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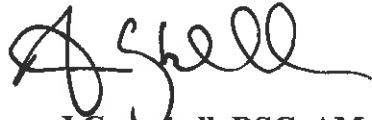
Senator Linda Reynolds, CSC
Chair of the Defence Sub-Committee
Joint Standing Committee on Foreign Affairs, Defence and Trade
Department of the House of Representatives
GPO Box 6021
CANBERRA ACT 2600

Dear Senator,

I am writing in response to the questions which arose during my private briefing with the Defence Sub-Committee of the Joint Standing Committee for Foreign Affairs, Defence and Trade on the 30th November 2016. As an outcome of the briefing, the committee requested greater detail on my ten lines of effort for Army, Indigenous development programs being undertaken within Army and trends on recruiting in areas where Army has contributed to disaster relief or conducted community based activities.

The enclosed document provides Army's response to the committee's request for this additional information. In summary, the ten lines of effort were detailed in a letter to Army's senior leadership group and directly support my framework priorities of support to operations, assist our wounded, injured and ill, modernise the force and cultural reform and renewal. The ongoing Indigenous development programs are part of the important work Army is undertaking to provide additional opportunities to, and increase the representation of, persons of Indigenous heritage within Army. Consultation with Defence Force Recruiting did not identify any direct correlation between an increase in recruiting and Army's involvement in disaster relief or community based activities.

I trust this response provides the additional information required within each of the three areas and look forward to subsequent engagement with the Joint Standing Committee throughout 2017.

Yours Sincerely,


Angus J Campbell, DSC, AM
Lieutenant General
Chief of Army

14 February 2017

Enclosure:

1. Responses to Supplementary Questions from Briefing to the Defence Sub-Committee on 30 November 2016

RESPONSES TO SUPPLEMENTARY QUESTIONS FROM BRIEFING TO THE DEFENCE SUB-COMMITTEE OF THE JOINT STANDING COMMITTEE FOR FOREIGN AFFAIRS, DEFENCE AND TRADE ON 30 NOVEMBER 2016

1. Army's Lines of Effort.

Line of Effort One: Recruiting remediation.

For over a decade, Army has not achieved its recruiting targets, particularly against specialist trades and diversity goals. The resultant personnel and skill shortfalls directly and adversely affect capability. Achieving Army's recruiting targets in a consistent, repeatable and routine manner is of utmost importance. People are the basis of all that Army aspires to be.

More effective recruiting across a broader cross-section of the community will also, in time, deliver an Army more representative of the society we serve. Army's current priorities, within a full recruiting setting, are the recruitment of more women and indigenous Australians. My goals are 25 per cent women and 5 per cent declared Indigenous representation. Key areas for improvement are streamlining and shortening the recruiting process and enhancing Army's support to Defence Force Recruiting to connect to potential recruits. At least 80 per cent of applicants should be able to commence training within three months of their initial inquiry. We will also be advertising the varied opportunities in today's high-tech, diverse, agile and innovative Army, in lieu of the 1970s light infantry force too many Australians still believe Army to be. *More choice from more people will provide the best base from which to build our Army.*

On an indirectly related issue, I note and commend the excellent work being done by Commander Australian Army Cadets and his team, to revitalise the Army Cadet experience and make it the equal of, if not the best, youth development program in Australia. We do not and should not seek to recruit cadets. But a very positive cadet experience will surely better inform a much wider audience of young Australians and their families about the opportunities inherent in military service. Recruiting agencies suggest that every personal story, good or bad, is typically shared with ten friends and family. In cadets, as much as in all other facets of the Army experience, we need a bow wave of positive impressions rippling through Australia.

