US or Singaporean participation. By the time I was lucky enough to go on operations in Timor Leste I was a Colonel and very use to operating in a joint and combined environment at theatre level. I was also fortunate to spend a year at the US Army War College in 2004. When I served in the Middle East in 2007 many of my US and International classmates were in key appointments on the Multinational Force Headquarters making the job as National Commander much easier.

- Your current appointment and related areas of responsibility seem far removed from the skills required for the conduct of operations and warfighting more broadly. Did your Army training and experience prepare you for your current appointment?

I have always been interested in people and what influenced them to think and act the way they do. That is what attracted me to the Army in the first place; the opportunity to work with people, rather than make widgets or some other activity. My initial Regimental experience as a Troop Commander at 16th Air Defence Regiment reinforced this interest. I worked with some remarkable people in Adelaide in the early 80s. All from different socio-economic backgrounds but who shared a common desire to serve in the Army and enjoy life. Of course this was during the 'great peace' when the months were filled with sport and Troop level

exercises. I recall we had incredible freedom as young officers to design and conduct training. Taking the Troop to Ayres Rock for 'driver training', Kangaroo Island for escape and evasion training or to Port Lincoln to do some diving were all acceptable Troop level training activities. Motivating your people in the absence of the operational opportunities we have experienced over the past 15 years was a key part of life as a junior officer in the 80s.

After spending a few years teaching at the US Army Air Defence Artillery School in 85/86, I wanted to deepen my knowledge in the science behind motivation and organisational behaviour so I enrolled to do a Bachelor of Business in Adelaide. This started a 15 year period of external study completing a number of courses in Human Resource Management. At the same time I sought staff appointments in People areas, in between command appointments, and over time developed considerable staff experience in what we would now call the people stream. Over the last 12 years, with the exception of National Commander appointments in East Timor and the Middle East I have been employed solely in strategic people appointments. My current appointment as Head of People Capability is a perfect fit for my interest, experience, academic and professional knowledge.

- Combat Arms employment categories within which females may serve have been steadily increasing throughout Army including the Royal Regiment. Has this fundamental change been driven by politics beyond Army's control; or necessity due to a more competitive population demographic from which to recruit; or has there been a genuine change in the attitude of society towards females in combat?

The business case for removing gender restrictions in the Australian Defence Force is compelling. In addition to indisputable empirical evidence on the levels of improved capability generated by diverse teams, which in itself is justification in my view, we simply need to face the demographic reality of a declining recruiting pool. If we are to sustain the force with quality people into the future we must attract and retain an increasing number of women. Now I don't expect that opening combat trades to women will result in significant numbers of women lining up to join us. The Canadians removed restrictions in all their categories over 20 years ago and today women make up only 3.8% of their combat trades. For us, however, the removal of gender restrictions sends a very important message to all Australians - join us and opportunity and reward will be limited only by your ability to do the job. This is a very important principle.

Along with our cultural change program Pathway to Change that is focused on achieving more consistent outcomes in the workplace in terms of respect, inclusion and fairness, this principle will enable us to attract and retain an increasing pool of talented people from our community.

- In terms of Infantry and Special Force where the 'rubber' really meets the road in relation to closing with and killing the enemy there has been speculation on the part of some people and organisations that mixed genders in these units will disrupt the small group dynamic and thus the cohesiveness and effectiveness of these small teams. Would you care to comment?

There is no doubt that removing gender restrictions in close combat roles will challenge us in ways we have not previously experienced. Team cohesiveness and effectiveness is based, amongst other things, on respect and inclusion. Establishing robust occupational physical standards removes discussions about whether someone can or can't do the job but it does little to address the issues of respect and inclusion. These two important prerequisites are the focus of Pathway to Change. If we don't prepare for success by establishing a respectful and inclusive culture in all our Combat units then we will fail and, over time, we will deny ourselves access to a valuable talent pool.

- It has been my observation in the past that females who have entered male dominated areas of employment have had to achieve the very highest standards and outperform their male colleagues in order to be accepted as an equal. How long do you believe it will take for females to be eligible to enter all areas of employment within the Royal Regiment and be truly accepted as equal?

Women already serving in the ADF can transfer to any unit in the Regiment. This came into effect on 1st January 2013. The Army will spend the rest of this year and next establishing new Physical Employment Standards and working on respectful and inclusive cultures throughout the force. From 2015, women joining the Army will be able to elect any trade within the Regiment.

- One of your areas of responsibility is 'Culture' including implementing 'Pathway to Change' which articulates Defence's cultural intent as: **We are trusted to defend, proven to deliver and respectful always.** In recent times the term 'Culture' has been used in a wide range of forums to encapsulate almost any conduct in the ADF that is deemed wrong by community standards.

The profession of Arms has traditionally promoted military 'Culture' as being different to mainstream society in order to ask young ordinary individuals to do extraordinary, sometimes unpleasant and unnatural tasks. How can you reconcile the expectation of warfighting and that of broader Australian society?

All of us who wear a uniform accept that the Australian community rightly holds us to a higher standard than anyone else. We need the ongoing trust of the community if we are to be successful. We can't take the trust the community has in the ADF for granted. High profile failings on our part erode trust. We have to be far more consistent in how we behave, in and out of uniform, on and off duty, and with how we deal with those who fail to live up to our values. The professionalism we demonstrate on operations needs to be similarly applied to all we do. To me this is a simple matter. All of us are accountable for how we think about our work and behave towards each other, and leaders at every level have a responsibility to model the behaviours we as an organisation value. CDF has a great saying 'the standard you walk past is the standard you set'. All of us are accountable in this regard.

- As a former Head of Regiment do you believe the current arrangement whereby HOR is basically an Extra Regimental Appointment for a busy senior Gunner Officer is satisfactory for the leadership of the Royal Regiment?

We have to accept that we will never return to the days of a dedicated Head of Regiment. The current arrangement works well if the Regiment has a well crafted plan for where it wishes to position itself for the future. Setting the direction for the Regiment is the principal responsibility of a Head of Regiment.

- There has been an unusually high number of Gunner officers appointed as Brigade Commanders recently, what do you feel are some of the contributing factors?

Gunners have always done well and always will. Our ability to see the big picture and be comfortable dealing with complexity position us well for success. Clearly, there is limited opportunity for Brigade Command appointments and we seem to be winning quite a few lately. While being a Brigade Commander is a professionally rewarding and highly sought after appointment, it is important for Gunners to understand it is but one of many pathways to senior appointments.

- Prior to your current appointment what do you consider your three most memorable career highlights not related to the RAA?

My year as Military Assistant to the Chief of Army in 2001 was a wonderful year. I had been in the job two days when Peter Cosgrove called me into his office to tell me he was about to be appointed Australian of the Year. I was fortunate to accompany him throughout the year to all his activities where he met some truly amazing Australians.

I also enjoyed thoroughly my year at the US Army War College. It was a great family year, I met and remain close with 40 or so other International Fellows and now have a network within the US Military that has helped me ever since.

And finally, I love my current role. Its breadth is enormous and so too the issues I get to immerse myself in on a daily basis.

- As a senior Army Commander do you prescribe to the old adage 'Once a Gunner always a Gunner'?

I do. We are all shaped by the environment within which we develop. The seminal period of my career was as a gunner and it shapes to a certain extent the way I think and act now.

- What are your fondest recollections of serving as a Regimental Gunner Officer?

The freedom I enjoyed as a Troop Commander to set and manage training for my people was amazing compared to today. I have wonderful memories of Troop level exercises conducted in parts of the country that I never would have experienced. Of course, the freedom in the early 80s enabled you to craft exercises around where in the country you wanted to visit!

- What do you consider the highlight or pinnacle of your Regimental service?

I think being a Battery Commander was when I was at the height of my technical skill as a Gunner and I was still close enough to my people that I could really get to know them well. I enjoyed being a Commanding Officer, but I think the pinnacle of my Regimental service was at Battery level.

- What single piece of advice would you offer young officers and soldiers commencing their career as a Gunner?

There are many paths to success. Don't become preoccupied on where you want to be, just focus on the moment and do the best you can. The rest will take care of itself.

Australia Day Honours

OFFICER (AO) IN THE MILITARY DIVISION OF THE ORDER OF AUSTRALIA

Major General Gerard Paul FOGARTY AM

For distinguished service as Deputy Commander Joint Task Force 633 in Iraq, Director General Personnel - Army and as Head People Capability.

Major General Fogarty has been fundamental in the realisation of Australia's national interests and in leading profound strategic change for Australian Defence Force personnel. His diligence, clear desire to improve the understanding and management of people and sense of duty are hallmarks of his distinguished service and bring great credit upon himself, the Australian Army and the Australian Defence Force.

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

Major General Paul David McLACHLAN CSC

For exceptional service to the Australian Defence Force as the Director General Development and Plans - Army, and as the Commander of the 7th Brigade.

Major General McLachlan has provided exceptional service to the nation through his leadership of the 7th Brigade and his pivotal role in the modernisation and rebalancing of the capabilities within the Australian Army. His efforts in these pivotal roles will have long lasting benefits to Army capability through the digitisation of the Army's Multi-role Combat Brigades.

MEDAL (OAM) OF THE ORDER OF AUSTRALIA IN THE MILITARY DIVISION

Warrant Officer Class One David Ross LEHR

For meritorious service as the Regimental Sergeant Major of the 2nd/10th Field Regiment, Joint Task Force 635 Operation Anode Rotation 13, and the 1st Field Regiment.

Warrant Officer Lehr has provided meritorious service as the Regimental Sergeant Major for the 2nd/10th Field Regiment, Joint Task Force 635

Operation Anode Rotation 13, and the 1st Field Regiment. Warrant Officer Lehr has demonstrated outstanding professionalism and inspirational leadership in his sustained efforts in preparing soldiers and units to deploy on operations. His capacity and willingness to undertake additional tasks are exceptional and, through his example, have earned wide respect within the Australian Army.

CONSPICUOUS SERVICE CROSS (CSC)

Colonel John Brendan McLEAN

For outstanding achievement as Commanding Officer, 16th Air Defence Regiment.

Colonel McLean has achieved outstanding results as the Commanding Officer, 16th Air Defence Regiment. Drawing on his professionalism and leadership skills, he led major outcomes in force structure change, force protection for deployed forces, the reconstitution of the Ground Based Air Defence capability and the introduction into service of the Counter Rocket Artillery and Mortar capability.

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

Mr John Graeme BALFOUR

For service to the community, particularly veterans.

Honorary Secretary, 7th Field Regiment, Royal Australian Artillery Association, since 1986; Newsletter Editor. Anzac Day Marshal, Returned and Services League of Australia (NSW Branch), 1972 - 2012; Member, RSL NSW Anzac Day Executive Committee. Marshal for various other parades including the Centenary of Federation, National Servicemen's and Vietnam Veterans' Welcome Home Parade. Member, Forestville Sub-Branch, Returned and Services League of Australia, since 1987; Parade Commander, ANZAC Sunday March and Service, since 2009. Member, Judging Panel, Sub-Branch's Australia My Country competition, since 2008. Marshal, Reserve Forces Day March, since 1998. Recruiting Liaison Officer, 2nd Division, Australian Army Reserve, ongoing; Reservist, since 1965, attaining rank of Warrant Officer Class One. Manager, HC Coombs Training Centre, Reserve Bank of Australia, 1988 - 2007; employee at the RBA, for over 40 years.

Medal of Gallantry

Bombardier David Steven ROBERTSON

Citation

For acts of gallantry in action in hazardous circumstances on 20 March 2011 while a joint fires observer in Mentoring Task Force - Two on Operation SLIPPER in Afghanistan.

Bombardier Robertson's prolonged acts of gallantry, selflessness and professional mastery under heavy enemy fire enabled him, from an exposed observation post, to direct the efforts of mortar-fire in the suppression of a number of well concealed enemy positions. His bravery in extremely hazardous conditions guaranteed the safety of his own team and prevented casualties among advancing Australian and Afghan forces.

'I really did not want to let anyone down'

CALLING IN ACCURATE FIRE SUPPORT WHILE EXPOSED TO ENEMY MACHINEGUN FIRE ON A MOUNTAINSIDE EARNED BDR DAVID ROBERTSON A MEDAL FOR GALLANTRY, SGT ANDREW HETHERINGTON REPORTS.

AN ARTILLERY Joint Fires Observer awarded the Medal for Gallantry in the 2012 Queens Birthday Honours list was presented with his medal at Government House, South Australia, on September 4.

Bombardier David Robertson, of 102nd Coral Battery, 8th/12th Royal Regiment of Australian Artillery, was presented with his medal at Government House, South Australia, on September 4. He was honoured to receive an MG for his efforts during a patrol in the Tangi Valley, Uruzgan province, on March 20 last year.

Bombardier Robertson deployed to Afghanistan in October 2010 as part of Mentoring Task Force - 2. He then helped build Patrol Base Qareb, where he worked from late December 2010 until the end of his deployment in late July last year.

The patrol during which Bombardier Robertson earned his MG began with nothing out of the ordinary. Two teams of 15 Australian Operational Mentoring Liaison Team (OMLT) members and 20 ANA soldiers patrolled 5 km from Patrol Base Qareb to the village of Moruch.

While there, they planned to interact with locals and search for caches. The patrol had in support an Australian infantry section, an ASLAV and a mortar section, which was pushed up to an ANA checkpoint 4km away to stay in range of the patrol.

They stepped off from Patrol Base Qareb at 1300hrs and headed further into the valley, bound for Moruch. The village was the next settlement down the valley past Derapet, where Lance Corporal Jared MacKinney was killed in action on August 24, 2010.

"The closer we got to the village, the more reports we had of the insurgents watching us and preparing for an attack," Bombardier Robertson said.

"So we had the infantry section move forward across to the northern side of the river to

establish a support by fire position acting as a deterrent for anyone wanting to target us."

The reports continued as the patrol entered the village at 1500hrs.

"We raised our level of alertness and set up a more defensive position around the village," Bombardier Robertson said.

"The patrol commander with the interpreter had already started speaking to people outside their compounds and our engineers had started searching up a dry creek bed for weapons caches.

"Not long after this at 1600 hrs our snipers had identified and engaged a number of insurgents who could be seen carrying PKM machineguns in the next village, called Tutak."

This engagement acted like a trigger for the remaining observing insurgents.

"We received an imminent threat warning over the radio and not long after that we began receiving effective small-arms fire from the high ground overlooking the village," Bombardier Robertson said.

"Our patrol commander told me and several others to push up onto a hill 150m outside the village to find better observation points so we could find where the insurgents were firing from.

"When we got there we could see a number of insurgents on a ridgeline above us who were also firing down onto us and the patrol."

On the hill, Bombardier Robertson, a signaller, two snipers and a MAG-58 crew were all exposed to the insurgent fire, with little cover available to them.

"We all split up to gain the most cover we could," he said.

"There was a small cliff face my signaller and I could take cover behind, but the problem was when we went there it gave us some cover from the elevated insurgent fire from the east, but exposed us to fire coming from other directions.

"Shortly after we moved to the cliff face we began taking accurate fire from a machinegun to the north."

Bombardier Robertson then called in a mortar fire mission from the mortar section at the ANA checkpoint.

"After receiving permission from the patrol commander, the mortars were laid on to the insurgents on the elevated ridgeline," he said.

"After the initial round had landed 50 metres from the target I made a correction and gave them the command of three rounds fire for effect."

Silencing the elevated insurgent position allowed Bombardier Robertson to turn his attention to the northern insurgent machinegun.

"I gave the new grid reference to the mortars after some of the infantry had seen dust signatures in the sky near where the machinegun fire had come from, allowing me to get an accurate grid location," Bombardier Robertson said.

"The patrol commander needed the machinegun suppressed immediately so I ordered a fire mission of three rounds fire for effect.

"As this target was out in the open and away from the village, we used an airburst proximity round, which exploded above them."

By 1620hrs the two insurgent firing positions had been neutralised and the standby ASLAV was called forward to the support-by-fire location on the northern side of the river.

The patrol commander then decided to push the patrol about 300 metres towards Tutak and search the compounds where the patrol's snipers had previously seen and engaged armed insurgents.

Covering a wide expanse of open ground to reach Tutak from Moruch was a challenge.

"Because we were still receiving fire, the patrol commander coordinated the ASLAV, mortars and support by fire location to simultaneously engage a number of targets while the patrol moved up through an aqueduct into Tutak," Bombardier Robertson said.

"At 1630hrs they moved forward and we remained on our hill, which was the only high ground we could continue to observe the patrol from."

"During this time we also ordered a mortar fire mission onto a target on the high ground above Tutak, suppressing the firers."

After the patrol arrived in the village they searched compounds for insurgents and weapons. At 1715hrs, with the sun going down and after not finding anything in the village, the patrol commander decided to withdraw to Patrol Base Qareb.

"From our elevated position we coordinated suppressive fire as the patrol withdrew from Tutak," Bdr Robertson said.

"Some of the insurgents were popping up from behind the elevated ridgelines and firing on us and the patrol, but once the ASLAV fired on them they'd move back behind the cover of the ridgeline and re-engage us from a new position.

"We ordered our last mortar fire mission onto targets on the high ground above Tutak, suppressing and keeping the insurgents' heads down as the patrol moved back to Patrol Base Qareb."

The patrol arrived back at the patrol base by 1840hrs. Although Bombardier Robertson said he feared for his safety during the patrol, he was more concerned about his mates.

"Most of the time on patrols I didn't do much until I had to call in offensive support onto targets," he said.

"When the time came, everyone else was relying on me to do my job and I really didn't want to let anyone down.

"On March 20 lots of guys on the patrol had close calls yet continued to do their jobs and push forward."

Army September 27, 2012

The Trade

JOINT Fires Observers (JFOs) play an integral role for deployed units in any theatre of war.

"In Afghanistan, we deployed in small parties and more often as a team of two, with myself and a signaller," Bdr Robertson said.

"A JFO party would go out on every patrol and be there in case the patrol needed outside support from mortars, artillery, attack helicopters or fast jets.

"Mortars played a big part in my deployment, as it was much faster and easier to gain approval to have them support patrols compared to, say, calling in a fast jet."

To become a JFO, soldiers undergo extensive training, which also includes familiarisation with the deadly effects of the weapons they can direct onto targets.

"Nothing can replace doing the job in the heat of battle, but in Australia we do train calling in fire to danger-close distances while inside Bushmasters or other armoured vehicles," Bdr Robertson said.

"We feel the impact of the weapons from a close range, feel the concussion and hear the shrapnel falling around us.

"We get to appreciate how good these rounds are and we also know the psychological impacts of them too because even if the round will land 200 metres away from an insurgent, the shock and noise of it will make anyone take cover and reconsider fighting us."

Army September 27, 2012

Bombardier Robertson Awarded Medal for Gallantry

*Bombardier David Robertson
attended Parade College, Melbourne*

Extract from the 'Old Paradians' Website

An Old Paradian's extreme feat of heroism in Afghanistan has been acknowledged in the recent Queen's Birthday Honours list, with Bombardier David Steven Robertson awarded the Medal for Gallantry - the third highest military award behind the Star of Gallantry and the Victoria Cross.

Bombardier Robertson, a final year Parade College student of 2000, directed mortar fire on to well-concealed enemy positions from an exposed observation post in Uruzgan Province on March 20 last year.

The Medal for Gallantry is awarded to military personnel for acts of gallantry in action in hazardous circumstances.

Heroic courage by members of a country's armed forces in action or under fire has long been rewarded with a decoration or award. The Distinguished Service Decorations were introduced in 1991 and replaced a number of Imperial decorations.

Bombardier Robertson was humbled by his awarding of the Medal for Gallantry.

"It is an honour to be awarded the Medal of Gallantry, but I like to think it is a reflection on all of the soldiers there that day," he said. "If we didn't work as a team and all risk our own safety, I wouldn't have been able to do my job properly and we would not have been successful."

"During my time in Afghanistan I was part of a small team that lived at a remote patrol base in a hostile valley. We shared the base with approximately 30 Afghan National Army soldiers, who we trained and mentored while we fought alongside them to secure the safety of the villages within the valley. It was a long and tough nine months for all of us there, recognised by a number of the medals and commendations on the Queen's Birthday Honours list going to soldiers from our team."

Bombardier Robertson's mother Julie said that her son had returned to Australia from Afghanistan in July of 2011 having spent nine months serving in the war-torn country, "and it was so lovely to get him back".

Paul Cutri, the Parade College captain of 2000 and a contemporary of Bombardier Robertson's at Bundoora, wished to extend his heartiest congratulations.

"Although 'Robbo' wasn't a guy I was particularly close mates with at Parade, I do remember him well and I remember him being a quality bloke," Paul said.

"I first learnt of his involvement with the armed services a couple of years ago at the 10-year school reunion. Obviously Robbo couldn't make it along, but he would have been pleased that his former classmates raised a glass for him in admiration that night.

"Parade has regularly produced outstanding talents and while I mean no disrespect to our Old Paradian politicians, footballers and musicians; here is a guy who literally puts his life on the line for his country every single day.

"Robbo is an hero of the highest order and I think I speak on behalf of all of the class of 2000 when I say how proud I am to have gone to school with someone like him."

Operations

Back in the Fight

*Major Eugene Shanasy
Battery Commander, 102nd CORAL Battery*

102nd CORAL Battery was re-raised at Adelaide's RAAF Base Edinburgh in 2011, after being disbanded for 24 years and is now a dislocated sub unit of Darwin based 8th/12th Regiment. The re-raising of the battery coincided with the relocation of the 7th Battalion Royal Australian Regiment (7 RAR) from Darwin to Adelaide. In 2012, as the 1st Brigade progressed into the readying phase, the battery commenced its close affiliation with 'Battle Group Boar' during a very successful Exercise Hamel.

*... CORAL Battery's first
deployment since the Vietnam
War, during which deployment the
battery earned the honour title of
'CORAL' ...*

Upon return from Exercise Hamel in July 2012 the 7 RAR Task Group (TG) was formed to replace 3 RAR TG as Australia's battalion group contribution to Operation Slipper. The 7 RAR TG force concentrated in Adelaide, along with the 102nd CORAL Battery Tactical Group and signifies the CORAL Battery's first deployment since the Vietnam War, during which deployment the battery earned the honour title of 'CORAL' which was officially awarded on the historic battle's 40th anniversary in 2008.

The rapid redeployment, reorganisation and change of focus from conventional manoeuvre warfighting to the complex environment of Operation Slipper has tested the resilience and adaptability of the officers and men of the Battery. Not with standing the important supporting role their partners and families have played in maintaining the TG capability.

The Joint Fires and Effects Coordination Centre (JFECC), lead by Sergeant Kent, integrated well into a larger deployed command post throughout the

mission rehearsal exercise and during the deployment, maintaining an almost doctrinal structure. The JFECC has been a fundamental part of the TG command post both in coordinating assets and providing additional situational awareness. Specifically the JFECC has been responsible for the coordination of ISR support for the task group, utilising platforms including, Herron, Shadow, MC-12 liberty, Predator and Reaper. The JFECC has been a vital link for manoeuvre callsigns and the Air Weapons Team AH-64 Apaches.

Further JFECC responsibilities have included the coordination of the TG Targeting cycle, which given the nature of the mission has become an effects cycle. The effects cycle has coordinated non-lethal effects for the TG within Uruzgan to assist the battlespace owner, Combined Team Uruzgan, and other stakeholders. The effects cycle has been bolstered by the use of a public affairs officer who works closely with the 4/205 Brigade, to coordinate local, national and international information effects.

The JFECC's capabilities were well exercised during the month of January when it planned and conducted a joint LFX at an isolated observation post in the Dasht, including the use of F-16 fixed wing aircraft, AH-64 Apache, mortar and sniper elements. This LFX also included insertion by UH-60 Blackhawk, and the JFT's were able to obtain valuable training with Coalition assets facilitating preparation for real time incidents throughout Uruzgan Province.

G23, the Joint Fires Team supporting C Company commanded by Captain Murcott, has endured a number of changes since exercise Hamel, an expansion of size to eight, a change in tempo and Relief Out of County Leave (ROCL) provision for the Battery. Since commencing operations they have been required to support numerous logistics packets, provide support to the Quick Reaction Force and support reduction tasks through the provision of ISR, and AWT support.

Being a large team, G23 has been able to maintain an Offensive Support capability for C Company, despite the usual illness and injuries which occur in

the winter months as well as the requirements to provide ROCL. In addition to normal JFT command duties Captain Murcott has been required to undertake other duties including second in command responsibilities as well as the plans officer for C Company.

... support requirements have increased from previous rotations and is now amongst the most operationally demanding ...

G22 commanded by Captain McDonald, consisting of two splinter teams, has undertaken the highly dynamic role of supporting the two Australian OGA (Other Government Organisations) platoons as part of the Provincial Reconstruction Team (PRT) for Uruzgan Province. The PRT support requirements have increased from previous rotations and is now amongst the most operationally demanding of any TG element and involves up to twice daily patrols in and around the Tarin Kowt area.



Captain John MacDonald at Forward Operating Base Hadrian

The typical missions that OGA platoon's facilitate for the PRT include escorting and protecting primaries such as AusAid/USAid, Australian, US and Slovak military advisors, VIP's and VVIP's such as departmental directors and force commanders throughout the area of operations to conduct shuras, site inspections and advisory tasks. Such missions are often very short notice and this has required an extremely high degree of flexibility and professionalism.

The Canon Advisory Team within the brigade advisory team has worked diligently in advising the Canon Tolay so they can build an offensive support capability with appropriately trained officers and

men whilst maintaining an operationally and mechanically functional organisation able to provide a workable offensive support system in support of the 4/205 Brigade Afghanistan National Army (ANA).



Captain John MacDonald on patrol west of Tarin Kot for a leadership engagement with tribal leaders

The team has concentrated in two main areas; maintenance and training. Maintenance has been achieved in conjunction with the Slovak D30 maintainers, who have brought unprecedented knowledge of the howitzer, and the successful implementation of a user maintenance training programme which has been well subscribed to by the Canon Tolay. This has been a small but vital step in achieving a sustainable capability beyond CF presence. Secondly, the importance of continuation training has been a focal point, especially exercising the forward observers and their battlefield coordination procedures which have been supported in part by G23 non commissioned officers and soldiers. This has paid dividends in a recent operation where the Battery coordinated airspace to allow the engagement of illuminating rounds in support of kandak manoeuvre.



Bombardier Steve Connor in overwatch at the Provincial Governors Compound

The Canon Advisory Team will continue to provide advice to the Canon Tolay as they continue to increase their support to the 4/205 Brigade ANA as they track towards fully independent status.

The officers and men of the Tactical Group feel it's a great honour to be continuing the operational legacy of the 102nd CORAL Battery.

Although the road to war for 102nd CORAL Battery has been a long process, it is certainly evident that the lessons and experiences gained was critical in providing the foundations for the Battery, specifically the newer soldiers and officers. The offensive support assets provided through Exercise Hamel through to the Mission Rehearsal Exercise (MRE) was invaluable for the preparation of the JFECC and JFTs for this operation.



Gunner Oscar Comandari ready for patrol at Tarin kot

The Battery has had an extremely busy schedule since its re-raising in 2011 through to force concentration with 7 RAR TG mid 2012, only 18 months later. The Tactical Group achieved training levels above requirement and was extremely well prepared for the deployment with the 7 RAR TG, which is a credit to the meticulous work of the previous Battery Commander, Major Duncan Anderson, and the fine support received from the officers and men of the 102nd CORAL Battery remaining in Adelaide. The officers and men of the Tactical Group feel it's a great honour to be continuing the operational legacy of the 102nd CORAL Battery.

Combined Team Uruzgan - Four

Joint Fires & Effects Coordination Centre

*Captain Graham Cummings
Fire Support Officer*

Combined Team Uruzgan (CTU) Headquarters, for the uninitiated, is a joint United States (US) / Australian (AS) Brigade level headquarters responsible for ISAF operations in Uruzgan and Daykundi Provinces. It was formed in July 2010; taking over from the Dutch led Task Force Uruzgan, and is now in its fourth rotation which commenced in October 2012. The Joint Fires and Effects Coordination Centre (JFECC) within CTU-4, drawn predominately from the 8th/12th Regiment JFECC, found their roles are almost exactly what they are when supporting the 1st Brigade.

At this point in the tour our thoughts are of returning home ...

The JFECC provides ground and air de-confliction, co-ordination and prioritization of surface and airborne offensive support assets, and is the link between ground elements, fire units and RC(S). Inside the JFECC there is a six man 'fires' team, responsible for surface and rotary wing offensive support and ground de-confliction; a three person airspace co-ordination element (ACE), responsible for airspace, and a three person USAF TACP, responsible for close air support (CAS). Working as part of the Tactical Operations Centre (TOC), we are part of a team that includes personnel from all branches of the RAA. With a field artillery JFECC, 16th Air Land Regiment CRAM detachment and 20th Surveillance and Target Acquisition Regiment UAV liaison officers, the RAA makes up the majority of the TOC's personnel. The experience gained here in Uruzgan will serve the Army and the RAA well into the future, post mission completion.

For an organization designed and prepared to support a brigade, the JFECC has found the transition to ANSF independence has had a marked effect on our tempo. Structured to deal with two subordinate battalion size groups and numerous independent companies, CTU-4 started off with just half that. For the period October to November 2012

we found work was dominated by the demands of just one unit, 3rd Battalion Royal Australian Regiment Task Group. With the transition to the 7th Battalion Royal Australian Regiment Task Group beginning in mid November the JFECC saw the pendulum swing. This tempo decrease, combined with the winter lull, has resulted in a significant decline in activity during December to February 2013. This period was characterized by ISR led targeting, special forces de-confliction and support to the US combat engineers who conduct daily route clearances on main supply routes throughout the province.

Glancing into the future, the Coalition withdrawal will steadily continue. We predict the usual increase of activity during spring and summer, but in the large majority of occasions this will involve independent ANSF units operating independently as the last FOB's close down. At this point in the tour our thoughts are of returning home, including what experiences we can apply when we return to Australia.

Integrating New Procedures & Equipment

*Lieutenant Nicholas Clarke
JFECC Watchkeeper*

As part of the combined environment, one of the key challenges is the adoption of US equipment and procedures to integrate into a functional and effective headquarters. An example of this is the utilisation of Joint Automated Deep Operations Coordination System (JADOCS) as a battle tracking system and for rapid Collateral Damage Estimates (CDE). This system allowed for expedited situational awareness during dynamic targeting serials and allowed for an independent check in conjunction with the Precision Strike Suite for Special Operation Forces (PSS-SOF).

... system allowed for expedited situational awareness during dynamic targeting serials ...

The difference in the NATO artillery Call for Fire (CFF) and procedures was an ongoing challenge. In many cases the US Army system was not as thorough as the AS procedure. Although the AS and US CFF included the same data in a different sequence, the issues arose due the lack of

information read backs and not logging information for previous fire missions. This is generally due to the fact that the US CCF is a request for fire and not an order.

... issues arose due the lack of information read backs and not logging information for previous fire missions.

Although there has been issues implementing systems and procedures, the AS JFECC has assumed the role of battle-space coordinators in a fast and effective manner. The experience of working with US counterparts has been invaluable and it will serve members well in the future.

JFO Mission Support

*Gunner Travis Stewart
Signaller*

As a JFO working as an ACSO in the TOC I have had many opportunities to conduct missions that I thought CTU-4 would not support. The highlight being a 10 day task in the Daykundi Province the purpose of which was to conduct site survey / reconnaissance for future projects like schools, wells, and community bath houses. To achieve this we conducted many vehicle and foot patrols over the most undulating terrain I have ever seen.

... conduct site survey / reconnaissance for future projects like schools, wells, and community bath houses.

My main role in this was keeping communications back to the CTU TOC via satcom, controlling airframes in and out of the patrol base and the execution of a casevac of a female local national by night. This gave me the opportunity to send a CASEVAC 9 line and MIST, prepare the casualty for transport and set up a night time LZ. Overall it was a great experience to practically apply the skills I've been taught.

Fort Alamo

Artillery Training Advisory Team - Two

*Lieutenant S.T. Reilly
8th/12th Regiment*

The Artillery training mission in Afghanistan began in May 2010 with the forming of the Artillery Training Team Kabul (ATTK) whose primary mission was to establish an Afghan National Army (ANA) Artillery capability. The ANA School of Artillery (SoArty) was established and the ATTK mission began. Three years and five rotations later that mission is coming to end. A mission that was once to instruct and mentor has now assumed the role of an advisory mission. From Live Fire Exercises (LFXs) qualifying entire courses on six rounds, to becoming an ANA coordinated and led event, conducting up to 20 courses per year. In the 2012 calendar year the SoArty graduated approximately 1100 soldiers, non commissioned officers and Officers. The first ATTK comprised of 70 members from four different coalition forces, that has now become a team of 20 Australian members from the 8th/12th Regiment, the same Regiment that began this mission in 2010, and will see mission completion on 1st April 2013.



The Artillery Training Advisory Team Two (ATAT-2) force concentrated in Darwin in late July 2012, immediately following Exercise Hamel, and from there we began our independent force preparation ready for deployment to Afghanistan on 1st October 2012. Upon arrival in country at our new home Camp Alamo, the team was broken into three cells that would directly advise their ANA counterparts; the cells being Guns, Fire Direction (FD), and Fire Support (FS).

During the first month of our tour we assisted in the conduct of the ANA led LFX. The practice was conducted at a relatively high standard while we concurrently maintained a safety presence. The practice was eye-opening for all involved, particularly after an argument occurred at the observation post which centred on whether or not the movement of 200 goats through the target area was worthy of ordering 'check fire'. However, the result was better than expected as all students were directly involved in the practice and qualified in their respective roles.

an argument occurred at the observation post which centred on whether or not the movement of 200 goats ... was worthy of ordering 'check fire'.

Following the LFX the school went into a period of reset in preparation for upcoming courses. It was at this point our focus was now in providing advice to our ANA counterparts and further developing relationships at the school. By establishing a presence at both the gun park and within class rooms, the team was quick to establish relationships and maintain the rapport that the previous team had established. Each cell had their own separate experiences with individual characters at the SoArty, ranging from dealing with Colonels threatening to fight in the middle of a meeting, to having to bribe others with chocolate in order to ensure a task was completed.

We were also fortunate in the relationship built with United States Army Marksmanship Unit (AMU). The AMU comprised of a number of members from the presidents hundred, the top one hundred shots in the US, including an Olympian. We were offered invaluable pistol and rifle training and enjoyed a number of informal range practices with their team.

Not only was our focus to build relationships with the ANA and coalition members within Camp Alamo, but also with our external coalition mentoring partners, through the form of Train the Trainer packages. The packages were taught to teams from the Afghanistan Regional Commands (RCs) with the purpose of aligning the RCs, through their mentors with the drills and procedures taught at the SoArty. In addition; we were standardising training with the SoArty but simultaneously building strong relationships with coalition members and gaining a better understanding of the level of expertise of each of the RCs.

The team then refocused on the newly commencing courses across each of the disciplines and maintaining an advisory role. The SoArty is currently operating as a fully autonomous capability with a minimal advisory presence and is progressing well on its way to becoming a fully autonomous branch school.

The mission, at the forefront of the teams mind, was broken down to be achieved at each of the three cell levels. The cells had their own roles and responsibilities and each facing their own respective challenges.



... well developed ice breaking technique of throwing a large rock from one end of the gun park to the other, to illustrate to the Basic Officers Training Course the key lesson; that what goes up must come down.

The Gun Cell was responsible for providing subject matter advice with regards to gunline procedures and fire discipline, relating specifically to the D-30 Howitzer. Key amongst our roles was the further development of relationships at the gun park. Of note was Sergeant Edwards' well developed ice breaking technique of throwing a large rock from one end of the gun park to the other, to illustrate to the Basic Officers Training Course the key lesson; that what goes up must come down.

Meanwhile, the FD cell turned their focus to the development and implementation of a manual fire prediction system, as well as the rapid acquisition of the Afghan Gunnery Computer. This would be yet another step to bring the ANA artillery capability into line with the western world. Also further enhancing their ability to produce indirect fires.

The FS Cell was responsible for advising the ANA FS on observing procedures and the refinement of lesson constructs whilst trying to prevent their continual tendency to revert to soviet procedures. A significant FS challenge was that the cell frequently found themselves attempting to impress upon their ANA counterparts that the definition of danger close, was not calling fire on to their own location. This proved to be an ongoing issue.

... whilst trying to prevent their continual tendency to revert to soviet procedures.

From the three main cells at the commencement, the Locally Engaged Employee (LEE) cell was added at the start of 2013, mid way through the tour. The LEE cell was created in order to meet the requirements to manage the increasing workload that arose with the implementation of an interpreter resettlement process, following the release by the Australian Government of the policy.

ATAT-2 also played a significant role in supporting the ANA Artillery Corps Conference in December 2012. With the conference being the first such



conference conducted by a Branch School incorporating representatives from every RC in the country. The conference went over a period of three days and identified considerable issues both within the ANA training continuum and the fielding of soldiers to the RCs following their courses. Furthermore, the conference indentified adequate solutions to the long term resolution of these issues.

ATAT-2 has been vital in overseeing the final stages of transition and will proudly see out the end of the first Australian led mission in Afghanistan and the establishment of the ANA SoArty.

It was during this period that a number of different tasks were disseminated amongst the team, placing a number of members outside of their comfort zone. Of note was Lieutenant James Smallwood's 'stand in' appearance as the Commanding Officer ATAT during an air coordination conference broadcast across all RCs, in which Lieutenant Smallwood attended, unaware of the fact that he would be called upon to brief. It was at this point that the delegate from the Artillery Training Advisory Team was asked to deliver an impromptu and in depth brief on artillery coordination measures and their employment in Afghanistan. At the completion of this, a member from RC South proceeded to thank Lieutenant Colonel Nick Wilson for his valued input.

The Artillery training mission has been a continually evolving challenge, since its establishment in 2010. ATAT-2 has been vital in overseeing the final stages of transition and will proudly see out the end of the first Australian led mission in Afghanistan and the establishment of the ANA SoArty. In a short period of time the ANA have developed an Artillery specific capability able to produce a high standard of soldier, non commissioned officer and officer and will continue to do so into the future.

Shadow in Afghanistan

*Captain Raymond Brin, Battery Captain
132nd Unmanned Aerial Vehicle Battery*

The second SHADOW Unmanned Aerial System (UAS) detachment deployed to Operation Slipper in September 2012. The detachment comprised 46 personnel including two Field Service Representatives. Our deployment was the culmination of several months of both individual and collective training including five months in the US, and a two month Mission Rehearsal Activity at Woomera. Shadow Group Two (SH GP 2) is the 11th consecutive Unmanned Aerial Vehicle (UAV) Group deployed to Afghanistan from 20th Surveillance and Target Acquisition Regiment.

The focus on 'Retrograde' operations has dramatically affected the employment of the UAV.

SH GP 2 assumed authority from SH GP 1 on the 10th October 2012 with support immediately dedicated to MTF 5 operations conducting a deliberate clearance in an area of known IED activity. The employment of UAS proved invaluable with SH UAS GP 2 identifying spotters and following them to a nearby compound, this building was later cleared with numerous Improvised Explosive Device (IED) making components found and destroyed.

... building was later cleared with numerous Improvised Explosive Device (IED) making components ...

As the scale and nature of operations changed, so has the general role of the SHADOW UAS. The focus on 'Retrograde' operations has dramatically affected the employment of the UAV. SH UAS GP has conducted a number of infrastructure support or overwatch tasks in order to provide Combined Team Urzugan (CTU) with a greater level of situational awareness on the conduct of ANA and ANSF operations. Additionally there has been a large focus on C-IED operations, utilising both

stand off range to remain undetected and the audible signature of the UAV in order to interdict and deter insurgent activity on key routes, protecting both Australian and Coalition Force soldiers.

Throughout the tour SH GP 2 has maintained a close working relationship with Counter Rocket and Mortar (C-RAM) GP 4 as well as CTU and ATF Fires, providing eyes on identified point of origin sites and supporting Live Fire Exercises, also successfully assisting in the application of a kinetic effect on insurgent activities.

The extremes of weather and the mountainous terrain of Tarin Kowt, has had a significant effect on aviation operations ...

The extremes of weather and the mountainous terrain of Tarin Kowt, has had a significant effect on aviation operations, including UAS. Despite the challenging environmental conditions the operators and maintainers of SH GP 2 have continued to perform admirably, providing approximately 1900 hrs (plus) of UAS support to end of February 2013. The maintainers of the GP, have utilised their extensive manned aviation background, (close to 100 years of experience between them), to keep the fleet of UAVs air

worthy, whilst the operators have developed innovated techniques, tactics and procedures to better support CTU.

SH GP 2 also has a team of four Image Analysts (IA); two of these IA's from 6th Engineer Support Regiment and two RAA Image Analysts from 20th Surveillance and Target Acquisition Regiment. Their employment has enhanced the overall support provided. The post mission reports created by SH GP 2 have been used by various stakeholders to develop the intelligence picture within theatre. This is a particular strength within the group which is not inherent within CF Tactical UAS assets. This provides responsive products for customer use throughout various aspects to better inform the Commander and his team in support of the mission.