Line of Effort Two: Implementation of the 2016 Ryan Review into training, education and doctrine

Army no longer leads in some aspects of our approach to training, education and doctrine (TED) development. Our high operational tempo over recent years has understandably captured our attention. Army remains a well trained and professional force, as often demonstrated by the manner in which coalition partners regard our units and embedded personnel on operations. But a periodic review of our system of building professional mastery is essential and, implemented, will ensure we remain at the forefront of developing our people. The Ryan Review, available via the Army webpage, provides the basis to return Army to leadership in TED. In all aspects of TED, Army will strive to be regarded for the quality of our people, the way they are developed, and as a team of teams, the way in which we achieve our mission. *We should unashamedly aspire to be the best Army in the world (albeit not the biggest).*

Line of Effort Three: Reserve transformation

Army is an integrated force of full time and part time personnel. We currently have 500 Active Reserve and 600 Standby Reserve personnel on different forms of continuous service, 100 of whom, in both specialist and generalist appointments, are deployed on operations, including in the Middle East. Since 2004, 2500 reservists have deployed on operations, and many participate annually in the Defence Cooperation Program and regional engagement activities in our near region. Our generalist and specialist reserve personnel will continue to serve on all operations.

An effective reserve component is essential, not optional, to sustaining an Australian brigade group deployed on operations over successive rotations. We need a viable, effective, operationally active reserve component now. We will need it even more so into the future. While we have achieved increasing levels of reserve participation on both operations and major exercises over recent years, attracting, training and retaining part time officers and soldiers remains a critical challenge we must resolve. There are no panaceas to a healthy Reserve component, but it is very clear one size does not fit all needs. I will support an approach that is evidence based, open to multiple pathways, and utilises trials to test and confirm: let's deliver progressive incrementalism rather than leaps of faith.

Commander 2nd Division is developing initiatives that, among other issues, focus on opening a range of recruiting pathways, aligning depots and demography, and making structural adjustments to better support training and development of our people. Initially, I seek to stabilise and consolidate the Active Reserve and create conditions for some workforce renewal. Like all who commit to military service, our part time personnel need to be inspired to serve; inspired by their heritage, their training and development, their operational service, but most of all by their leaders. *Army is an integrated and operationally-focused force of about 45,000.*

Line of Effort Four: Special Operations renewal

Special Operations Command is a world class formation with trained personnel and specialist equipment tailored to meet a diversity of strategic tasks. Moreover, Special Operations Command is often called upon to carry out these tasks on very short notice, and in cooperation with many different partners and allies. In order to remain at the leading edge of military capability, as a trusted team of teams given national mission responsibilities, a range of renewal efforts are underway in the Command.

Like other elements of Army, Special Operations Command works collaboratively, helping to realise a more integrated approach to ADF joint and interagency operations. In light of rapidly evolving threats in terrorism and violent extremism, existing capability concepts are under constant review for relevance to the strategic challenges Australia is most likely to face. Special Operations Command international engagement is also progressively shifting from the Middle East to South East Asia. And in recognition of the lessons learned over the last 15 years of operations, the Command is committed to ensuring all personnel have the training and cultural understanding necessary to complete the full suite of missions to which they may be assigned. Professional competence and lethality are assumed; trust, humility and compassion are the true hallmarks of the special operator. *Special Operations Command is a trusted, team of teams delivering national mission forces.*

Line of Effort Five: Retention

There is little benefit in Army meeting its recruiting targets, delivering world-class training and providing flexible employment opportunities, if we are unable to retain our people in service. The untimely loss of our people undermines the development of capability, increases stress on the recruiting and training system, and is a very tangible waste of money. Navy and Air Force have consistently lower rates of separation than Army. I want deeper analysis undertaken to better understand and target our efforts. Given the physical rigours of land combat, there is a sweet spot for Army separation that values service offered while allowing ongoing renewal of the force. We need to understand and target this point. What our work force planners are very clear on is that external factors, such as economic cycles and operational commitments, are not the driving factors of retention or separation; we are.

Acknowledging that retention is a very broad issue, I want you to focus on just three elements: resilience, rehabilitation and inspiration.

Led by Commander Forces Command and Commander Special Operation Command, we are working to build resilience within the force. Trials in the development of well-being programs are underway, seeking to deliver a framework to help maintain the physical, mental and moral health of our people. Where we can, with what we now know, we all need to consciously be designing military training environments that minimise injury, build awareness, remove stigma and encourage early assistance. The physical conditioning program established at the 1st Recruit Training Battalion is an excellent example of such a training environment. Organisationally, we also need to ensure Army remains open to individuals changing their employment stream or specialisation as they move through their time in Army. A *one career, many jobs* approach will support retention through flexibility, opportunity and new challenges.

When rehabilitation is required, valuing and assisting the individual is essential to recovery. A best practise recovery system, standardised throughout Army, and working in lock step with Joint Health Command, is essential. My goal is to assist with dignity our wounded, injured and ill to return to their original duties, or otherwise to alternate productive military service, or else transition to civilian life with opportunity. This approach must focus on assistance to independence, not support into dependence. The engaged and active individual is essential to healing.

I have every confidence in our values, our training, and the unique opportunities we have to offer our people. When speaking of his workforce, Sir Richard Branson has been quoted as saying, *'train them to leave, inspire them to stay'*. This view succinctly represents my aspirations for retention in Army. It speaks directly to the quality of our leadership, at every level, and the impact of our leaders on our people. More than any other reason, the experience of being led is the most influential factor in decisions to leave or stay.

Learning to lead is a life long journey of practice and reflection. We all need to keep working at it. As I have said, our people rightly expect both technical military competence and excellent people skills. The many abuses of power documented in the Defence Abuse Response Taskforce Report reflect a systemic failure over many years of leadership within Army and the ADF. The report is a salutary reminder of the need for cultural renewal, aligned to Defence's *Pathway to Change*. Army supports its people through your leadership. Our cultural reform is drawn from initiatives such as our lived values, Army's Contract with Australia, increasing diversity and inclusion within the force, acknowledging the personal and capability impacts of family and domestic violence. *Army is an organisation in which people have purpose and are inspired to serve.*

Line of Effort Six: Joint Warfighting Readiness

The Defence White Paper 2016 requires Army to provide forces that are ready for employment in a range of joint warfighting and other operational settings. In preparing Army force elements, the brigade is the land manoeuvre unit of action; a divisional-scale Joint Task Force Headquarters is the force employer; and Special Operations Command provides national mission forces.

The force generation cycle provides the foundation for progress on this line of effort, led by our Functional Commanders. The Army has adopted a readiness campaign approach to the annual conduct of Exercise HAMEL, the joint land certification activity, and will progressively develop our contribution to equivalent Air, Sea and Joint activities. The objective is consistently high force generation outcomes tested by realistically challenging scenarios incorporating Joint Task Force orchestration, brigade-level land manoeuvre, inclusive of significant reserve capability, and supported by joint and special operations components shaping the exercise battlespace. Importantly, the purpose of force generation must be foremost in mind; to be prepared to support the customer of Army readiness – a standing or standby Joint Task Force, such as Joint Task Force 633, Headquarters 1st Division or a Joint Special Operations Task Force.

Of course, readiness is much more than force generation. A ready force is a force that invests in its allies and friends. As such, readiness activities encompass international engagement, building security partnerships, and developing habits of cooperation with allies and partners that can be drawn upon in times of crisis or conflict. In this regard, it is instructive to note that Australia has never fought alone.

With these joint warfighting readiness themes in mind, Army's mission statement is being reviewed and refined to nest better within the ADF mission, and more accurately reflect Army's *Raise-Train-Sustain* role. ***In all aspects, readiness is the essential first step to success in operations.***

Line of Effort Seven: Amphibious force development

Army is well advanced with trials to inform the land force contribution to Defence's amphibious capability. Amphibious forces are an important strategic capability for Australia in endeavours ranging from peacetime regional engagement, humanitarian assistance and disaster relief, through to joint warfighting scenarios. An incremental approach to building and confirming capability milestones will characterise the development of an ADF amphibious capability.