Despite all the challenges faced thus far, the group of intelligent and motivated soldiers of SH GP 2 have continued to personify professionalism and maintain focus. SH GP 2 returns to Australia in May 2013 for some much deserved rest. The future of the capability is bright and though perhaps cliché - *The sky is the limit.*



132 UAV Battery (Shadow UAV GP 2) MRE / MRA Woomera, 16th August 2012

Brothers in arms: Why the Afghan National Army will fail

Adam Lockyer

You don't need a crystal ball to predict problems ahead for the Afghan National Army: poor retention rates mean 60,000 new fighters are needed each year with the problem likely to worsen. Western models are inappropriate in a nation built on tribal culture and multiple ethnicities. Adam Lockyer explains why.

The United States possesses the most powerful military the world has ever seen. If you want something broken, these are the guys to do it. Anything from a specific car in a distant country through to a medium-sized nation can be destroyed quickly without breaking a sweat.

The problem is that wars are no longer won by breaking things. The United States military has spent over a decade in Iraq and Afghanistan trying to put Humpty Dumpty back together. 'Victory' is achieved through constructing a reliable and effective security force to take over after the GIs leave.

A base-level of security is necessary for everything else to follow: basic infrastructure, law enforcement, the upholding of human rights and making education accessible.

This is the problem the United States now faces in Afghanistan.

Over the past year, there has been some progress made in rebuilding the Afghan National Army (ANA). In June 2012, it finally reached its target size of slightly less than 200,000 soldiers. This milestone was achieved with great fanfare.

However, it hides the fact that the ANA is still completely reliant on international support for even basic logistics, intelligence, vehicle maintenance and artillery, air and armour support. The ANA now has warm bodies, but little else.

After 11 years and tens of billions of dollars, only one Afghan brigade from 23 is capable of operating independently. One of the biggest problems now facing the ANA is keeping the soldiers it has recruited. Desertion is a major

problem. Desertion runs at about 10 per cent per year. Failure to re-enlist runs at about 20 per cent per year. In other words, as many as 60,000 additional soldiers need to be recruited each year just to maintain current levels.

Across 2013 and 2014, as the ANA is asked to do more of the fighting - and potentially the dying - this poor retention rate is only likely to worsen. Unless something is done, once the international forces withdraw, the Taliban might not have to wait long before the ANA simply dissolves on its own.

What has been the problem in Afghanistan? Put simply, the international community has tried to put a square peg through a round hole. Afghanistan is not a functioning modern nation state. The nation does not exist in any Western sense, so the Afghan 'National' Army was always going to be a problematic model.

Even in Western countries, national armies are a relatively recent development. Humans have always fought other humans as part of groups. However, from primitive tribes, through to medieval times, right through the dawn of the 20th century these groups have generally been based around a pre-existing communal group.

The soldiers storming across the battlefield behind William Wallace would have had their brothers, fathers, uncles and next-door neighbours directly in front, to the side and behind them. The same was largely true right through the 19th Century.

Group cohesion was ready-made through pre-existing communal ties. Thus, in most cases, desertion would have meant abandoning kin and would have been unthinkable. The First World War changed modern armies. This was due to two developments.

First, nationalism had matured to a point where individuals would respond to a nation's call to arms. Individuals had begun to identify with their country above and beyond their immediate community.

Second, technology reached a destructive tipping point, where mass casualties could be inflicted quickly. An artillery shell could land on one stretch of trench killing all the sons from one town, while the neighbouring town's soldiers all returned safely.

This was not a recipe for social cohesion on the home front. As such, during the First World War, western militaries began to permanently move away from communal-based recruitment and embraced whole-heartedly the 'mixed' national model.

Besides one or two isolated cases, like the Roman Army and Revolutionary French Army, a national model is a relatively recent development in human war fighting and should not be thought of as natural or even 'best practice'.

Clearly, nationalism is not a strong enough motivation in countries like Afghanistan to hold an army together. New recruits are more likely to see more differences than similarities when they first come into contact with their new comrades.

Secondly, the war in Afghanistan is not the Western Front of 1916. The technology and hit-and-run tactics that the Taliban insurgency uses have more in common with pre-First World War colonial warfare than the conventional battlefields that have scarred Europe in the 20th century.

The solution of structuring the ANA along ethnic and clan lines is also one drenched in risk. If Kabul was to lose control, ethnic-based warlords would have ready-made armies at their disposal.

I submit to you that the solution lies in getting the balance right. The principal group (30 to 100 soldiers) should be communally recruited. Communal ties will help glue these units together.

However, these principle groups should be structured within larger formations of mixed origin. So, a unit of 300 soldiers would still contain a mix of Uzbeks, Pushtos and Tajik soldiers. But, these soldiers would sleep, train and fight side-by-side. It would then also be difficult to break these units up into ethnic-based armies, as coordination between 'like units' would be firewalled.

It is time to start doing things differently in Afghanistan. If we are going to help to stitch the ANA back together, we have to apply socially-appropriate models and not simply assume that our way is the best way.

ADAM LOCKYER IS A LECTURER IN US POLITICS AND FOREIGN POLICY AT THE UNITED STATES STUDIES CENTRE, THE UNIVERSITY OF SYDNEY.

THE DRUM ON ABC NEWS 24, 28 DECEMBER 2012

Nelson takes on war memorial chief role

Updated: 00:48, Tuesday December 18, 2012, Sky News

New war memorial director Brendan Nelson says he has no encyclopaedic knowledge of Australian military history, but he brings other skills to the job. But the former senior politician and diplomat believes that will be an asset in his new role as director of the Australian War Memorial.

'Most of the people working at the memorial have forgotten more about our military history than I will ever know,' he told AAP on his first day in the job on Monday. 'The people here have skills and knowledge I will never have, but I have skills and knowledge that complement that.'

Dr Nelson sees the role of director as much like that of a government minister. 'It's not to be an expert,' the former Howard government minister said. 'It's to listen, to read, then seek out the views of the experts and then to apply intellectual rigour to the process of exercising judgement.'

Of the many duties Dr Nelson undertook as NATO ambassador in Brussels, it was the commemorative events that he enjoyed the most. 'It wasn't work, it was a privilege,' he said, adding he had attended the Last Post ceremony at the Menin Gate memorial 73 times. 'If it had been in Brussels I would have gone every night.'

The memorial honours the missing from the World War I battle of Passchendaele, and the ceremony has been conducted every night since 1928 save for the years of German occupation in World War II. 'The Australian sacrifice there was horrendous,' Dr Nelson said, noting the names of 6169 Australian names are listed at Menin Gate. 'There are 12,900 Australians buried in Flanders from World War I.'

Dr Nelson believes the soul of the Australian nation is represented by the war memorial and the sacrifices of the men and women who stood behind its collection. 'This building has as much to do with our future as it does our past,' he said.

'I will do everything I possibly can to see that we have a meaningful respect and understanding of our history and are able to apply that for the future horizons we face and the challenges.'

Increasing numbers of young people were looking for a sense of what it meant to be an Australian, Dr Nelson said. 'A lot of those young Australians are finding and will find the values that will best shape their lives by what's represented here.'

Professional Papers

UAS and UAV Integration

An Argument for the Concept of the Australian JIST

*Lieutenant Colonel Bede Galvin
Commanding Officer*

20th Surveillance and Target Acquisition Regiment

Introduction

There is no doubt that Unmanned Aerial Vehicles (UAV) and Unmanned Aerial Systems (UAS) are becoming more prevalent on the modern battlefield, with their reach expected to become more pervasive even at the lowest tactical level. The integration of all Intelligence, Surveillance and Reconnaissance (ISR) capabilities and effects is therefore expected to become more decisive for the modern tactical commander. To meet these modern needs, the 20th Surveillance Target and Acquisition Regiment, like the rest of the Royal Regiment of Australian Artillery and Army, has undergone changes in recent years with the introduction of new capabilities. Under JP 129, Army has recently acquired the SHADOW 200 UAS and in the near future will also operate a single person launched Small Unmanned Aerial Vehicle (SUAV). The integration on these capabilities and their effects will not only be necessary to enhance the situational awareness and the decision-making function of command, but also protect other airspace users and maximise the responsiveness of support to the troops on the ground.

The concept for the Joint ISR Support Team (JIST), the UAS Liaison Team that enhances the old 'UAV Spoke', is seen as a potential key node in enhancing this process. To understand this opportunity this

paper will briefly explain how the Joint Force Commander exercises Air Command and Control through the Theatre Air Control System into the Land Force. Within this context, an overview of the Australian UAS Battery, UAS planning and UAS operations will then be explored. Although the potential SUAV has not been confirmed, the operating concepts for employment, based on Australian and other nation operational experience, will also be explored. Operating within the pre-existing system, the JIST concept will be introduced with potential options enhance control and integration in the future.

*... undergone changes in recent
years with the introduction of new
capabilities.*

Definitions, Assumptions and Boundaries

For the purpose of the paper, the author uses the term UAS to explain Army UAVs that operate at altitudes above 5000ft AGL that are apportioned by Brigade sized force elements. The Shadow 200 UAS is the current in-service example of a UAS. To that end the term UAS Specialist has been coined to explain the individuals involved. The UAS Specialist has multi-layered and co-dependant skill sets with UAV-Aviator at the core. This includes the skills required to enable the UAS Specialist to conduct 'ISR Collection', 'Direct Support' and 'Support to Targeting Operations' mission sets and analysis.

The term Small UAV (SUAV) explains the short ranged tactical UAVs that will be apportioned and controlled within Army Battalions and below. SUAVs are likely to fly below 1000ft AGL. The Raven (in service in the US) and Skylark (previously in-use in Australia) UAVs are examples of SUAVs. The key assumption that the SUAV being proposed by JP 129 Phase 4 will be large enough that deconfliction with other airspace users will be required. This definition does not include Micro UAVs such as the Black Hornet (is service in the UK).

Outside the UAS Battery, this paper is also bounded by doctrinal concepts and will not provide comment on the method, modes, frequency, currency and training or otherwise of liaisons employed across the Joint Force.

Theatre Air Control System and Airspace Command and Control

In Joint Force operations the Theatre Air Control System (TACS) is used to plan, apportion, control and integrate airborne assets and effects. At the highest level the Joint Force Commander generally delegates the Airspace Control Authority (ACA) to the most senior Air Force Officer. The functions of the ACA are conducted in the Air and Space Operations Centre (AOC) - The joint airforce headquarters. To exercise this authority, the AOC is serviced by Strategic Operations Division, Combat Plans Division, Combat Operations Division, ISR Division and the CSS Division. Each of these divisions will be briefly discussed in turn to highlight the relevance to UAS and UAV integration.

... author uses the term UAS to explain Army UAVs that operate at altitudes above 5000ft AGL ...

Of interest the Strategic Operations Division produces the strategic and longer term planning guidance for all other divisions and air users - 'the air 5 function'. The Airspace Control Plan (ACP) and Special Instructions (SPINS) are such documents that all Airspace Users must comply with. The next division in the process is the Combat Plans Division. The Combat Plans Division is where the Air Task Order (ATO), and the associated Airspace Control Order (ACO), is produced for the next day's activities - 'the air 5/3 function'. Key within here is the apportionment of air assets across the joint force, specifically for air force air assets. The Combat Operations Division is where the current ATO is fought and managed - 'the air 3/5 function'. Updates to the ACO are generated here and routinely promulgated. Of note, the tasking and apportionment of Army owned and operated platforms (be they Rotary Wing, UAV, UAS or SUAVs) are not managed by the Combat Operations Division even though some detail may be present on the ATO.

The remaining two divisions within the AOC work across the above-mentioned divisions, to support ISR and ISR planning. With that, the ISR Division develops, manages and advises on the airforce portion the Joint ISR plan. Again, ISR Division does

not task Army assets although coordination through the Battlefield Coordination Detachment may synchronise these effects. The CSS Division is largely responsible for the management of strategic lift and airforce CSS requirements. There is minimal specific interaction with the Army Aviation or UAVs outside normal Army CSS requirements.

The Battlefield Coordination Detachment (BCD) is Army's (Land Component Commander's) liaison team operating in the AOC. The BCD works across all the AOC divisions in order to provide the best support arrangements to the land force.

Within the land force the Air Support Operations Centre resides within the Division Headquarters ...

The next key node in the TACS, for the purpose of this paper, is the Control and Reporting Centre (CRC). The CRC is responsible for controlling air assets that operate above the Coordination Altitude - the level that separates air force and army aviation assets, historically to separate Fixed Wing (FW) and Rotary Wing (RW) assets - 'the air 3 function'. Skilled and qualified Air Battle Managers (ABM) are responsible to the ACA for directing these assets and approving and amending airspace. This is a key point that will be reinforced when discussing UAS and UAV integration. The CRC function can be completed by either an airborne, seaborne and land based node - the Wedgetail, Air Warfare Destroyer and the Mobile CRC respectively are such examples. The CRC is one agency that the UAS Battery has routine interaction.

Within the land force the Air Support Operations Centre resides within the Division Headquarters, however due to its largely planning and apportionment function of requested and allocated air force assets, it will be bypassed. The next key node rests with the Army Brigade Headquarters - the Tactical Air Control Party (TACP). In the Australian context, the TACP includes Brigade Commander's primary Air Advisor, the Air Liaison Officer (ALO), and the Airspace Control Element (ACE). The ACE is made up of airspace control experts and qualified air traffic controllers the Joint Battle Airspace Controllers (JBAC). The ACE operates 24/7 in order to provide both positive and procedural control of airspace users within the Brigade, specifically focused below the Coordinating Altitude. In other words, the ACE is focused on current tactical air operations of Army owned or apportioned Air assets that 'generally'

operate below the Coordination Altitude. The ALO supports the planning activities within the headquarters. As the Joint Fires Effects Coordination Centre (JFECC) has responsibility for the coordination of all fires assets for the Brigade that penetrate airspace, the ACE is co located. The Air-Land Integration Cell (ALIC) also found in the JFECC, primarily supports planning and the requesting of airspace with a developing capacity to display raw radar feeds for use in the Headquarters. A RW Operations Cell or RW Liaison Officer is also resident within the Headquarters to assist in the planning and coordination of RW activities. When a UAS Battery is attached, an UAS Operations Cell will also be found within the Brigade Headquarters - this will be explored when examining the UAS Battery structure. The UAS Operations Cell has routine engagement throughout the Headquarters, with Air Command and Control communication specifically with the JBACs in the ACE.

... UAS Flight Line can be co-located or dispersed, or even a combination of the two ...

At the Battalion Headquarters, the direct support Artillery Battery generally provides a smaller JFECC. Unlike the Brigade JFECC, the Battalion JFECC does not have dedicated specialist airforce airspace controllers. If lucky, the Battalion JFECC will have resident Joint Tactical Air Controllers (JTAC) at their disposal. JTACs are terminal guidance specialists who are often found at the company or platoon level, depending on the tasks. They will communicate directly with pilots and the Brigade ACE during operations.

UAS Battery

In order to support the Brigade level organisation, the UAS Battery is broken into the following functional groups; The Command Group, the UAS Operations Cell, the UAS Flight Line (which includes the Launch/Recovery, Ground Control Station and Combat Service Support Troops) and the Joint ISR Support Teams. The Command Group and UAS Operations Cell are found within the Brigade Headquarters. The Command Group works directly to command and supports all deliberate planning activities within the headquarters. The UAS Operations Cell provides the 24/7 interface into the headquarters where dynamic re-tasking to an airborne Air Vehicle can be initiated. UAS Full Motion Video (FMV), data and other UAS generated product are disseminated through the UAS

Operations Cell to the appropriate command or staff area within the headquarters. The UAS Command Group and UAS Operations Cell also directly authorise missions and tasks of the Air Vehicle within delegated risk level to ensure safe flight.

The UAS Flight Line can be co-located or dispersed, or even a combination of the two, situation dependant - this direction will come from the UAS Battery Commander. One example could see the GCS Troop in close proximity to the Brigade Headquarters. In this instance the GCS can be '*hard wired*' over fibre optic cable into the UAS Operations Cell and therefore the Brigade Headquarters. The GCS Troop can also be operated over split locations, in situations where the Brigade is manoeuvring. In this instance, one or more of the GCSs are not likely to be '*hard wired*' to the UAS Operations Cell. Another example could see the Launch Recovery Troop in close proximity to the GCS Troop and or UAS Operations Cell similar to Afghanistan. In the event that the Brigade is manoeuvring, the Brigade Headquarters is likely not to be in the same location and the Brigade Maintenance Area or the location suitable to UAS launch and recovery, therefore the Launch and Recovery Troop will likely be physically dislocated more often than not. In this event, the CSS Troop can be employed to support as required. That said, all force elements have the means to communicate under each eventuality. The Joint ISR Support Teams will then be employed in direct support to the subordinate Battalion Headquarters. This concept will be discussed.

The composition of the UAS Battery is flexible, with the rate of effort and tactical situation ultimately dictating the numbers.

The composition of the UAS Battery is flexible, with the rate of effort and tactical situation ultimately dictating the numbers. This is most noticeable in the number of crews required with the GCS Troop. The GCS Crew requires four personnel to operate all facets, therefore the more and longer you fly, the more crews you need. That said, the baseline sees the UAS Battery generating a persistent task effect equaling 24 hour coverage.

UAS Planning and Operations

As for other ISR and air assets, the UAS operations are follow a '*centralised planning and decentralised execution*' methodology. The UAS Command Group is involved in the Brigade Headquarters' deliberate

planning process. When deliberate planning drives UAS tasks, the UAS Command Group issues orders through the UAS Operations Cell to the UAS Flight Line. This works in a similar fashion to the way the AOC tasks process from Combat Plans Division into Combat Operations Division into the CRC and respective Wings and Squadrons within an air force context. Further, in deliberate planning the UAS Command Group will work with the ALIC and JFECC to request the appropriate airspace through the TACS. In planning UAS operations, the capabilities and limitations of the respective system are considered in detail with the mode and dissemination requirements are of key concern - the Air Vehicle (AV) only flies as part of a system that exists to support command decisions. All tasks including the associated risks, the crews and AVs are authorised throughout this process - like with all aviation taskings, without authorisation the mission cannot proceed.

*... like with all aviation taskings,
without authorisation the mission
cannot proceed.*

As the UAS is flexible by design, the nature of the task can quickly change. For example during an 'ISR Collection Task' the AV could be diverted to a 'Direct Support Task' for troops in contact. This type of scenario could then ultimately lead to the UAS being employed in a 'Support to Targeting Operations Task'. In the support to targeting operations, the UAS could provide threat grid coordinates to ground manoeuvre elements, to ground fires elements or to other aviation assets or even designate for a terminal guidance. The level of support is ultimately situationally dependent and again conducted within the 'authorisations' of the UAS and other factors such as rules of engagement and collateral damage estimates. That said, in the event of dynamic re-tasking, especially generated in the Brigade Headquarters, the UAS Operations Cell will direct the GCS Crew accordingly. In the event the UAS is in direct support to a subordinate force element, the GCS Crew will continue to communicate directly with the supported force element, leaving the UAS Operations Cell to support with external coordination.

SUAV Planning and Operations

Due to limited range and endurance of SUAVs, dynamic tasking is likely to be the primary means of operation. The current operating concept sees the SUAVs employed as far forward as the company or

platoon by a soldier-operator, not necessarily UAV specialists. The nature of these operations are likely to see this employment at times where contact has been made with the enemy or the threat is imminent to provide the tactical commander critical information '*over the next hill*'.

*Battalions could employ control
measures, such establishing
small Restricted Operating
Zones ...*

Planning to support this type of operating concept will need to be considerate of other airspace users, especially RW assets, to mitigate potential risk and maximise their effectiveness. In order to support this, Battalions could employ control measures, such establishing small Restricted Operating Zones, applying a SUAV coordination altitude of sorts, using a 'kill box' system, or simply apply the 'big sky theory'. The author contends that each of these approaches will likely be problematic ultimately resulting in Battalions and Company Commanders defaulting to the 'Big Sky Theory' approach or inappropriately delegating the 'authorisation' decision to a JTAC in contact, without pushing air experts into the Battalion Headquarters. The Joint ISR Support Team could provide or be one such entity to alleviate this concern.

Joint ISR Support Team (JIST)

So what is the concept for the Joint ISR Team? The JIST is a small team of experienced UAS qualified specialists. The role of the JIST will be to plan, coordinate, authorise and control the UAS in direct support of the tactical commander. The JIST will also be enabled to disseminate UAS FMV and data (through Remote Viewing Terminals) and UAS generated product (via PED Kit) to the supported headquarters, which could ultimately support the full range of UAS operations at the lowest tactical level and potentially targeting too. Additionally with this capability, the JIST will be enabled to bring multiple coalition ISR sensor outputs (through Remote Viewing Terminals and Soldier ISR Receiver), specifically FMV, into the Battalion as required. The JIST will also be able to provide broader Air Command and Control advice to the tactical commander - without actually being employed so far forward to be directly involved in the contact that triggers the employment of the SUAV.

With the equipment and communication links resident within the UAS Battery and the available

personnel within the JIST, controlling the UAS is likely to become a secondary task. Like the UAS Battery headquarters, the JIST will be able to support UAS, SUAV and ISR planning for the Battalion and function as 'Air Watchkeeper' within the Battalion JFECC. To further aid the distribution of FMV to companies and platoons, the JIST will have an additional quantity of Soldier ISR Receivers. If integrated throughout planning and operations, the opportunity to have a layered approach to tactical ISR will likely be achieved. This is also expected assist in ensuring efficient use of assets, so that each layer of headquarters don't simply shift their resource to provide their own situational awareness resulting in multiple assets 'looking at the same piece of dirt'.

... JIST is a small team of experienced UAS qualified specialists. The role of the JIST will be to plan, coordinate, authorise and control the UAS in direct support of the tactical commander.

If the aforementioned concerns are realised and the JIST concept is therefore embraced, the author suggests three potential futures, dependant on an increasing scale of investment. At the lowest level, the JIST could simply inherit a coordination function for the SUAVs resident with the Battalion to assist in the deconfliction with other air assets and the integration of FMV feeds. Without suitably defined operational and technical control authorities this is likely to prove challenging and may not have an enduring effect. If, however, the further analysis suggests greater oversight is required for SUAVs, the JIST could evolve into an 'Ad hoc SUAV Troop Headquarters' for command and control purposes. This could be easily achieved, but may overcome some cultural barriers to achieve success. If greater Operational Airworthiness oversight is required of the SUAVs capability a viable third option may need to be considered. This third option could see the SUAV capability being subsumed within the standing UAS Battery structure and the JIST could simply evolve into the Joint ISR Support Troop. This option would then see qualified UAS Operators, employed as SUAV Operators, within the companies and platoons. With limited additional resources, the Joint ISR Support Team could evolve into the Joint ISR Support Troop, providing intimate and dedicated

integrated tactical ISR support to the Battalion Commander.

If not managed appropriately, this proliferation may in fact reduce the responsiveness ...

Conclusion

There is no doubt that significant opportunity is presented with the introduction and proliferation of UAVs on the Battlefield. If not managed appropriately, this proliferation may in fact reduce the responsiveness across the Theatre Air Control System particularly below the coordination altitude where potential conflict may happen between the SUAV and RW. The introduction of JIST to the Battalion will not only enhance the information being presented within the headquarters, but introduce UAV-aviation experience and oversight to the SUAVs being operated by soldier-operators.

Note: This paper has been adapted from presentation at the 2013 Association of Unmanned Vehicles Systems - Australia (AUVS-A) Conference held in Melbourne.

Leadership in Management

*Field-Marshal Sir-William Slim
GCB, GCMG, GCVO, GBE, DSO, MC
Governor-General of Australia*

This address was delivered by His Excellency to the Adelaide Division of the Australian Institute of Management on 4th April 1957. It is the fourth William Queale Lecture, a memorial established to commemorate the name and work of the late William Queale who played a leading part in the development of the Institute.

IN 1939 there were in Australia 27,000 factories employing half a million people; in 1955, 16 years later, there were 51,000 employing a million. That is a phenomenal expansion. It is still going on and must go on if Australia is to become, as we all mean her to be, a great nation based on a well balanced economy. But a movement of this impetus and magnitude holds perils as well as promises. Ill directed, unintelligently or selfishly directed, it will either collapse in ruin on itself or, losing its way,

bring more in human misery than in happiness. There can never be growth on the scale required which is at the same time dynamic and healthy without sound direction. Yet already in Australia expansion is outstripping the supply of men trained in management. The most vital question in industry today is, therefore, where and how shall we find the right men to inspire and direct this expansion.

William Queale was a man, who, rather sooner than most of us, realized this outstanding and growing need in industry. These annual lectures commemorate his life and work, but his real memorial is the influence he had, and which is still felt, in the remarkable industrial advance of South Australia. As an enlightened exponent of individual and private enterprise, he was not content, as some successful men have been, merely to make a financial success of his undertakings. He took pains to be as good a citizen as he was a business man; to see that his commercial and industrial achievements benefited many besides himself and that they were a real contribution to the whole community in which they operated. Much of his success was due to his farseeing views on management, and it was his practical interest in the subject that led him to take a leading part in the foundation and growth of the Institute of Management in Australia.

Three of these annual lectures have already been given. One by the Prime Minister of Australia and one by the Premier of this State both men who have played a large part on the political level in Australian industry and its development. The other lecture was delivered by a distinguished University professor, who had made a study of the financial structure of industry. That all three were well qualified to speak, with knowledge and authority, on aspects of industrial affairs was obvious. What is perhaps not so obvious is why a soldier - a general - should be asked to give this, the fourth lecture. What could a general have to say that was worth listening to about management? What a queer choice!

Yet is it? Consider a moment. In any great city - Adelaide, if you like - day and night, an immense variety of activities, public and private, go on. Hundreds of thousands of people are fed, clothed, housed, moved, educated and entertained. Vast quantities of materials are transported; large scale construction, manufacture, and maintenance are carried out; police, public health, water and communications services are provided. Churches are active, law courts function, the output of

newspapers and the radio is ceaseless. A thousand other needs of a modern community are met. Yet there is no activity among all these that is not daily carried on also in the Army - and carried on, too, often under conditions far more difficult than ever municipality or industry has to grapple with.

What industrial corporation has attempted an enterprise comparable in extent, complication, or difficulty with the invasion of France or with any of a dozen operations of the last war? Yet generals planned, organized, co-ordinated and carried out those vast undertakings - they managed them and, on the whole, managed them very successfully. Why shouldn't they? After all, soldiers were the first to practise - and what is more to study - organization and management. We should, after the thousands of years we have been practising management and passing or failing our tests in it, have learnt something about it. So perhaps, after all, a soldier need not be too shy at speaking on management even to such an informed audience as this.

There is one point, however, I must make clear. People are always ready to tell generals what they ought to do - or more often what they ought to have done - I am not returning the compliment. I am not telling you how to run your own businesses. All I will try to do is to say something about the Army view of management. How far, if at all, anything I say could be applied to your work and your problems is entirely for you to judge.

The problems met at the top of any great organization whether military or civilian, are basically the same - questions of organization, transportation, equipment, resources, the selection of men for jobs, the use of experts and, above all and through all, human relations. Now while the problems are much alike, there are certain differences between the military and the civil approach to them and in the climates in which they have to be solved.

To begin with, we do not in the Army talk of 'management' but of 'leadership'. This is significant. There is a difference between leadership and management. The leader and the men who follow him represent one of the oldest, most natural and most effective of all human relationships. The manager and those he manages are a later product, with neither so romantic nor so inspiring a history. Leadership is of the spirit, compounded of personality and vision; its practice is an art. Management is of the mind, more a matter of accurate calculation, of statistics, of methods, time

tables, and routine: its practice is a science. Managers are necessary; leaders are essential. A good system will produce efficient managers but more than that is needed. We must find managers who are not only skilled organizers but inspired and inspiring leaders, destined carefully eventually to fill the highest ranks of control and direction. Such men will gather round them close knit teams of subordinates like themselves and of technical experts, whose efficiency, enthusiasm and loyalty will be unbeatable. Increasingly this is recognized and the search for leadership is on.

What should we look for? Where are we likely to find it? When we have found it, how shall we develop and use it? Can the experience of the Army be any help? Let us see.

In this matter of leadership we in the Fighting Services have, of course, certain very marked advantages over civil life:

- The principle of personal leadership is traditional and accepted.
- Besides, there is a strict legal code for the enforcement of obedience to lawful direction.
- Officers and men recognize that they are on the same side, fighting together against a common enemy.
- Then commanders do not, in war at any rate, have to pay so much regard to the financial effects of their action.

I can well understand a businessman saying, 'If we had all that, management would indeed be simple!' So, lest you should think that military management is too easy, I would remind you that:

- Personal leadership exists only as long as the officers demonstrate it by superior courage, wider knowledge, quicker initiative and a greater readiness to accept responsibility than those they lead.
- Again military command is not just a matter of bawling orders that will be obeyed for fear of punishment. Any commander's success comes more from being trusted than from being feared; from leading rather than driving.
- Officers and men feel themselves on the same side only as long as the officers, in all their dealings, show integrity and unselfishness and place the wellbeing of their men before their own.

- In war the general may not be haunted by finance, but his is the responsibility for good management and economy in matters more important than money - his men's lives.

These things, not stars and crowns or the director's Rolls-Royce, are the badges of leadership anywhere.

When we talk of leaders in the Army what sort of men do we picture? Not the explosive old generals of the comic strips, whose complexions are indicative of blood-pressure and of the consumption of port - both high; whose conversation is limited to reminiscences of Poona and of blood-sports; whose only solution to any political or social problem is 'Damn it, sir, shoot em'. If those generals ever existed in real life they were well on the way out before I joined the Army. No, the first things we require in a leader are character, of which I will speak later, and an alert mind. Of course, it will be a military mind. Every profession produces its own type of mind which shows itself in its trained approach to any given question. A scientist, for instance, if you ask him something, will probably answer, 'I cannot tell you now. Come back in six months when the experiments I am engaged in will, I hope, be completed and I shall have compared my results with those of other research workers in the same field. Then I may be able to tell you.'

If you ask an engineer what sort of a bridge should be put across a river, his answer will be, 'Before I can give an indication I must have exact information. What is the width of the river, its depth, its flow? What are its banks like, its bottom, what is the highest recorded flood? Is the site accessible; is labour available? What is the climate? How much traffic will the bridge be expected to carry in the future?'

But your general cannot answer like that. He knows the information he has is far from complete; that some of it is bound to be inaccurate. He is only too well aware that there are all sorts of factors over which he has no control - the enemy, the weather and a dozen others. Yet he has got to say promptly, clearly and with every appearance of complete confidence, 'We will do this!' Other professions are trained quite rightly not to reply until they have the exact and correct answer, some to give an answer made up of alternatives or possibilities. The military mind has to provide, not necessarily the perfect answer, but one which, in the circumstances as far as they are known, will work. That given, the commander has to back his judgement, face the risks, force his plan through and stand or fall by the

result. It seems to me that wouldn't be a bad kind of mind to initiate and carry through enterprises in other fields - possibly even in those of commerce and industry.

What is leadership? I would define it as the projection of personality. It is that combination of persuasion, compulsion and example that makes other people do what you want them to do. If leadership is this projection of Personality then the first requirement is a personality to project. The personality of a successful leader is a blend of many qualities - courage, will power, knowledge, judgement and flexibility of mind.

Courage is the basis of all leadership, indeed of all virtue in man or beast. Courage is no less in the higher than in the lower levels of command, but the greater the responsibility the more the emphasis shifts from physical to moral courage - a much rarer quality. Rare, but essential to higher leadership.

Will power is, I suppose, the most obvious requirement in a leader's makeup. Without it no man can remain a leader for he will have to force through his purpose, not only against the enemy, but against the weariness of his troops, the advice of his experts, the doubts of his staff, the waverings of politicians and the inclinations of his allies. I am sure these obstacles are duplicated in industry; will power is as needed in the board room as in the council of war.

The main task of a leader is to make decisions, but if he has not the judgment to make the right decisions, then the greater his strength of will, the higher his courage, the more tragic will be his mistakes. When looking for your leader, make sure of his courage and his will power, but, for the love of Mike, see that he has judgement, that he is balanced.

I said he must hate knowledge. A man has no right to set himself up as a leader - or to be set up as a leader - unless he knows more than those he is to lead. In a small unit, a platoon say - or maybe a workshop gang - the leader should be able to do the job of any man in the outfit better than he can. That is a standard that should be required from all junior leaders. As the leader rises higher in the scale, he can no longer, of course, be expected to show such mastery of the detail of all the activities under him.

A Divisional Commander need not know how to coax a wireless set, drive a tank, preach a sermon, or take out an appendix as well as the people in his division who are trained to do those things. But he

has got to know how long these jobs should take, what their difficulties are, what they need in training and equipment and the strain they entail. As the leader moves towards the top of the ladder, he must be able to judge between experts and technicians and to use their advice although he will not need their knowledge. One kind of knowledge that he must always keep in his own hands - is that of men.

'Flexibility of mind' is becoming more and more important to leadership. The world, in material and scientific matters, is advancing much more rapidly than most men can keep up with. A leader is surrounded by new and changing factors. What it was wise to do yesterday may well be foolish today. Some invention, some new process, some political change may have come along overnight and the leader must speedily adjust himself; and his organization to it. The only living organisms that survive are those that adapt themselves to change. There is always the danger that determination becomes only obstinacy; flexibility mere vacillation. Every man must work out the balance between them for himself; until he has he is no real leader.

Now if a man has all these qualities - courage, will power, judgment, knowledge, flexibility of mind - he cannot fail to be a leader in whatever walk of life he is engaged. Yet he is still not the leader we seek; he lacks one last quality - integrity. Integrity should not be so much a quality of itself as the element in which all the others live and are active, as fishes exist and move in water.

Integrity is a combination of the old Christian virtues of being honest with all men and of unselfishness, thinking of others, the people we lead, before ourselves. Moral reasons are, strangely enough, the ones that both in war and commerce tell most in the long run, but apart from its spiritual aspect this attitude - and there need be nothing soft or sloppy about it - has a practical material value. The real test of leadership is not if your men will follow you in success, but if they will stick by you in defeat and hardship. They won't do that unless they believe you to be honest and to have care for them.

I once had under me a battalion that had not done well in a fight. I went to see why. I found the men in the jungle, tired, hungry, dirty, jumpy, some of them wounded, sitting miserably about doing nothing. I looked for the CO - for any officer; none was to be seen. Then as I rounded a bush, I realized why that battalion had failed. Collected under a tree were the officers, having a meal while the men went hungry.

Those officers had forgotten the tradition of the Service that they look after their men's wants before their own. I was compelled to remind them. I hope they never again forgot the integrity and unselfishness that always permeate good leadership. I have never known men fail to respond to them.

So much for the type of man we want as a leader. How, in a big organization are we to find him? In the Army we believe it is vitally important to recognize the potential leader at an early stage of his career. Then, while cultivating the natural root of leadership in him, to graft on to its growth the techniques of management. To uncover the natural leaders in our own ranks - to attract them from outside, too - and, then give them the chance to get out in front and lead.

I think we have done this more deliberately, more systematically and more constantly in the Army for the last forty years than has been done in industry.

From the day he joins, a recruit is scanned constantly for signs of potential leadership. Within a few weeks at his depot if his alertness, intelligence, education and general character justify it, he finds himself in either the potential officers' or potential NCO's squad. When he joins his unit, watched for leadership all the time, he may be recommended for a commission. A Selection Board tests him and, if he satisfies it, he moves on either to an Officers' Training School for a National Service Commission or a Cadet College for a Regular one. Over that hurdle, the young officer joins his unit where for some time in decent obscurity he should learn the bolts and nuts of his trade and, equally important, gain his first real experience of leadership.

Our aim is to extract the potential officer at the start of his career and begin his grooming for leadership as soon as possible. Too long in the ranks is not good for him and the sooner he enters junior management the better. Responsibility breeds responsibility; the best training for leadership is leadership.

Schools, where the use of weapons and tactics are taught, staff colleges which study not only the techniques of staff work-management, but the principles and practice of command leadership all help to turn the young officer into a leader. In this the annual Confidential Reports submitted on every officer help a great deal. A study of his reports over a period of years will give a very fair idea of an officer's character, capabilities and what sort of post

he will fill best. Eventually he may be placed on the select list of officers, whose careers are planned some years ahead to give them the kind of experience they will need to be fitted for high command. Such officers are well up in management and the very highest appointments are coming within their reach.

Of course the pyramid narrows rapidly towards the top and on the climb there many are dropped out, but by starting in management early, being watched all the time and given varied experience the best men do get to the top. One of the most difficult but none the less important things about estimating a man's capacity is to be able to recognise his ceiling - the point beyond which he will be tested too highly.

I have talked so far about those destined for the higher appointments but the Army in which the only leaders are the generals will win no victories. All down the line there must be leaders. We have the equivalent of the supervisors and foremen of industry; they are our Warrant and Non Commissioned Officers. You will note we call them officers. They are very definitely a part of the management, feel themselves that they are and are recognized by others as such. It has seemed to me that the position of the equivalent ranks in industry suspended as they often are, between management and workers, must be terribly difficult. I have sometimes thought the American System where they are made to feel much more a part of management has advantages.

The greater the size of an army, of an organization, the more difficult it becomes for the leaders to make their ideas and intentions clear and vivid to all their thousands of subordinates. All sorts of ways of doing this have been attempted. There has even grown up in industry a special class of officer whose job roughly is to keep touch between management and work. I think there is some danger they may interpose rather than correct. Leadership is a very personal thing and like some germs it is weakened by passing through other bodies.

In my experience there are many things that can be done to keep touch, but if they are to be effective they must all be based on two things:

- The head man of the army, the firm; the division, the department; the regiment, the workshop must be known as an actual person to all under him.

- The soldier or the employee must be: made to feel he is part of the show and what he is and what he does matters to it.

The best way to get known to your men is to let them see you and hear you by going among them and talking to them. The head man, should be able to walk on to any parade ground in his command or into any factory in his firm and be recognized - even if it's only 'Here comes the old so-and-so'. It's surprising how soldiers and workmen can use an uncomplimentary expression as an endearment. The boss should talk to individuals as he moves about and occasionally - only occasionally, as it should be something of an event - assemble his staff and workers, mixed together for preference, and tell them something of what he is trying to do. It's not more difficult, I should think, to talk to a meeting of employees than to one of shareholders and I do believe it's worth more. To talk to men like that doesn't require great eloquence; only two things are needed - to know what you are talking about and to believe it yourself. That last is important.

To make anyone feel part of a show you have to take them into your confidence. We soldiers have long grown out of the 'theirs - not - to - reason - why' stage. Any intelligent man wants to know why he's doing things and what for. It's not a bad idea to tell him; let him look a bit farther along the chain of which he is, a link. Personally I believe a good system passing on to every man information of what is going on, outside his immediate view is worth more than such things as joint consultation which many only reach a few. Security, I know, may enter into this as it does in military matters, but a little risk with security is more than repaid by the feeling chaps get that their leaders have confidence in them, that they are let into the know and that they belong.

From washing machines to electronic brains we live increasingly by technology. Technicians are vital to our industry. But we don't make a man a general in the field because he is an expert in explosives; the most brilliant surgeon is not necessarily the best man to run a great hospital; nor the best-selling, author to run a publishing business. The technically trained man is not the answer to the management problem. There has in some quarters been a tendency to make managers out of technical men. Some of them may make good managers because they have in them the qualities of leadership, but the better the technician, the better to use him in his own field.

Industry in the past has produced some managers who were true leaders; you have had your share in Australia, in South Australia, but management itself is now a specialized field. It is little use any longer to let men work their way up in haphazard fashion; then grab the nearest at hand, make him a manager, hoping he will learn the techniques and provide the leadership as he goes along.

We anxiously calculate stocks of raw materials, seek new minerals, study technical advances overseas and push them on at home; we devise new processes, we equip our factories with new machinery. In all these matters we take great thought for the morrow. Yet too often we just hope that tomorrow's leaders will, by some miracle, bob up when needed.

The only way in which the growing need for leadership in management can be met is to find the potential leader and then start his training and give him his chance to lead.

Here in Australia, believe me, there is no lack of potential leaders - the climate, the freedom, the tradition of this country breed them: Leadership material is lying around in every factory, office and university in Australia. Unless we spot it and give it a chance, a lot of it is doomed to rust. That would be a tragedy but a greater would be that our expanding industry should lack leadership.

The raw material of leadership is there and the Australian worker, properly led, from what I have seen of him, is as good as any and more intelligent than most. But the words properly led are vital. Australian industry deserves and will need leaders, not just efficient managers.

In industry you will never have to ask men to do the stark things demanded of soldiers, but the men you employ are the same men. Instead of rifles they handle tools; instead of guns they serve machines. They have changed their khaki and jungle-green for workshop overalls and civvy suits. But they are the same men and they will respond to leadership of the right kind as they have always done.

Infuse your management with leadership; then they will show their mettle in the workshop as they have on the battlefield. Like me, they would rather be led than managed. Wouldn't you?