Informed by the trial program undertaken by 2nd Battalion, the Royal Australian Regiment, Army will shortly make a series of key decisions on amphibious capability issues such as permanent amphibious support force structure, force generation of amphibious force elements, and preparations for a future riverine capability. Following a period of transition, Army will have a standing specialist element, an 'amphibious support unit' with a ground combat element that will be rotated within Army's battle groups. Exercise TALISMAN SABRE 17 will provide the next significant hit out for this emerging capability. Coordination with the other services is at the heart of successful amphibious capability development and application. ***Army is amphibious capable.***

Line of Effort Eight: Implementation of the Houston Review into Army aviation

Army aviation is vital to joint land warfighting and our Army operates some of the most capable and technologically advanced combat helicopters in the world. But I am mindful that Army aviation is a costly and challenging force element to sustain, with significant risk to our people and capability if not managed carefully. The recently completed Houston Review into Army aviation notes we are doing well in many areas, particularly our management of operational airworthiness. However, it also provides a series of connected, whole of capability, recommendations on how Army might best take our aviation capability forward. The Houston Review has been endorsed by

my Senior Advisory Committee and will be progressively implemented, subject to certain aspects being endorsed by government. *Army aviation is in all aspects a safe, sustainable and effective contributor to ADF capability.*

Line of Effort Nine: Force posture

Army's force posture requires constant review and adjustment. The Defence White Paper 2016 introduces significant new capabilities to Army over the coming decade. These include a cyber capability, enhanced air defence, long range rocket artillery, and land-based anti-ship missiles. Posturing for these new capabilities, within resource provisions, is a vitally important task. To that end, a more contemporary force posture will assist with sustainment, associated budgetary pressures, and the realisation of a sustainable force as envisaged under Plan Beersheba. Importantly, many force posture related issues are long standing. As such, success on this line of effort will be defined largely by progressing enduring force posture solutions, rather than continuing to manage difficult problems through short term fixes.

As discussed earlier, work on this line of effort will be aimed at aligning Army's establishment with available personnel asset and our Army Force Structure in the first instance. The location and facilities of some bases are also subject to review, in order to ensure alignment with Defence's future estate planning and Army's Plan Beersheba dispositions. Similarly, the acceptance into service of new vehicles and capabilities will require some facilities modifications across Army's bases. *Army is postured for Plan Beersheba and capability delivery under the Integrated Investment Plan.*

Line of Effort Ten: Modernisation

Army has consistently invested time and resources into looking to the future. However, we are at times, too quick to the answer and too inattentive to the subtleties of the question. In an effort to address this point, I will be seeking more attention be focused on asking the right questions as work progresses on this line of effort. Of note, I do not necessarily expect the 'answers' during my time as Chief. Rather, I am seeking to generate extended and iterative discussion, in partnership with others, on issues that will inform decisions on Army's future. My supposition is that, if you are sure you have the answer, you are probably asking the wrong question.

Accordingly, Army research will be reinvigorated, networked and connected with other thought centres. The outcomes of such initiatives will be drawn upon to inform joint force design. We should aspire to establishing Army as a consistent and constructive thought-leader on national security challenges, defence capability and leadership; all with an applied focus on the implications for joint land operations.

More broadly, modernisation will bring into service the 'iconic' land projects of the Integrated Investment Plan. First and foremost, Land 200 will network the Army to fully exploit the potential of all other land and joint force capabilities. For the fight itself, Land 400 will deliver Army's protected ground combat capability. This will include Infantry Fighting Vehicles that, together with the Main Battle Tank, will form the cornerstone of the ADF's close combat capability – the armoured punch if you like – to win when no other option is available or effective. Similarly, I am committed to providing state-of-the-art capabilities to the individual soldier through the Soldier Combat System project. Our soldiers deserve to be equipped to survive, fight and win. And in so equipping our combat personnel, Army will prioritise technology that enables them to keep their *heads up, eyes on target, and hands on weapons*. Army's priority is to preserve these three projects essential to success in the close fight: the network, protected manoeuvre, and the empowered soldier. *Army thinks critically to deliver the capabilities required to meet Australia's future strategic challenges.*

2. Indigenous Development Programs

Army currently manages three Indigenous Development Programs; the Army Indigenous Development Program (AIDP), the Indigenous Pre-Recruit Program (IPRP) and the Language, Literacy and Numeracy course.