Note: The Editor was provided a copy of this address by Colonel Ian Ahearn (Retd) Colonel Commandant Eastern Region.

Book Reviews

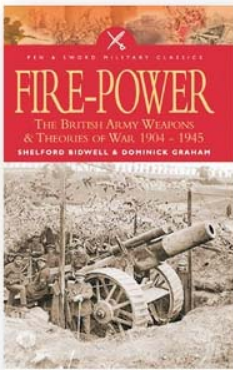
Fire-Power

The British Army Weapons and Theories of War 1904 to 1945

By Shelford Bidwell and Dominick Graham

*Reviewed by Colonel Sean Ryan
Commandant Combined Arms Training Centre*

ISBN 1-84415-216-2; PEN AND SWORD MILITARY CLASSICS; ALLEN AND UNWIN; PUBLISHED 1982



The heading says it all - Fire-Power. What else would a gunner want? At first glance Fire-Power may seem to be a professional study by gunners about gunners and for gunners, but if readers not privileged to have served in the Royal Regiment can absorb the technical information and diagrams they will learn a

lot about the realities of warfare in the first half of the 20th century.

For the gunners the focus on artillery during World War One, the inter war period and the World War Two battles in North Africa is very insightful. Professor Graham and Brigadier Shelford Bidwell explain the reasons behind and development of predicted indirect fire and value of registration to achieve 'shock and awe.' The authors' portrayal of Colonel George Bruchmuller, the German field artillery officer who arguably invented and developed the application of predicted indirect fire, is in depth and revealing on the natural innovation of warfare promoted within the Prussian staff system.

This is not a narrow study of artillery: the authors also discuss the development and tactics of machine-guns, trench mortars, hand-grenades and, most important of all, the radio, which exerted a truly revolutionary influence. So the book looks at the evolution in the combat arms in the early 20th century. Its chronological look at the British Army at war and how it developed during World War One is extremely enlightening especially the evolution of firepower in the infantry. Evolutions the Australian

Army discovered during World War One like a machine gun section per platoon which has been re-discover at the turn of the 21st Century through the infantry capability development program - Infantry 2012 with its manoeuvre support section per platoon.

Bidwell's examination of the inter war years is especially instructive. He describes the deep blues that were experienced by the military professionals and their hard won change in the British Army to develop the profession of arms within the officer corps. He describes the period as one where the fox hunt and horse riding dominated officers lives over the pursuit of military excellence. This anti intellectualism in the British Army was eventually over come with military professionals rising to lead the Regimental system. This would lead these men to realise the need for a professional training system and would create the Royal School of Artillery.

*... a machine gun section per
platoon which has been
re-discover at the turn of the 21st
Century ...*

The discussion about Cavalry elitism promoted by Sir Douglas Haig's cavalry regimental peers was amusing and highlighted it was without foundation and showed the weakness of the Regimental system. It was elitism that was to reject the lessons on the versatility armour leading up to World War Two and lead to the consequences of France and Dunkirk in 1940. There might be something in this for Australia's modern day cavalry.

The book concludes with an examination of the Desert War in World War Two. Bidwell wrote this part of the book and he describes the desert as a training ground for what would ultimately be used by the Allies to re-capture Europe. It even reinforces General Allenby's truism that the desert is the true home of warfare and the perfect battlefield. The book reflects on the relative advantages of independent brigade operations and their costly disadvantages when faced by a well equipped and trained mechanised army. It continued to prove that flying steel in front of infantry saves lives. Just to proving Haig's principles of war were still effective as demonstrated by Montgomery, Horrocks, and even Patton. The only difference being the refinement to focus fire at a point rather than along a large front.

The World War Two piece includes the adaption of airpower in the land environment. The explanation of the British military air land system was very informative and highlighted the importance of gunners in developing and using the system. It explained a lot about the system we used in Vietnam and a system which we largely continue to use today. Maybe we still have it about right in an electronic age because of our forefathers.

Although this work is a joint effort, it is likely that the first part, on the First World War, was written by Professor Graham and the rest by Brigadier Shelford Bidwell. Readers will appreciate the extent to which fire-power has dominated combat and what techniques have been evolved to exploit it and overcome it.

So if you are looking for new idea read an old book and this is the book to read.

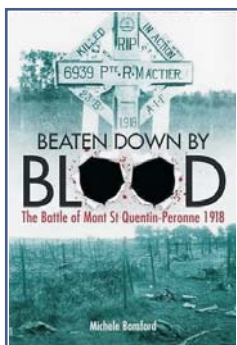
Beaten Down By Blood

The Battle of Mont St Quentin-Peronne 1918

By Michele Bomford

*Reviewed by Major D.T. (Terry) Brennan
Editor RAA Liaison Letter*

ISBN: 978 1 921941 94 8 (PBK); BIG SKY PUBLISHING; PUBLISHED 2012; 293 PAGES; B&W PHOTOGRAPHS & MAPS



A comprehensive, thoroughly researched, book on the Battle of Mont St Quentin-Peronne has been long over due to fill a major void in our national and military history. Unfortunately the significance of the Battle in bringing the 'Great War' to an end and the role of the

Australian Corps under the command of Lieutenant General John Monash in achieving this feat has been overshadowed for far too long by other campaigns and battles in particular Gallipoli. Fortunately Michele Bomford has answered the challenge and delivered an enthralling record.

The book commences with a comparison of the position of Mont St Quentin against that of Gallipoli in Australian military history and our national culture. I found this introduction a window into

how myths and legends can be created and even distorted based on personalities and rivalries. In this case the birth of the myth created by Charles Bean surrounding Gallipoli. The book is subsequently divided into parts ranging from a history of the Mont St Quentin-Peronne region and its military significance over the centuries; the evolution and structure of the Australian Corps; to a very detailed but still easy to follow explanation of the planning and conduct of the attack from a senior commander's perspective.

There are explanations regarding the battle from various capability viewpoints and the part they played in the overall success such as artillery, engineers, air support, intelligence, and communications. The artillery battle described by the author as '*a very difficult and somewhat controversial aspect of the battle*' is very well explained. This should not come as a surprise to Liaison Letter readers as the advisor was Major General Paul Stevens, AO (Retd) our former Representative Colonel Commandant.

A fascinating part of the story is where the author '*drills down*' and looks at the background of individual people who made up the Australian Corps. She achieves this very well by contrasting a selection of individuals who enlisted from Malvern in Melbourne, along with a group of people from Gulargambone, a small town in rural New South Wales. I found this a very astute manner in which to deal with what could have been an overwhelming and cumbersome task.

The structure of the book is logical and well balanced with the story being told on multiple levels. The reader is exposed to the battle from a commanders overarching perspective including the tactics and planning, whilst concurrently witnessing it unfold through the eyes of officers and soldiers on the very front line engaged in up close and personal combat - the out come of which for them was life or death.

An aspect that I found absorbing was the style in which she alternated between anecdotes describing the personal challenges confronting those in senior command positions in various headquarters; along with those effecting the small teams and individuals fighting the battle on the ground. Michele Bomford achieves by cleverly weaving the perspectives by those at corps, divisional and formation level with members of selected units and sub units.

The battle which was fought over three days in late August / September 1918 was one of '*mobile more so*

than manoeuvre warfare' and most importantly it was not the 'traditional' fixed piece battle template that had been employed earlier in the war on the battlefields of France and elsewhere. The Australian Corps and in particular the 'psyche' of the Australian soldier was most suited to this mobile style of warfare. This is summed up in the book as 'Monash's 'trinity' of unity thought, purpose and tactical method ... prepared them (soldiers) well for the conditions of mobile or open warfare ... the Australian temperament much better suited to the 'offensive spirit' than slogging it out in the 'trenchlock' of 1916 and 1917.'

I believe this battle was probably Monash at his finest although the author states he could not fully apply his winning 'trinity' formula at Mont St Quentin-Peronne as the battle was a series of quick attacks rather than a set piece battle. Brigadier 'Pompey' Elliott felt Monash in order to maintain the offensive put his formula on the back burner and instead allowed the German defences to be 'Beaten Down by Blood' rather than by applying artillery and other effects.

... a record eight Victoria Crosses being awarded in the three days of the battle as well as a further two individuals were recommended but did not receive it.

In my view a feature of the battle was the often entrenched dogged defence by motivated Germans (despite intelligence advice to the contrary) and the use of heavily fortified machine gun positions. Whilst I do not have specific data it became apparent to me that a high number of the Australian bravery awards were directly as a consequence of attacking and destroying German machine gun strong points.

Whilst the many facts and statistics associated with the battle promote and reinforce its significance and where its future place must lie in terms of Australian history - the single stand out fact that emphasises this was a large scale infantry battle with all the associated savagery and stress of close combat was that a record eight Victoria Crosses being awarded in the three days of the battle as well as a further two individuals were recommended but did not receive it. In terms of the number of Victoria Crosses awarded this was only one less than was awarded after nine months at Gallipoli. In addition there were an overwhelming number of Military Crosses, Military Medals and other bravery awards made to individuals.

The story is littered with names of individuals that are the very foundation of our military history - John Monash, Charles Rosenthal, John Gellibrand, John Talbot Hobbs, Harold 'Pompey' Elliott, Thomas Blamey, Leslie Morshead; the list grows as you read. The artillery commanders were Phillips, Grimwade and Bessell- Brown. Two divisional commanders were also Gunners - Rosenthal and Hobbs.

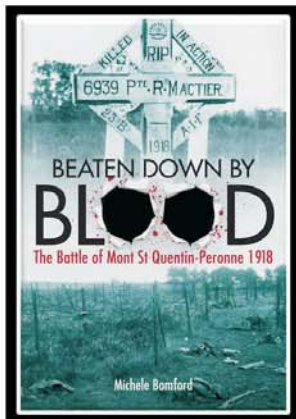
The publications structure and tone is excellent and suits readers of both general and military history. A particular strength of the book is that it is not just a long dry list of confusing historical facts but rather it is an engrossing story which brings the battle and its participants to life.

Until recently Mont St Quentin and Peronne had been an all but forgotten part of our National history. It is argued that this was not deliberate but simply circumstance due to its position on the 'Great War' time-line, that is, late 1918. At this point the Australian people were tired of the war and wanted nothing more than for it to end and for life to return to normal. More than anything they wanted to forget the war, as best they could, not glorify it and the battles it entailed.

The effect of this was that apart from Bean's official history record, the 'Battle for Mont St Quentin and Peronne' was quickly relegated to the archives of history to gather dust. It is only since 2009 that historians have embraced the importance of the battle to Australia, its people and culture. Since then three dedicated books have published on the subject. Come the centenary of the battle in 2018 I trust it will be afforded the same commemorative ceremony and reverence by the Australian Government and our people as that anticipated for Gallipoli in 2015.

One of the very few aspects of the book that I found annoying was the continual reference by the author to soldiers 'winning' bravery awards. Conduct that results in recognition for a feat of bravery is not the same as 'winning' gold lotto. Individuals whose exploits of bravery are recognised by the nation are 'recipients' of an award.

Aside from the fact I have a personal interest in the history of the Battle of Mont St Quentin due to Victoria Cross recipient Edgar Thomas Towner being from my home town of Blackall in Central Western Queensland, I found this book to be an engrossing read - 9 out of 10. I applaud Michele Bomford for the book and intend to read it again before I make a trip to the battlefields of France.



BEATEN DOWN BY BLOOD

The Battle of Mont St Quentin-Peronne 1918

Michele Bomford

'Beaten Down by Blood' weaves an intricate and colourful tapestry of a complex battlefield with individuals placed on it; who they were and why they were there; conditions at home and insights into family, expectations and hopes.

Beaten Down by Blood: The Battle of Mont St Quentin - Peronne 1918 is the story, often told in the words of the men themselves, of the capture of the 'unattackable' Mont and the 'invincible' fortress town of Péronne; two of the

great feats of Australian forces in the First World War.

In *Beaten Down by Blood* author Michele Bomford examines the Digger at *The Battle of Mont St Quentin-Péronne* – pushed to the limits of his endurance undertaking two of the great feats of the Australian forces in the First World War; the capture of the 'unattackable' Mont and the 'invincible' fortress town of Péronne. It places real men on the battlefield, and tells of their fears, courage, exploits, injuries and deaths.

Author Michele Bomford charts an extraordinary journey from the trenches facing Mont St Quentin on 31 August 1918, through the frenetic phases of the battle until the final objectives are taken on 5 September. Bomford places real men on the battlefield, describing their fears and their courage and their often violent deaths. The struggle for control of the battle, to site the guns, to bridge the Somme and maintain communications are portrayed in vivid detail. The story also offers a glimpse of the men's families at home, their anxiety and their life-long grief.

This work provides a carefully articulated context, describing the ground over which the battle was fought and examining the corps and the ingredients which made it 'socially and structurally homogenous'. An overview of infantry firepower, tactics, training and discipline demonstrates that there was more to the Australian soldier than daring and dash. Likewise, the Australians' German opponent, while numerically weaker and haphazardly thrown into the line, is portrayed as a worthy adversary — a determined and tenacious opponent.

Beaten Down by Blood explores the relationship between myth and history and the significance of the Anzac legend. It analyses the forces that drove the diggers forward even when they had reached the limits of their endurance. *The Battle of Mont St Quentin-Péronne* represents the Australian Corps at its very best, its diggers fighting for peace and satisfied that, 'whatever might lie ahead, at least everything was right behind them'.

About the Author

Michele Bomford is a historian with a Masters in History and Diploma in Education. History has been her passion since she was eight years old, beginning with the Ancient Egyptians and later the Classical Greeks. More recently, a growing fascination with the First World War, Australian History and Family History has led her down a different path.

Mont St Quentin first captured my imagination when I walked the trenches and attended a service at the Memorial on Anzac Day, 1993, and discovered that my grandfather's battalion was involved in the battle.

The epiphany struck in 2008, standing on Mont St Quentin after attending the inaugural Dawn Service and being blown away by the welcome Australians received in Peronne; I realised I wanted to tell this largely untold story. I came home to Australia, and have been researching and writing ever since.

Around the Regiment

Shadows in Australia and Beyond

*Captain Dan Molesworth, Adjutant
20th Surveillance & Target Acquisition Regiment*

In past last year 20th Surveillance and Target Acquisition Regiment has been busy introducing the Shadow 200 UAS capability into service whilst continuing to operate in and prepare forces for Afghanistan. During June and July last year, the Regiment headed across the country to Woomera to prepare the next deployment group and conduct operational testing. The testing culminated with successful Calls for Fire and Laser Designation as part of Defence Trial 883. According to Australian Defence Test and Evaluation Office (ADTEO), 'The results of activities conducted uphold the 'proof of concept' for employment of the Shadow 200.' Testing highlights included support from F/A-18 and JTAC to undertake buddy laser designation for GBU-12 and LGTR, and a SHADOW 200 Call for Fire day with 102nd (Coral) Battery in support with their M777's.

In parallel, each of the trial serials tested the latest range of Remote Viewing Terminals (RVT) including the SHADOW 200's One System RVT, L-3's Soldier ISR Receiver and AAI's Wearable RVT; each providing the SHADOW 200 feed to their target audience. These serials also involved receiving imagery feed from RAAF 5 Flight's HERON which was conducting their own training in the Woomera airspace at the time.

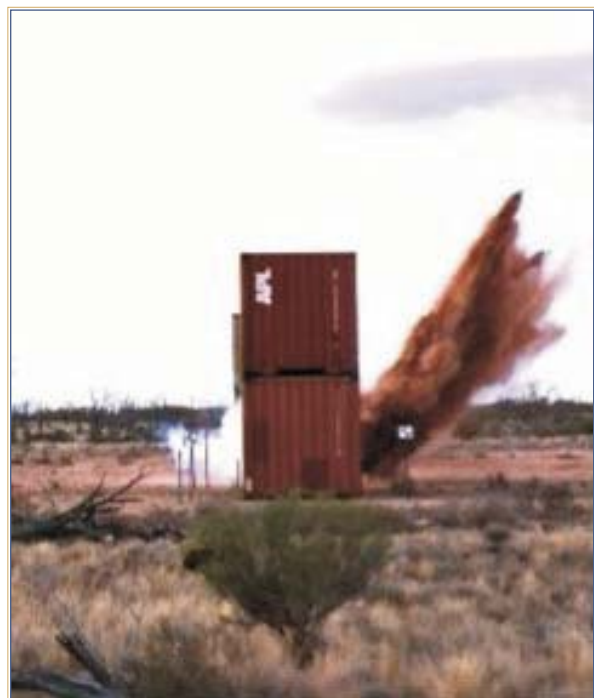
Other developments in 2012 behind the scenes saw the proof of concept and introduction of the PED Kit into theatre. Further the 'Australianisation of the

Portable GCS' has also achieved technical approvals for enhanced concept development and employment by the Joint ISR Support Teams.

After some key efforts, 2013 has seen the approval for the employment of Shadow 200 to fly at Shoalwater and Wide Bay. In March, 131 Battery conducted the first flying activity in Shoalwater Bay in their preparations to deploy into theatre.

As we look forward, 132 Battery is preparing to support Exercise Hamel / Talisman Sabre. On this journey, 132 Battery will have an opportunity to test the concepts for deploying the UAS Battery concept with their integral Vehicles for the first time in Australia. This will also see 132 Battery supporting the School of Artillery first flying camp at Wide Bay.

Life at the Regiment will no doubt continue to be busy as we continue to prepare Force Elements for Afghanistan and develop and validate operating concepts for the UAS Battery. 'Seek to Strike'.



Bringing in the birds

GROUND LIAISON OFFICERS ARE A CRUCIAL LINK BETWEEN AIR AND LAND FORCES, CPL MAX BREE REPORTS.

NEXT time a Hornet is called to destroy something at Shoalwater Bay or a C-17 moves a tank across the county, it's the Army's Ground Liaison Officers (GLOs) who will work behind the scenes to make it happen.

Working with Air Combat Group, Surveillance Reconnaissance and its Lift Group the GLOs are posted to 16 Air Land Regt but attached to RAAF HQs to make Army's requests for air support run smoothly.

Capt Ben Gallacher, GLO at 81 Wing, acts as a go-between for Army units and the Air Force when classic Hornets are requested to bomb targets called in by soldiers.

'It's not as easy as saying 'hey can we have some fast air?' We need to prioritise all the requests, consider what the RAAF are capable of delivering and match that to the effect required,' the artillery officer says.

'Then I provide the air commander the Army commander's intent and scheme of manoeuvre so a prioritised list of air support can be released. Army is not the only user of those assets within Defence. Army has to compete against Navy and the RAAF's own flying schedule.'

Achieving the right balance between all parties means detailed planning and prioritisation, according to Capt Gallacher, however the Air Force is very accommodating when it comes to mission rehearsal exercises.

'But if it's an artillery regiment that wants to do some shooting outside of an MRE and drop some bombs, that takes a bit more negotiating,' Capt Gallacher said.

Capt Craig Mann, a transport officer and GLO with 36 and 33 Sqns at Amberley, has coordinated moving Abrams tanks, helicopters and soldiers both domestically and internationally on the RAAF's C-17 and KC30A aircraft.

'From a GLO's perspective, Army's understanding of GLOs and how they go about bidding for air support is not clearly defined or it is misunderstood,' he says.

'They are unsure on our processes and where we fit within the big picture, in particular strategic air lift. The process is a lot simpler than people think and usually a decision about platform availability can be sourced very quickly.'

Being attached to RAAF HQs, GLOs need to be diplomatic when acting as a go-between for Army units and the Air Force. 'As a GLO really it all comes down to interpersonal skills, you've got to be good at communicating,' Capt Gallacher says.

'You need to see both sides of the equation. As in any negotiation process, if you are unwilling to compromise then you run the risk of disappointment.' GLOs have served with Air Force HQs since World War II and recently came under the command of 16 Air Land Regt.

The battery commander of 1 Air Ground Ops Bty, Maj Mark Mankowski, says GLOs are essential when arranging for air support for Army units.

'It's not good enough to just ask for a plane to turn up over the brigade area of operations,' he says. 'For effective air support the aircrew need to know what to expect when they turn up to the battlefield.'

'On exercise GLOs are the ones on the ground making sure a brigade gets the air support it needs on time with the right munitions.'

All GLOs need to work independently from their chain of command and have situational awareness of all supported units' requests. 'You rely on the individual military appreciation process a lot,' Capt Mann says. 'I have to use this process every day when I commence any planning. I have to make sure I cover all the possibilities, because if something in the planning process gets missed, it could mean the difference between mission failure and success.'

Capt Gallacher was also the Army liaison officer coordinating Hawk fighters on Exercises Predator's Strike and Hamel last year. 'Integrating fast air with the exercise scenario facilitated more realism for the training audience,' he says. 'It allowed air planners at all levels within the brigade to hone their skills.'

'At the end of the day you can have simulated air support but, in the thick of the fight, having coordinated fast air in support really adds to the training value of the activity. Getting the process right is important; the next time a JTAC works with air support on operations, the aircraft arriving on time and on target could be a matter of life or death.'

For more information on air support and GLOs go to <http://intranet.defence.gov.au/armyweb/Sites/16ADREGT/>

Army February 28, 2013

Capability

2012 Regimental Conference

Major D.T. (Terry) Brennan
Editor RAA Liaison Letter

Phrases of the Conference - 'Blurring' and 'Network Management is the Jesus Nut'

The last Regimental Conference was held at the School of Artillery over the period 18th and 19th October 2012 with a theme of '*Alignment and Convergence*'. Whilst the conference convened a meeting of the Regimental Committee there were no Regimental Farewells.

... significant change in Government guidance ... including the draw down in Afghanistan which has and will continue to have budget implications.

Head of Regiment Brigadier Don Roach in his opening remarks spoke of convergence between skills and capabilities and for the need to understand what it meant for the Regiment. He observed that rather than the introduction of the M777 capability being smooth and seamless for the Regiment instead it had been disrupted and disjointed as a result of key people being deployed on Operations. Head of Regiment observed there had been significant change in Government guidance in the last twelve months including the draw down in Afghanistan which has and will continue to have budget implications. To highlight this point he cited the intervening period between Regiment Conferences reflecting that since the last conference the Self Propelled Gun acquisition project had been cancelled and the planned laying up of the TPQ 36 Radar had occurred. Brigadier Roach acknowledged the work of the Regiment in supporting and sustaining operations which continuing to train here in Australia.

Brigadier Roach said that with regard changes to Army Reserve artillery units the communication of the plan and actual implementation had been approached in a very disjointed manner by some elements within Army. He emphasised that more work had to be done to secure the future of artillery within the Army Reserve.

Head of Regiment observed the future of the '*Corps Conference*' was being questioned and consequently they were under threat. He said there was not a strong advocacy amongst the senior levels of Army supporting them to continue. The problem being that the concept was not seen to deliver the outcomes they could and should. He stressed Corps were responsible for delivery their own capabilities, observing the Royal Regiment must start considering alternate methods and means to communicate across the Regiment including the use of the Liaison Letter and Cannonball journals and our official and association websites.

He concluded by remarking the Regiment now has a phenomenal capability to support warfighting and that despite the hurdles many milestones had been achieved over the previous twelve months.

During the two days a range of presentations, briefings and updates were delivered on a wide spectrum of topics from 6th Brigade Current and Future Capabilities; Air Land and Unmanned Aerial System Career Progression and Training Continuum; Future Requirements of Artillery Meteorology and Survey; Plan Beersheba; RAA Physical Employment Standards - Training and Assessment; L17 Capability and the RAA Strategic Plan. There conference was drawn to a conclusion with open forum chaired by Head of Regiment prior to his closing remarks.

Colonel Brian Bailey during his presentation on 6th Brigade capabilities highlighted that the Brigades capabilities were in high demand and but were low in density. He said the Brigade was always '*Task*' organised with support to no two deployments ever being the same, consequently planning was always based on a generic structure. Colonel Bailey observed that the new capability acquisitions were having a '*blurring*' effect on the employment of equipment, namely, digitisation is increasing the

functional options that can be delivered by a specific system / capability, for example, the G-AMB Giraffe. Whilst this 'multi - role' functionality brings many benefits it also creates a need to determine which task is to be the focus for training etc.

The three (Air Land Integration Cell, All Sources Cell and ISTAR Command Centre) command and control nodes within 6th Brigade combined with AFTADS in the JTF Headquarters and elements of assigned forces afford the Royal Regiment a unique opportunity to cement the role of being the key point of contact for the manoeuvre commander.

Lieutenant Colonel Mitch Kennedy, Commanding Officer / Chief Instructor School of Artillery briefed the conference on the proposed changes to the Meteorology and Survey Capability and sought endorsement to implement them. The key change is that the future of the capability is seen as a 'skill' not as a 'trade'. He observed that as a 'Steam Gunner' the changes 'scared the pants' off him however he stressed this was a step into the future and that the Regiment has the technology to make the step forward.

... stated the Regiment had a window of opportunity to get meteorology right ...

The new survey states will be 'Degraded' (old Battery); Sympathetic (old Regimental); and Common (old Theatre). Sympathetic survey is passed from gun to gun. The doctrine to support these new methods and states will be incorporated in a rewrite of Artillery Orientation and Survey doctrine in 2013. There is an acceptance that meteorology remains a requirement in the RAA and to meet this capability there will be scalable options from the Bureau of Meteorology (BOM) to the Marwin 32 (described as the gold plated solution which has the added benefit of only requiring a 60 minute training package). The Commanding Officer 4th Regiment, Lieutenant Colonel Charles Weller, expressed concern about the scalable options, that is, a training model and an operational model. He observed that it was highly likely that the RAA would be resourced for the cheaper BOM training model. He expressed the view that the RAA should seek to be provided the deployable solution and not the BOM solution as the BOM would not be available in most operational theatres.

Head of Regiment stated the Regiment had a window of opportunity to get meteorology right as although the Deputy Chief of Army wants the current capability removed he will not do so until

there is an adequate replacement solution. Brigadier Roach emphasised that this 'Gap' was a priority at the moment. He observed the United Kingdom use a joint capability. He finished by saying there were levels of risk associated with this capability decision and the key to its solution and associated success was how the Regiment managed the risk.

... a large amount of misinformation circulating about the changes ...

In terms of Plan Beersheba and Army Reserve artillery, Head of Regiment indicated that both he and the Representative Colonel Commandant, Major General Tim Ford, had represented the capability decision and about its tasks to support the ARA and to generate capability for the Army Reserve more generally at the highest levels. Despite these efforts the Directive stands. Brigadier Roach observed that the challenge was to identify which part of the artillery Reserve is the priority that will sustain the Regiment into the future. In his view it was about Command, Liaison, Observation Groups (CLOGs) in terms of Joint Fire Teams (JFT) and JFECC (Joint Fires & Effects Coordination Centres (JFECC) to provide the capability basis on which to round out the ARA.

Brigadier Roach acknowledged there was currently a large amount of misinformation circulating about the changes especially within the non artillery Army Reserve elements. He said that unless managed carefully this was the biggest threat to the successful implementation of the changes. He concluded the subject by stating the next step was for Headquarters Forces Command and Headquarters 2nd Division to review the directive based on the Army Headquarters plan and related intent.

The question was raised regarding the employment of Reserve Gunners now under command of Reserve infantry battalions. The Head of Regiment stated that members of the Battery would not be used as infantrymen. Major General Ford posed the question as to whether this statement was clearly articulated in the current directive. Further he asked if there was sufficient clarity in the directive to ensure that the infantry battalion commanding officer understood that the Battery under their command was an artillery capability. Unfortunately the answer from Head of Regiment to both questions was 'No'.

Head of Regiment touched on Lanyards and Lineage with regard the Reserve Battery's. He acknowledged the work carried out by Colonel Arthur Burke (Retd) on behalf of the Regiment in this area. Two key aspects of his work were that it has been agreed the Battery's will be known as 'Light' not 'Mortar' Battery's and that the members will wear the white lanyard. He concluded that it was all about reinforcing the role of the Gunner as the manoeuvre arm commander's advisor.

... the members will wear the white lanyard.

The Commanding Officer 4th Regiment, Lieutenant Colonel Charles Weller, gave a brief presentation on Gun Regiment structures. The thrust was that the new structures introduced in 2011 were not satisfactory and hence the requirement in 2012 to change back to older style structures. The key problem with the Gun versus Observation Post Battery concept was that half the Regiment's manpower and resources were in one Battery. A Gun Battery was commanded by a major and had between 170 and 180 members whilst an Observation Post Battery was commanded by a major and had 30 members. He observed it did not matter who was in charge it was a structural issue.

Lieutenant Colonel Weller also observed that care needed to be taken to ensure common terms were in use across the Regiment - this was currently not the situation. Further he commented that the Regiment was not well served by the constant changing of names for example, JOST vs JFT and JOSCC vs JFECC etc. In his final comments he observed the Regiment cannot afford to fail with the introduction and selling of Land 17 and the M777. During the ensuing discussion on Land 17 it was highlighted that under the current structural arrangements there was no Battery Captain on the Gunline. Head of Regiment expressed his concern with this situation stating it was a tactical not technical matter, that is, local defence, routine, and the ability to coordinate and command a response. He said that there was a need to see a Battery Captain brought back to the Gunline. To close the discussion he observed ultimately a Gun Regiment is 12 Guns and the associated effects these bring to the battlefield - *'that is the message'*.

Head of Regiment commenced his open forum remarks by stating that 'Messaging' was the key to success across the wider Army for the Regiment in selling our new capabilities. On the subject of Corps Conferences he said the support is mixed with

essentially three positions - continue to support individual conferences; cancel them completely; or convene a Combined Arms Conference. He observed that some were against the 'combined' concept. He stated the bottom-line was that resources are drying up and the Deputy Chief of Army is looking for cost effective methods to hold Corps Conferences such as only having a physical conference every two or three years and utilising video conferences for the alternate years. Head of Regiment encouraged everyone to think about what other mechanisms the Regiment could use to communicate and discuss issues of Regimental importance. Lieutenant Colonel Mitch Kennedy cited the Joint Fires Working Group lead by Commander 6th Brigade as another forum that could be utilised.

... it was a tactical not technical matter, that is, local defence, routine, and the ability to coordinate and command a response.

Whilst accepting the resource issues the general consensus of those present was that there was no real substitute for the benefits brought by 'face to face' meetings. Major General Ford observed that if the Regiment went down the video conference path these would only work if there was a very clear agenda and supporting agenda papers that were issued well in advance in order for attendees to read and consider them. Commanding Officer 16th Air Land Regiment, Lieutenant Colonel Richard Vagg, observed that a key benefit of the Regimental Conference was that it provided a public forum for the exchange of information between the key Regimental appointments.

... the bottom-line was that resources are drying up ...

Head of Regiment back briefed the Conference on what he saw as the key take away points and actions from the two days. He started by emphasising the important role the Conference as a catalyst for informal discussions and side bars which were just as productive as the topics and issues being formally briefed. He said that after hearing the presentations he was very encouraged by the working being carried out to address trade related issues. He stressed that despite all the change that was occurring, the fundamental role of the RAA officer being the combined arms support advisor was not going away but instead was becoming

more complicated. In regard to the changes to Meteorology and Survey he said it was very important that those present at the Conference use 'messaging' to sell the changes to everyone.

... use 'messaging' to sell the changes to everyone.

Brigadier Roach observed that the 6th Brigade presentation had relevance to all in attendance. He observed that the term '*sense warn and locate*' should be included in the language that all Gunner's use.

In terms of the Army Reserve artillery, Head of Regiment undertook to address a number of immediate actions to correct the apparent disconnects between what is endorsed an agreed versus what is actually happening on the ground. He emphasised his fundamental focus was securing the long term future of the Reserve in the Royal Australian Artillery. He added his immediate task was to try and secure a more controllable and realistic timeframe for the implementation of the change being undertaken.

... this change will bring with it very real opportunity for the Regiment and its newly acquired leading edge systems. Simply put to succeed the Regiment needs to 'Maintain the Rage'.

Brigadier Roach drew his concluding remarks to a close by saying that '*Operational Tempo*' will reduce significantly in the near future. He observed that focus on '*Mission Specific*' training will start to shift to '*Foundation Warfighting*' and that this change will bring with it very real opportunity for the Regiment and its newly acquired leading edge systems. Simply put to succeed the Regiment needs to '*Maintain the Rage*'.



Media Release

UPDATE ON THE ANZAC CENTENARY GALLIPOLI COMMEMORATIONS

In an update on the Centenary of Anzac program, Minister Assisting the Prime Minister on the Centenary of Anzac, Warren Snowdon, today announced the Governments of Turkey, Australia and New Zealand have formally agreed to the capacity of the Anzac Commemorative Site for the 2015 Dawn Service.

Mr Snowdon said the three Governments had carefully considered a detailed report on the safe carrying capacity of the Anzac Commemorative Site, and agree to the findings that the attendance should be 10,500. 'To ensure the safety of visitors, extensive investigations have been conducted and the capacity is based on a rigorous independent analysis,' Mr Snowdon said.

'In addition to safety, the capacity also considers the geographic challenges of the site. Surrounded by thick scrub, steep terrain, bounded by the Aegean Sea and protected by heritage and conservation measures means the site cannot be expanded.'

Mr Snowdon said 8,000 places will be made available to Australians and a further 2,000 places will be available to New Zealand with the remaining 500 allocated to official guests and representatives from Commonwealth and other nations. 'There may be close to one million Australians who can trace a direct family link to those diggers who landed at Gallipoli in 1915 and there is also expected to be interest from descendants of former military members, war widows, current serving members and their families, young Australians and individuals with an interest in Australia's military history.'

'The allocation of places will be decided by process of a ballot. An announcement on how the ballot will operate will be made in the coming months. We anticipate the ballot will be held early next year and there will be ongoing consultation with New Zealand. A ballot is the fairest and most equitable method, ensuring a transparent and open process for allocating attendance places,' he said.

All Australians will have the opportunity to register, with successful applicants provided appropriate time to make their travel arrangements. 'The Australian Government appreciates the ongoing cooperation and support from Turkey in allowing us to hold commemorations on Turkish soil. Our long-standing relationship and combined dedication to preserving and protecting the Gallipoli battlefields is paramount,' Mr Snowdon said.

For more information on the Anzac Centenary visit www.anzaccentenary.gov.au

Media inquiries: Minister Snowdon: Lidija Ivanovski 0407 108 935 or Marcus Butler 02 6277 7820 / 0417 917 796
Department of Veterans' Affairs Media: 02 6289 6203
Tuesday, 12 February 2013

Personnel & Training

New Commanding Officers

LIEUTENANT COLONEL JULIAN WEST
Commanding Officer 8th/12th Regiment RAA



Lieutenant Colonel Julian West was born on 29th September 1972 in Cobram, Victoria and attended Xavier College in Melbourne. He completed his officer training at the Royal Military College, Duntroon in December

1996 and was allocated to the Royal Australian Artillery.

His regimental postings as a junior officer include Section Commander, Gun Position Officer and Forward Observer both at 1st Field Regiment and at 'A' Field Battery. Lieutenant Colonel West also served as the Training Officer at 16th Field Battery in Tasmania. As a field grade officer he was the Operations Officer and Battery Commander Headquarters Battery, 1st Field Regiment.

Lieutenant Colonel West's non-corps posting are the Army Recruit Training Centre as a Platoon Commander, Headquarters 1st Division as an Operations Captain and Aide-de-Camp to Commander 1st Division. As a field grade officer he was an exchange officer at Headquarters Marine Corps Forces Pacific in Hawaii and upon promotion served as Staff Officer Grade One Amphibious Plans, Headquarters Forces Command.

He has deployed on operations to Bosnia in 1999, East Timor in 2002, Iraq in 2007 and Afghanistan in 2007. Lieutenant Colonel West's is a graduate of the Royal Military College and the Australian Command and Staff College, with a Masters of Arts in Strategy and Management.

Lieutenant Colonel West assumed command of 8th/12th Regiment, Royal Australian Artillery on 17th December 2012. He is married to Karly, has a young daughter Chloe and enjoys water skiing, outdoor activities and socialising with family and friends.

LIEUTENANT COLONEL BEDE GALVIN
Commanding Officer 20th Surveillance and Target Acquisition Regiment



Lieutenant Colonel Bede Galvin entered the Royal Military College Duntroon in June 1994 and following graduation in December 1995 was allocated to the Royal Australian Artillery. His formative years involved regimental appointments at the 16th Air Defence Regiment and 1st Field Regiment. Throughout, Lieutenant Colonel Galvin has been fortunate to command teams in supported of high readiness units across the Australian Defence Force which have deployed to East Timor and the Middle East.

Between regimental postings, Lieutenant Colonel Galvin has held instructional positions at the 1st Recruit Training Battalion as a Platoon Commander, the Royal Military College Duntroon as a Tactics Instructor and the US Army Air and Missile Defense School as a Captains' Career Course Instructor. Whilst posted to the US, Lieutenant Colonel Galvin was directly involved in concept development for

the Air Defense Air Management Cell and Counter Rocket Artillery Mortar capability, subsequently introduced into operational theatres in quick succession.

In 2007, Lieutenant Colonel Galvin assumed command of the 111th Air Defence Battery, re-rolled as Golf Company, in Timor Leste as part of Operation Astute. Upon return from Timor Leste, the 111th Air Defence Battery introduced and demonstrated new Ground Based Air Defence concepts focused on broader air land integration for land forces. After his tenure as a Battery Commander, Lieutenant Colonel Galvin attended Australian Command and Staff Course in 2009.

In January of 2010, he was promoted to his current rank and posted as the Deputy Director of Air Land Integration in the Joint Capability Coordination Branch of VCDF Group. Due to the changing joint needs, this office was renamed to the Air Surface Integration Office and finally to the Battlespace Integration Office. In 2011, the Lieutenant Colonel Galvin was appointed as the Acting Director of Battlespace Integration Office focusing on Air Surface Integration, Command and Control and Joint Fires.

In late 2011, Lieutenant Colonel Galvin assumed the position as a Military Advisor to the United Nations Assistance Mission in Afghanistan based in Kandahar. Lieutenant Colonel Galvin was appointed as the Commanding Officer of the 20th Surveillance and Target Acquisition Regiment on 31st August 2012.

Lieutenant Colonel Galvin holds a Bachelor of Arts, majoring in Management and History, and a Masters in Arts (Strategy and Policy). Lieutenant Colonel Galvin's professional interests continue to be centred on the integration of the air, land and maritime environments.

Lieutenant Colonel Galvin's interests extend beyond the military, as an avid surfer and as an inaugural member of the Gold Coast Suns he passionately follows Australian Rules Football. Lieutenant Colonel Galvin is married to Brenda and together they have three children: Zack (17), Lili (7) and Bede (4).

LIEUTENANT COLONEL DAVID EDWARDS

Commanding Officer / Chief Instructor School of Artillery



Lieutenant Colonel David Edwards was born on 4th March 1974 in Parramatta, New South Wales. He completed his secondary education at Castle Hill High School, New South Wales in 1991. Lieutenant Colonel Edwards is an honours graduate of Australian

Defence Force Academy and completed RMC - Duntroon in 1995 when he graduated to the Royal Regiment of Australian Artillery.

Lieutenant Colonel Edwards completed a number of command appointments at 4th Field Regiment over the period 1997-2000. He was a Gun Section Commander, Gun Position Officer, Joint Offensive Support Team Commander and Battery Captain. He returned to 4th Field Regiment as the Battery Commander of 108th Field Battery in 2005. His Battery Command was characterised by command on operations in Iraq in 2006 with the Overwatch Battle Group (West) 1.

He has had instructional appointments including a posting as an Instructor-in-Gunnery in Fire Support Wing at the School of Artillery during 2001 and 2002 and served as a Tactics Instructor and Company Commander at the RMC - Duntroon in 2003 and 2004.

Lieutenant Colonel Edwards has performed in a number of staff appointments at operational and strategic headquarters. In 2007 he was posted to Operations Plans in Headquarters Joint Operations Command where he gained experience in operational level and joint-interagency planning as the SO2 Global Plans. In 2009 he was selected as the inaugural Staff Officer to Director General Development and Plans - Army and was required to support the establishment of the Branch and Army's continuous modernisation process. In 2010 and 2011 he held the appointment of SO1 Organisation and was responsible for the conduct of Unit Establishment Reviews including the Modular Engineer Force, the creation of 16th Air Land Regiment and the Modernised Infantry Battalion. In 2012 he was appointed as SO1 The Army Plan and

was responsible for detailed force modernisation planning in support of Plan Beersheba.

Lieutenant Colonel Edwards has deployed on operations as a captain, major and lieutenant colonel. The most rewarding of these deployments was to Iraq in 2006 as the Battery Commander for Overwatch Battle Group (West) 1 where he commanded a diverse range of Combat Support force elements and the Headquarters Company. He was deployed as a Joint Offensive Support Team Commander in the 2nd Battalion Royal Australian Regiment, Battalion Group in East Timor for Operation Warden in 1999. In 2002 he deployed to Bosnia as part of the United Kingdom Battle Group for Operation Osier as an Infantry Support Company Second-in-Command and later seconded to the Multi-National Brigade as the Human Intelligence Analyst. In 2011 and 2012 he was deployed to Afghanistan on Operation Slipper in Future Plans for Headquarters ISAF Joint Command (IJC). As part of the Campaign Plans team, he was responsible to Commander IJC for Transition Planning and was the author of the Combined Directive on Security Operations that set the transitional command and control, coordination and support arrangements for the Afghan National Security Forces and ISAF through to 2014.

In 2008 he attended Australian Command and Staff College where he achieved first in his class and was awarded the Governor General's Prize for his overall performance. He holds a Bachelor of Arts (Honours) in Politics and is continuing further studies.

In January 2013 Lieutenant Colonel Edwards took command of the School of Artillery and was appointed the Deputy Head of Regiment for the Royal Regiment of Australian Artillery.

Lieutenant Colonel Edwards is married to Anne, who works within the Department of Defence, and they have a daughter, Evelyn, born in July 2007. He enjoys travelling abroad, spending time with his family, attempting to grow things in the garden, rugby and volleyball.



New Regimental Sergeant Majors

WARRANT OFFICER CLASS ONE B. J. (BRENDAN) FOX

Regimental Sergeant Major 16th Air Land Regiment



Warrant Officer Class One Brendan Fox was born in Traralgon, Victoria, in 1969 and graduated from college after completing his High

School Certificate. Warrant Officer Class One Fox joined the Australian Regular Army in April 1988, and, on completion of Recruit Training, was allocated to the Royal Regiment of Australian Artillery. After completing Initial Employment Training as a Missile Number (Ground Based Air Defence), he was posted to the 16th Air Defence Regiment, Woodside, South Australia.

Warrant Officer Class One Fox was promoted to Bombardier in 1994 and was posted to the Army Recruit Training Centre in 1997 as a Recruit Instructor. In 1999, he was posted back to the 16th Air Defence Regiment on promotion to Sergeant and was employed as a Rapier Detachment Commander and later as a Troop Sergeant. A highlight of his career was a posting to the Royal Military College Duntroon in 2001 initially as a Field Instructor and concluding as the Drill Sergeant of Gallipoli Company.

In 2003, he was posted back to the 16th Air Defence Regiment on promotion to Warrant Officer Class Two and was employed as a Troop Sergeant Major. Warrant Officer Class One Fox was posted to the School of Artillery in 2005 as the Senior Sergeant Major Instructor in Gunnery of Ground Based Air Defence Wing. In 2007, he was posted back to the 16th Air Defence Regiment as the Battery Sergeant Major of 110th Air Defence Battery. Warrant Officer Class One Fox completed the Regimental Sergeant Majors' course in 2008 and was promoted to Warrant Officer Class One in 2009. He has since been appointed as the 16th Air Defence Regimental Sergeant Major Instructor in Gunnery and the Regimental Sergeant Major of the University of New

South Wales Regiment before assuming the position of Regimental Sergeant Major of the 16th Air Land Regiment in 2013.

In October 2002, Warrant Officer Class One Fox deployed to the Sinai on Operation Mazurka as the Security Sergeant of North Camp, El Gorah. In November 2007, he deployed to Iraq on Operation Catalyst as a Training Advisor with the Australian Army Training Team. In December 2011, he deployed on Operation Slipper with the Mentoring Task Force as the mentor to the 4th Brigade (Afghan National Army) Training Officer.

Warrant Officer Class One Fox has a daughter and two sons: Lily aged thirteen, Joseph aged nine and Dale aged seven and enjoys physical training, surfing, playing the guitar and watching the Australian Rules Football.

WARRANT OFFICER CLASS ONE TONY KENNEDY **Regimental Sergeant Major 4th Regiment RAA**



Warrant Officer Class One Tony Kennedy was born and educated in New South Wales and enlisted into the Australian Regular Army in January 1985. He has held a variety of regimental and instructional appointments in both Training and Land Command units.

On completion of recruit training Warrant Officer Kennedy was allocated to the Royal Regiment of Australian Artillery. After completing his initial employment training as a gun number at the School of Artillery in North Head, he arrived in 4th Field Regiment and was allocated to 107th Field Battery.

In 1990 Warrant Officer Kennedy was posted to 8th/12th Medium Regiment at Holsworthy and performed the duties as Detachment Second In Command and Detachment Commander in both 103rd Medium Battery and A Field Battery. In 1994 Warrant Officer Kennedy was posted to 1st Field Regiment Enoggera and was promoted to Sergeant in April 1995. In 1997 Warrant Officer Kennedy posted back to 4th Field Regiment as Troop Sergeant and separated for a short period to move to England to support his wife and family. He returned in 1998 and served in Fire Support Company at 6th Battalion the Royal Australian

Regiment as part of the embedded trial as a Troop Sergeant. In 2000 Warrant Officer Kennedy posted to the School of Artillery and was employed as the Operator Command Post Sergeant in 53rd Battery and was later selected to instruct Gun and Operator Command Post courses in Fire Support Wing.

Warrant Officer Kennedy was promoted to Warrant Officer Class Two in April 2002 and performed the duties of Operations Warrant Officer at the School of Artillery and was the inaugural Sergeant Major Instructor Gunnery of the Regimental Training Team. In 2004 Warrant Officer Kennedy was posted to another training role as Class Sergeant Major 2nd Class and Headquarter Company Sergeant Major at the Royal Military College, Duntroon. In 2006 Warrant Officer Kennedy was appointed the Battery Sergeant Major of A Field Battery in Holsworthy until posting back to School of Artillery in 2008 as the Standards Warrant Officer. In 2008 Warrant Officer Kennedy was selected to attend the Regimental Sergeant Major's Course and was promoted to Warrant Officer Class One in January 2009 as the Master Gunner Fire Support Wing. In 2011 Warrant Officer Kennedy was appointed the inaugural Master Gunner 4th Regiment and was appointed the Regimental Sergeant Major of 4th Regiment in January 2013.

Warrant Officer Kennedy has seen operational service in Iraq with Australian Army Training Team - Iraq Six, on Operation Catalyst, and as the Regimental Sergeant Major of the Artillery Training Advisory Team in Afghanistan from June 2011 until March 2012 as part of Operation Slipper.

Warrant Officer Kennedy's has been awarded the Active Service Medal (Iraq and ICAT Clasp), Afghanistan Campaign Medal, Iraq Campaign Medal, Defence Long Service Medal with 2nd Clasp, Australian Defence Medal, NATO non-article five medal with ISAF clasp, Army Combat Badge, the Soldier's Medallion for Exemplary Service and the Land Commander Australia Commendation.

Warrant Officer Kennedy is married to Gillian and has three children all of whom are now adults including a son who is a serving in the Royal Australian Infantry Corps, Royal Australian Regiment. Warrant Officer Kennedy's interests include rugby league, working around the home and maintaining fitness.

WARRANT OFFICER CLASS ONE DAVE MCGARRY**Regimental Sergeant Major 8th/12th Regiment RAA**

Warrant Officer Class One Dave McGarry enlisted in the Australian Regular Army in February 1986 and on completion of Basic Recruit Training he was assigned to the Royal Regiment of Australian Artillery.

On completion of Initial Employment Training he was posted to 8th/12th Medium Regiment, during his posting he qualified as a Detachment Second In Command, M2A2 105 mm Howitzer, M198 155 mm Howitzer and was promoted to Lance Bombardier. On completion of his Detachment Commander Course, 105 mm Hamel Gun he was promoted to Bombardier. He then completed his Subject four for Sergeant and Subject One for Sergeant Courses then he was promoted to Sergeant in 1993.

In 1996 he was posted to 1st Field Regiment, Brisbane as a Detachment Commander in 105th Field Battery. In 1997 he completed his Supervisor Management Operations Course and was appointed as the Command Post Operator in the Command Post. During his time at the Regiment he also assisted with the closure of the Ready Reserve Scheme. In 1999 he was then posted to the Australian Defence Force Academy in Canberra and was appointed a Divisional Senior Non-Commissioned Officer for first year cadets.

He was promoted to Warrant Officer Class Two in 2000 and was posted to 7th Field Regiment as the Sergeant Major instructor Gunnery. During his time in the 2nd Division he received a Bronze Army Commendation for his efforts as the Unit Recruit Liaison Officer. In 2002 he was then posted back to 1st Field Regiment as the Battery Guide for 105th Field Battery. In 2003 he was then posted to 8th/12th Medium Regiment, Darwin as the Battery Sergeant Major for Headquarter Battery. In 2004 he was posted internally as the Battery Sergeant Major for 101st Medium Battery. In 2005 he was posted to 23 Field Regiment as the Sergeant Major Instructor Gunnery, the Unit Recruit liaison Officer and was the Acting Regimental Sergeant Major.

He was promoted to Warrant Officer Class One in 2008 and he was posted to 8th Signal Regiment, Sydney as the Regimental Sergeant Major. He

received a Silver Army Commendation for his efforts at 23 Field Regiment and 8th Signal Regiment.

In 2009 he was posted to 7th Field Regiment as the Regimental Sergeant Major. He served as the Regimental Sergeant Major for Operation Anode Solomon Islands in 2010. He was appointed as a training Advisor during Operation Slipper in 2012. In 2013 he was appointed as Regimental Sergeant Major of 8/12 Regiment in Darwin.

Warrant Officer Dave McGarry has a partner Lyn; he has two children. He enjoys all outdoor sports, exercise and travel.

Artillery Trade & Training

*Warrant Officer Class One Bob Thompson
Regimental Master Gunner*

Introduction

After a well deserved Christmas break the Artillery Trade and Training (Arty TT) cell is back in full swing again. This year has seen a major change in personal with six new faces. The cell continues to concentrate on Training Management Package (TMP) development and trade issues as its major priorities including introduction into service (IIS) of several new items of equipment, Employment Specification reviews and trade analysis for the nine Employment Categories. Broadly Arty TT is responsible for the subject areas listed in the following paragraphs.

Trade / Employment Management/ Training Responsibilities

Arty TT cell provides advice to the Commandant CATC (COMDT CATC), Head of Regiment (HOR) Deputy Head of Regiment (DHOR), subject matter experts (SME) and RAA units on all RAA trade management, employment policy and training development issues. The cell also provides advice to commanders at all levels on how higher level decisions will impact on RAA trades

The cell is responsible for the employment management and policy issues for all RAA trades. This includes the development and communication of Employment Specifications and Category

Standing Orders. The cell seeks input from the wider RAA community as to any specific anomalies or policy areas that need to be addressed.

The cell training development responsibilities include analyse, design, development and evaluation phases of all RAA training whilst the School of Artillery is responsible for the conduct of that training in accordance with ADFP 7.0.2 The Defence Training Model (DTM).

External Policy

The cell is responsible for the review of externally created documents as they pertain to the RAA trades. Documents may include (but are not limited to) Occupational Analyses (OA), Training Needs Analysis Reports (TNAR), Fundamental Input to Capability (FIC) plans, Army Manual of WHS, Logistic Plans and RAA future capability plans.

Capability and Acquisition

Equipment acquisition and changing capability requirements are the primary drivers for change in trade structures and training. This can have substantial implications for trade models, training and remuneration. The cell provides advice to a range of RAA related projects on their effects to trade structure and training.

Doctrine

The cell participates in a range of RAA doctrine related issues (author briefs / working groups etc).

The Year Ahead

The Arty TT cell continues to carry out tasks such as the:

- Ongoing review and update of RAA trade models and Employment Specifications.
- Development and revision of TMPs.
- Appointment of Employment Category Testing Officers.
- Processing training waiver applications.
- Processing of RCC applications.
- Implementation of the STA ECN 271 (OPRDR) trade termination and preparation of the STA ECN 250 (OPUAS) submission for ECRM in November.
- Support and review of first Australian based training for Giraffe Agile Multi Beam (GAMB) radar at 16 ALR.

- Monitor and report on ongoing GORPS 2009 implementation plan for Offensive Support Artillery.

2013 Manning

As previously stated due to postings and one discharge the cell has had major changes in manning this year with six new members posting into the cell. This years manning for the Arty TT Cell is:

- Staff Officer Grade Two Artillery Trade and Training - Major M. Gowling
- Staff Officer Grade Three Artillery Trade and Training - Captain D. Brilliant
- Regimental Master Gunner - Warrant Officer Class One R. Thompson
- ECM OS - Warrant Officer Class Two M. Heinrich
- ECM STA - Warrant Officer Class Two J. Skewes
- ECM GBAD - Warrant Officer Class Two M. Mlikota
- TD OS - Warrant Officer Class Two D. Free
- TD STA - Sergeant J. Clearihan
- TD GBAD - Sergeant D. Mason
- Warrant Officer Class Two S. Morse (ARES)

DOCM-A

*Major Nathan Laughton
Career Advisor Artillery*

Fellow Gunners

Greetings from DOCM-A. It is my absolute pleasure to assume the appointment of Career Advisor for the Royal Regiment for the next couple of years. This position is one that I have aspired to for a number of years and I hope that I am able to maintain the high standards set by our Career Advisors in the past. I was pleased to be able to catch up with the majority of officers during my interview tour and was very impressed with the quality of our officers and the work that they are undertaking throughout Army and Defence. I am confident that I have now either interviewed, or arranged to interview all available officers however, if this is not the case, please contact me via e-mail and we can arrange to meet in person in Canberra or conduct a phone interview.

Take Command of your Career. I would like to use this forum to reinforce some key career management messages I provided during the interview tour. My primary role is to, in conjunction with the chain of command, provide tailored career management advice to individuals and balance the needs of the Army with the professional development needs and personal desires of the officer. In order to allow me to achieve this effectively, individuals must take ownership of their own career. It is essential that individuals understand the pathway they are on and may wish to pursue in the future, reflect on the advice provided by myself, their ACG or their chain of command, define their success criteria and develop realistic expectations of what their future holds. In addition, it is essential that individuals are open and honest with me regarding their personal circumstances and advise me as soon as possible if their circumstances change such that their career management will be effected. Doing so will assist to ensure that individuals are intimately involved in the management and future path of their career.

All Corps Officer Training Continuum (ACTOC) Completion. As a result of officers not satisfying the requirements of the ACOTC, there has been a very poor substantive promotion rate over the past few years within Army and the RAA. Whilst I acknowledge that this is largely due to operational pressures, it does highlight the requirement to get provisionally promoted officers fully qualified ASAP. If officers in this situation do not become qualified within the timeframe specified in their Provisional Promotion letter, I expect there will be little recourse and officers may well be reduced in rank. The onus is on individuals to know which courses they need to complete and work with their chain of command to be released for those courses. Further, it is essential that officers complete courses on time wherever possible. This will not only reduce the backlog of officers waiting to complete courses, but ensure individuals do not get to the point that they have more than on course to complete in a single year.

Operational Deployments. As has been the trend in recent years, 2013 promises to be another busy period. In the personnel realm Army will continue to experience a high operational tempo. Although the operational liability for the deployment of formed bodies is decreasing, in some instances there is an increase in the requirement to deploy individual embeds. DOCM manages the nomination and selection for many of these positions. If you are keen to seek a deployment, approach your chain of command for release in the first instance and, if

provided chain of command support, contact me to discuss opportunities that may exist.

What's next in Career Management Cycle 2014 (CMC 14). The first stage of CMC 14 is drawing to a close. The next key milestone for DOCM is Sub-unit Command Selections which will occur over the period 6 - 10 May 2013. Individuals that are competing for Sub-unit Command will be advised of the outcomes of the selection process via their chain of command. The April - mid-May period will also see officers that are due for posting in 2014 nominated for positions in preparation for the Main Selections process mid-May - mid-June. The Mains Selections process confirm postings for 2014 and individuals will be advised of the outcomes via posting orders which are due to be issued on 15th July 2013.

DOCM-A Website. The first point of call for Career Management information should be the DOCM-A Website. The website is updated constantly and contains a plethora of information including publications on career pathways, the posting gazette and a host of presentations pertaining to career management. Likewise, the DOCM-A Dispatch is a source of valuable information and seeks to provide updates on the CMC and information on topical Career Management matters. All officers will be advised when the Dispatch is available on the DOCM-A website.

It was my pleasure to get to know the portfolio during the interview tour and wish you all the best with your individual endeavours this year. I look forward to working with each of you in an endeavour to achieve your career milestones for 2013 and into the future.

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RAA LIAISON LETTER

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Full-time Senior Officer List

<i>Rank</i>	<i>Last Name</i>	<i>First Names</i>	<i>Post Nominals</i>	<i>Position Title</i>	<i>Unit</i>
LTGEN	Power	Brian Ashley	AO, CSC	CJOPS	HQJOC
MAJGEN	Crane	Michael Peter	DSC, AM	COMD JTF 633	HQ JTF 633
MAJGEN	Fogarty	Gerard Paul	AO	HEAD PEOPLE CAPABILITY	HPC
MAJGEN	McLachlan	Paul David	AM, CSC	HEAD LAND SYSTEMS	LSD
MAJGEN	Symon	Paul Bruce	AO	DIR DEFENCE INTELLIGENCE	DIO
BRIG	Bilton	Gregory Charles	CSC	COMD 7 BDE	HQ 7 BDE
BRIG	Coghlan	David Peter	AM	COMD 6 BDE	HQ 6 BDE
BRIG	Finney	Graeme William	OAM	DG ARMY OPS	AHQ B
BRIG	Gates	Peter Campbell	CSM	COMDT ACSC	ACSC
BRIG	Goodman	Wayne Leonard	AM	COS to CJOPS	HQJOC
COL	Bailey	Brian James	CSC	CJ7 HQ RC-S	STPP
COL	Clingan	Scott Edward		DIR STH ASEAN & MARITIME SEC	INT POL
COL	Combes	Andrew James		DIR MIL COMMITMENTS - ARMY	AHQ
COL	Furini	Craig Dennis	CSC	STUD ADC	CDSS
COL	Haebich	Andrew Mark		COL JOINT FIRES	HQ 6 BDE
COL	Hume	Steven John		DIR LAND SYS INTEGRATION	ESD
COL	Kenny	Stuart Nicholas	CSC	DIRECTOR GLOBAL OPERATIONS	HQJOC
COL	Kingsford	Michael James	CSC	MILITARY ADVISOR	VCDF GP
COL	McIntyre	Anthony Paul		STUDENT NAT DEF UNI PAKISTAN	PS&C
COL	McLean	John Brendan	CSC	DIR MIL OPS & PLANNING	ESD
COL	Plant	Andrew Alfred		DIR JOINT PREPAREDNESS MNGMT	JCCD
COL	Ryan	Sean Thomas		COMDT	CATC
COL	Saddington	Stephen Michael		DIR LAND CBT DEVELOPMENT	CAP DEV
COL	Sweeney	Neil Thomas		G3 OPS	HQ FORCOMD
COL	Weller	Charles Peter Howard	CSC	DIR FDG	LWDC
COL	Wood	Brandon Ashley		DIR OF PERSONNEL	HQ JOC

Full-time Regimental Sergeant Major List

<i>Worn Rank</i>	<i>Name</i>	<i>Unit Description</i>	<i>Position Title</i>
WO1	Schuman, Stephen James	JPEU	RSM TIER A
WO1	McIntyre, Brenden Robert	JPEU	SM TIER A
WO1	Lehr, David Ross	AHQ	RSM TIER B
WO1	Byrne, Thomas Alan	AHQ	SM TIER B
WO1	Boyce, Grant Leigh	CMA	ASST ADMIN TIER A
WO1	Franklin, Brett Anthony	CMA	ASST ADMIN TIER B
WO1	Clifford, Craig Keiran	STPP	RSM TIER A
WO1	Kyrwood, Barry Colin	HQ 1 DIV	ASST ADMIN TIER A
WO1	Clayton, Mark Reginald	HQ 6 BDE (CS & ISTAR)	RSM TIER B
WO1	Potter, Glynn Mervyn	HQ 6 BDE (CS & ISTAR)	MNGR OPS OFF SPT TIER A
WO1	Fox, Brendan John	16 ALR	RSM TIER A
WO1	Torney, Ronald James	16 ALR	ASST ADMIN TIER A
WO1	Andersen, Richard Enghave	20 STA Regt	RSM TIER A
WO1	Voss, Sean John	20 STA Regt	ASST ADMIN TIER A
WO1	McGarry, David Thomas	8/12 REGT RAA	RSM TIER A
WO1	Sinclair, Dean Joseph	8/12 REGT RAA	MNGR OPS OFF SPT TIER A
WO1	Mayfield, Christopher Walton	8/12 REGT RAA	ARegP-8/12 REGT RAA
WO1	Kennedy, Tony Lionel	4 REGT RAA	RSM TIER A
WO1	Lindsay, Damien Paul	4 REGT RAA	MNGR OPS OFF SPT TIER A
WO1	Sullivan, Matthew James	1 REGT RAA	RSM TIER A
WO1	Holstein, Paul Geoffrey	1 REGT RAA	MNGR OPS OFF SPT TIER A
WO1	Graham, Shaun	HQ 2 DIV	ASST ADMIN TIER A
WO1	Johnson, Michael Ian	HQ 4 BDE	RSM TIER B
WO1	Rayment, David Thomas	QUR	RSM TIER A
WO1	Driscoll, Scott Robert	LWC	SM TIER A
WO1	Thompson, Robert James	CATC	SM TIER B
WO1	Hortle, Anthony Maxwell	SOArty	RSM TIER A
WO1	Simic, Peter Michael	SOArty	MNGR OPS OFF SPT TIER A
WO1	Grundell, David Ramon	SOArty	MNGR OPS OFF SPT TIER A
WO1	Armstrong, Brett Laurence	APNRE	ARegP-APNRE-Townsville South
WO1	Washford, Paul Thomas	APNRE	WO1 MIER/REDUNDANCY POOL VIC
WO1	Matthysen, Philip Arthur	Land Systems Division	INSTR TIER A

Saying goodbye to a war we never really saw

Ben McKelvey

Transparency has been another of the casualties of the war in Afghanistan, with very little Australian combat footage and few first-person accounts of raids or operations, writes Ben McKelvey.

Last week, Defence Minister Stephen Smith announced that Australian Defence Forces personnel in Afghanistan plan to move out of their Tarin Kot base by the end of the year. When the base closes, the bulk of the 1,550 Australians stationed there would be coming back home.

This demobilisation represents the beginning of the end of a 12-year-long commitment by the ADF to US-led conflicts in the Middle East that have so far cost 39 Australian lives, with more than 200 wounded.

That commitment has been long, contentious, bloody and particularly trying for thousands of Australian men and women. Well, we assume that last part. We don't really know. For the most part, we have little idea of what our soldiers have been up to on deployment, because Australian operations have been mostly conducted behind a curtain of secrecy, muffling all but the most exceptionally tragic or courageous acts.

Over the 12 years of conflict, we've seen very little Australian combat footage, few first-person accounts of raids or operations, and, as yet, no great documentary, book or even periodical piece.

Why hasn't a Good Weekend journalist followed an Australian Special Forces unit on a raid? Why did Australian documentary filmmaker George Gittoes make a film about American soldiers (the excellent *Soundtrack to War*) instead of a movie about his countrymen?

I'd venture that it's because the media has had almost no access to Australian soldiers on operations, and especially when those operations have been kinetic.

There have been base visits and interviews, but not the kind of operational access that's been granted by American and British forces.

One only has to look at the kind of work Australian soldiers have been doing over the past 18 months - including capture-or-kill attacks against Taliban commanders and ambushes on Taliban 'rat lines' in the south of the country - and then look at the media collected in that period to know that the ADF has failed in their obligation of transparency, and their obligation to history.

Two weeks ago, Fairfax papers ran an interview with a senior Australian army commander 'blasting the behaviour of some Australian soldiers in

Afghanistan'. In the article, Lieutenant Colonel Chris Smith, formerly the commanding officer of Mentoring Taskforce 3, said there were 'examples throughout Australia's commitment in Afghanistan of soldiers sunbathing in tactical positions ... sitting in chairs and facing inwards in enemy areas, listening to music in tactical positions' and 'hitting golf balls from overwatch positions into the green zone'.

A Lieutenant Colonel moaning that Gen-Y soldiers have an inflated image of themselves would not have been news in the US and UK, but here it was of interest, because it was one of the more illuminating pieces on the war to be found.

For many casual observers, the only footage they've seen of Australian soldiers in Afghanistan are of freshly-shaven soldiers wearing clean uniforms waiting for the PM to fly into their base for an awkward, staged game of two-up. This is not representative of the conflict we've been involved in.

On Monday, Four Corners ran a BBC documentary about the impending handover of military control in Helmand Province from American forces to Afghan forces. In the documentary there was a riveting moment in which an American officer realised that, despite his best available efforts, he wouldn't be able to stop Afghan allies from sexually abusing local boys on army bases.

That moment spoke deeply about how local morality, sovereign impunity and permeable ISAF will is complicating the fight in Afghanistan. That moment also spoke about how despair can well in an individual when such a gap between expectation and reality forms. This is the kind of coverage we should have seen from the Australian theatre of operations, and yet we never did.

The ADF are not a company selling cars; they're part of a democratic government. As such, they shouldn't be trying to create a different reality to that which is experienced by Australian soldiers overseas.

If Australian soldiers are doing bloody, brutal, difficult, despairing work, we should know all about it. The questions of whether Australia should have been involved in the Iraq or Afghan conflicts and what kind of work our soldiers should have been doing in those countries are some of most important foreign policy questions posed in this country over the past two decades.

By fostering an incomplete view of what Australian soldiers have been doing in the Middle East, the ADF has failed in their obligation to transparency, and could even be affecting our ability to make an informed decision next time the saber starts to rattle elsewhere in the world.

JOURNALIST BEN MCKELVEY HAS BEEN EMBEDDED WITH THE ADF IN EAST TIMOR AND IRAQ, AND HAS WORKED INDEPENDENTLY IN IRAN AND AFGHANISTAN.

THE DRUM OPINION, ABC News, 2 APRIL 2013

Associations & Organisations

Contact List

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RAA Historical Company

P O Box R1638, NSW 1225
Phone: (02) 98249275
Website: <http://www.artilleryhistory.org>
[See Membership Form]

Cannonball (Official Journal)

Australian Army Artillery Museum

Currently CLOSED.

Battery Guide (Newsletter)

RAA Historical Society WA (Inc)

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Take Post (Quarterly Newsletter)

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The Big Gun (Newsletter)

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Germ Journal

105 Battery

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Gunline (Newsletter)

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Gunners Gossip (Newsletter)

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'Gunfire' (Magazine)

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Shot Over (Newsletter)

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RAAANT Newsletter

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Artillery WA (On-line Newsletter)

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The Artillery News (Newsletter)

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Australian Air Defence Association Inc.

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Website: <http://aadaa.asn.au>

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LOCREP (Newsletter)

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131 Locators Association Inc.

Eyes & Ears (Newsletter)
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9 HAA/LAA Regiments Association

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13 Battery Association Inc

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Secretary - John Parnell

13 Bty Assoc Inc SITREP (Newsletter)

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RAA Association Inc**

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Gunner Ear (Newsletter)

Fort Lytton Historical Association (QLD) Inc

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'The Custodian' (Newsletter)

Editor: Harry Lynas

Fort Scratchley Historical Society

Website: www.fortscratchley.org.au

RA Association

Website: www.forums.theraa.co.uk.php

RAA Unit Websites

RAA and other unit websites maybe accessed via the Australian Army website.

<http://www.defence.gov.au/army/RRAA>

<http://intranet.defence.gov.au/armyweb/Sites/RRAA>

Important Websites

'Australian Artillery Association'

Website:

www.australianartilleryassociation.com

Email:

president@australianartilleryassociation.com

**'Royal Australian Artillery Historical
Company'**

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www.artilleryhistory.org

Email:

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Correct as at 1st March 2013

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Note:

COL M.C. Crawford, COL E.D. Hirst and MAJ A.H. Smith have paid three life subscriptions.

LTGEN B.A. Power, MAJGEN T.R. Ford, MAJGEN J.P. Stevens, MAJGEN J.D. Stevenson, MAJGEN J. Whitelaw, BRIG G.W. Finney, BRIG R.K. Fullford, BRIG J.R. Salmon; COL A.R. Burke, COL A.D. Watt; LTCOL D.M. Murphy; LTCOL G.K. Phillips; MAJ J.B. Evans, WO1 K.J. Browning; WO1 M. Vandyke and WO2 D.G. Ogden have paid two life subscriptions.

Associations

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RAA Association (Qld)
RAA Association (North Qld)
RAA Association (Vic)
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RAA Association (NSW) - Newcastle Branch
105th Field Battery Association
107 (Field) Battery Association
Fort Lytton Historical Assoc
RAA Retired Officers of South East Queensland
Australian Air Defence Artillery Association
13th Battery Association

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RAA Gunners Fund – Needs Your Support

Introduction

The RAA Gunners' Fund is designed to provide a source of funds that can be utilised for the benefit of all Gunners. One of the most important uses for these funds is to support requests from RAA units and organisations to assist in the ongoing preservation and promotion of the Regimental heritage. Other worthy goals that this funding supports, is not limited to, but includes:

- support RAA extra-Regimental activities,
- encourage RAA Officers and Soldiers who excel in their profession,
- support activities that benefit RAA personnel, not normally funded by public money,
- safeguard, maintain and purchase items of RAA Regimental property,
- preserve RAA heritage and history, and
- record RAA Operational service since deployments began in the 1990s.

The Regimental Committee cannot achieve these very worthy goals without the support of individual members and organisations within the Gunner community. All officers, warrant officers and sergeants are encouraged to make a financial contribution to the Gunners' Fund or take up the option of a 'Life Subscription' which then absolves the subscriber from being asked for any further subscriptions. The list of life subscribers is published in the Liaison Letter and they automatically receive a complimentary copy.

Recent Projects

Over the years the Gunners' Fund has supported a wide range of requests for financial support, including some of which are ongoing such as insurance and maintenance of the AIF and Mount Schank Trophies. It is worth noting that the sums of money requested from the Fund are generally significant and therefore can only realistically have any chance of being provided if each and everyone of us support the Fund. Projects supported by the Fund include the allocation of:

- \$2,500 to 8th/12th Medium Regiment to assist the Regiment to build a Regimental Memorial to coincide with the Regiment's 30th anniversary celebrations;
- \$500 to 131st Surveillance and Target Acquisition Battery to improve the Battery memorial and add a plaque to mark the 50th Anniversary of the unit and its name change from 131st Divisional Locating Battery;
- \$1,000 to 1st Field Regiment for its 50th anniversary celebrations;
- \$1,000 to 4th Field Regiment for its 40th anniversary celebrations;
- \$1,500 for shield to be held by winner of Mount Schanck trophy;
- \$1,000 to 1st Field Regiment to mark 50th anniversary of 105th Field Battery, 50th anniversary of commitment to Malaya and 40th anniversary of commitment to South Vietnam;
- \$1,000 to complete the Major General T. Cape Bequest to the Regimental officer's mess;
- \$5,000 to commission a painting to mark the withdrawal from service of Rapier;
- \$6,000 to support commissioning a painting to mark the RAA/RA deployment in Afghanistan;
- \$2,500 towards the Anti-Aircraft and Air Defence Memorial at 16th Air Defence Regiment;
- The on-going Royal Military College Graduation Artillery prize which is approximately \$100 per graduation; and
- Annual Regimental Officer, Warrant Officer and Sergeant farewells.

Subscriptions

The recommended new rate of contribution is deemed as **\$155** for a life subscription and the following sliding scale based on rank for an annual subscription for Army Reserve and Retired Members:

- LTCOL and above – **\$30**,
- MAJ and CAPT – **\$25**,
- LT and WO – **\$20**, and
- SGT – **\$15**.

It is understood that some individuals may not be in a position to meet the suggested scale, therefore any contribution will be gratefully appreciated in helping to continue the good work the Fund has provided the Regiment over many years.



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(or Association)

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- Enclosed is my/our contribution to the RAA Gunners' Fund
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Please return this form with a **cheque** made out to 'RAA Regimental Fund':
Major Greg Metcalf, SO2 HOR, School of Artillery,
Bridges Barracks, Puckapunyal Vic 3662

or to pay by **electronic funds transfer** using a bank or credit union, the following is required:

Credit Union: Australian Defence Credit Union (ADCU)
Account Name: RAA Regt Fund
BSB: 642 170
Account Number: 526805

The description or reference must include Organisation (i.e. mess or association) or Initials and Surname and the word 'subscription'

For further information contact Major Greg Metcalf on (03) 5735 6465

Annual Subscription for Army Reserve and Retired Members:

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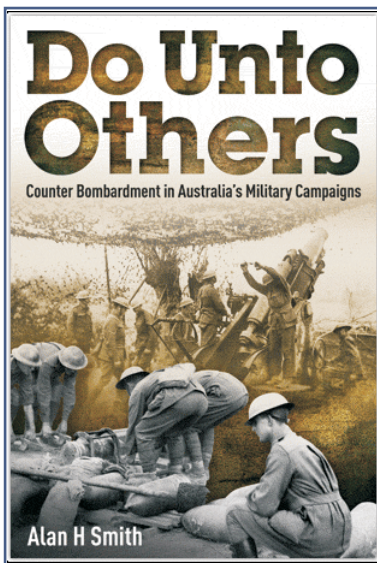
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Do Unto Others

Counter Bombardment in Australia's Military Campaigns

Alan H Smith

Since 1899, the significant role Australian gunners have played in supporting the Australian Military Forces' campaigns has been well-documented. They have gallantly and whole-heartedly supported Australian, British, New Zealand and Indian armies in both World Wars, the Korean and Borneo Confrontation Wars and most recently the Vietnam War.



Most Australian military historical accounts focus on the support role gunners played to cavalry and infantry rather than counter bombardment activities, where they used artillery fire to locate and destroy and/or neutralise enemy artillery and mortars. *Do Unto Others* is a comprehensive history of the use of counter bombardment from the inception of this technique in the First World War, through to the Vietnam campaign.

The 'art of counter bombardment' originated during the First World War, when an Australian scientist, William Bragg, a lieutenant in the Royal Horse Artillery, along with Australian physicists and enthusiasts, developed a method of locating enemy guns using the physics of sound, called 'sound ranging', and meteorology. From this time the Australian Military Forces in their campaigns have

been major beneficiaries of counter bombardment, which became increasingly more sophisticated with the advent of radar location during World War 2 and the last big artillery war of the 20th century in Korea.

Counter bombardment reached new heights with the Vietnam War, the first time the Australian Army deployed its own locating battery to a war zone, allowing gunners to achieve outstanding results and an enviable reputation for locating skills. Vietnam culminated in a triumph for the 'scientific method' across many disciplines and the efforts of the many dedicated gunners involved in counter bombardment over the 58 year period since introduction of this technique.

Do Unto Others is a comprehensive account of the history of counter bombardment, including the development of Australian techniques, equipment and procedures through the campaigns up until Vietnam, with references to the techniques and actions of the British and American artillery included where appropriate to place the Australian experience in perspective. It is also the story of the brave men behind the artillery and their outstanding efforts and results across these varied campaigns.

Do Unto Others is available online www.bigskypublishing.com.au & in all good bookstores



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- * School of Artillery Plaque
- * RAA Cyphers
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- * Statuettes and Action Figures
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• Things to Wear

- * Jewellery (including Cuff Links, Tie Pins, Lapel Pins)
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- * Regimental Ties
- * RAA Caps

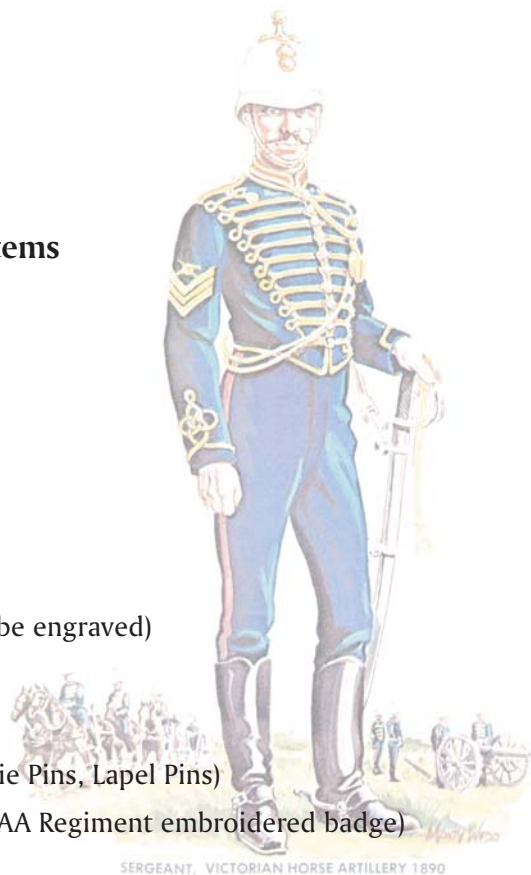
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33	Royal Australian Artillery Liaison Letter – March 1977#
34	Royal Australian Artillery Liaison Letter – September 1977#
35	Royal Australian Artillery Personnel Notes – October 1977#
36	Royal Australian Artillery Liaison Letter – May 1978#
37	Royal Australian Artillery Personnel Notes – 1978#
38	Royal Australian Artillery Liaison Letter – March 1980@
39	Royal Australian Artillery Liaison Letter – December 1980@
40	Royal Australian Artillery Liaison Letter – May 1981@
41	Royal Australian Artillery Liaison Letter – November 1981@
42	Royal Australian Artillery Liaison Letter – 1982 (Issue One)@
43	Royal Australian Artillery Liaison Letter – 1983 (Issue One)@
44	Royal Australian Artillery Liaison Letter – 1983 (Issue Two)@
45	Royal Australian Artillery Liaison Letter – 1984 (Issue Four)@
46	Royal Australian Artillery Liaison Letter – 1986 (Issue One)#
47	Royal Australian Artillery Liaison Letter – 1986 (Issue Two) – 4 November 1986#
48	Royal Australian Artillery Liaison Letter – Issue One – 1987 – 18 June 1987#
49	Royal Australian Artillery Liaison Letter – Issue Two – 1987 – 11 November 1987#
50	Royal Australian Artillery Liaison Letter – Edition 1 – 1988 – 23 June 1988#
51	Royal Australian Artillery Liaison Letter – Edition 2 – 1988 – 14 November 1988#
44	Royal Australian Artillery Liaison Letter – Edition 1 – 1989#
45	Royal Australian Artillery Liaison Letter – Edition 2 – 1989#
46	Royal Australian Artillery Liaison Letter – Edition 1 – 1990#
47	Royal Australian Artillery Liaison Letter – Edition 2 – 1990#

<i>Ser</i>	<i>Title</i>
48	Royal Australian Artillery Liaison Letter – Edition 1 – 1991#
49	Royal Australian Artillery Liaison Letter – 1992 – First Edition#
50	Royal Australian Artillery Liaison Letter – 1992 – Second Edition#
51	Royal Australian Artillery – August 1993 – Liaison Letter#
52	Royal Australian Artillery Liaison Letter – 1996 – First Edition#
53	Royal Australian Artillery Liaison Letter – 1996 – Second Edition#
54	1997 – Royal Australian Artillery Liaison Letter#
55	1998–99 RAA Liaison Letter+
56	RAA Liaison Letter – 2000+
57	RAA Liaison Letter – 2001+
58	RAA Liaison Letter – 2002+
59	RAA Liaison Letter 2003 – Autumn Edition+
60	RAA Liaison Letter 2003 – Spring Edition+
61	Royal Australian Artillery Liaison Letter 2004 – Autumn Edition+
62	Royal Australian Artillery Liaison Letter 2004 – Spring Edition+
63	Royal Australian Artillery Liaison Letter 2005 – Autumn Edition+
64	Royal Australian Artillery Liaison Letter 2005 – Spring Edition+
65	Royal Australian Artillery Liaison Letter 2006 – Autumn Edition+
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67	Royal Australian Artillery Liaison Letter 2007 – Autumn Edition+
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73	Royal Australian Artillery Liaison Letter 2010 – Autumn Edition+
74	Royal Australian Artillery Liaison Letter 2010 – Spring Edition+
75	Royal Australian Artillery Liaison Letter 2011 – Autumn Edition+
76	Royal Australian Artillery Liaison Letter 2011 – Spring Edition+
77	Royal Australian Artillery Liaison Letter 2012 – Autumn Edition+
78	Royal Australian Artillery Liaison Letter 2012 – Spring Edition+

Australian Gunner Magazine

<i>Ser</i>	<i>Title</i>
1	Australian Gunner – Vol. 1 No. 1*
2	Australian Gunner – Vol. 1.No. 2*
3	Australian Gunner – Vol. 2 No.1 – September 1979*
4	Australian Gunner – March 1980*
5	Australian Gunner – December 1980*
6	Australian Gunner – May 81*
7	Australian Gunner – November 81*
8	Australian Gunner – The Official Journal of the Royal Regiment of Australian Artillery – March 1997*

Miscellaneous Regimental Publications

	<i>Title</i>
1	DARTY Personnel Notes – December 1969#
2	Royal Australian Artillery Personnel Notes – 1978#

Note:

*Copy held by SO to HOR

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+ Copy held by HOR at School of Artillery

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