Army Indigenous Development Program (AIDP)

The aim of the AIDP is to provisionally enlist selected Indigenous candidates who are below the current general entry recruiting standard and provide them a developmental opportunity to bridge the gap, ensuring their successful completion of Army recruit and initial employment training. The 5 month program aims to:

- Improve education standards to a minimum of Certificate II - Skills for Work and Training
- Address any medical concerns that can be remediated in a five to 12 month period.
- Develop attendees' confidence, social and emotional skills
- Introduce attendees to ADF culture within the context of individual cultural identity
- Ensure attendees attain the physical fitness requirements to commence and complete recruit training.

Who is eligible?

- Indigenous candidates that **do not** meet the current general entry recruiting standards for Medical, Education, Character, Aptitude and Body Embellishment.
- Indigenous candidates that require medical treatment that can be completed within a five to 12 month period.
- Indigenous candidates with resilience and emancipation issues.
- Indigenous candidates who did not have the required aptitude to secure a Job Opportunities Report (JORS) from DFR.
- Indigenous candidates who want to join the ARA or ARes.

Locations

- **AIDP-NT** Batchelor Indigenous Institute of Tertiary Education (BIITE) in NT. Trainees board and study at BIITE. Runs one course a year
- **AIDP-NSW** Army Recruit Training Centre (ARTC), Kapooka in NSW. Trainees live on the Army base and study at Riverina TAFE located in Wagga Wagga. First program trialled in 2016.

Dates for 2017

- 18 Oct 16 – 24 Feb 17 conducted by RDW, located at ARTC Kapooka
- 7 Mar 17 – 14 Jul 17 conducted by NORFORCE, located at Batchelor, NT
- 20 Jun 17 – 13 Oct 17 conducted by RDW, located at ARTC Kapooka
- 26 Sep 17 – 9 Feb 18 staffing and location yet to be determined

Statistics for AIDP

- **AIDP-NT.** 36 commenced the course, of which:
 - 34 Graduated
 - 2 discharged on completion of AIDP
 - 4 transferred to the Ares
 - 20 completed recruit training and will commence initial employment training in 2017
 - 2 will commence recruit training in 2017 on Medical Employment Classification upgrade
 - 6 discharged while at Kapooka conducting Recruit Training at ARTC
- **AIDP-NSW.** 38 commenced the course, of which:
 - 36 enlisted through DFR
 - 1 transferred from IPRP
 - 1 transferred from 1 RTB
 - 2 have discharged
 - 36 currently on course

Indigenous Pre Recruit Program (iPRP)

The aim of the IPRP is to enlist Indigenous candidates who meet the current general entry recruiting standards for Medical, Education and Aptitude and develop them to succeed during ab initio training. The six week program aims to:

- Develop attendees' confidence, social and emotional skills
- Introduce attendees to Australian Defence force (ADF) culture within the context of individual cultural identity
- Ensure attendees attain the physical fitness requirements to commence and complete recruit training.

Who is eligible?

- Indigenous candidates that meet the current general entry recruiting standards for Medical, Education and Aptitude
- Indigenous candidates that may be lacking in fitness, resilience and confidence
- Indigenous candidates who can achieve 4 push ups, 20 sit-ups and 6.1 on the beep test at Defence Force Recruiting (DFR).

Locations

- Four IPRP will be scheduled for 2017. Two will be conducted at ARTC, Kapooka.

Dates for 2017

- 28 Feb 17 – 7 Apr 17, located at ARTC Kapooka
- 26 Apr 17 – 2 Jun 17, located at ARTC Kapooka
- 13 Jun 17 – 21 Jul 17 located at HMAS Cerberus
- 15 Aug 17 – 22 Sep 17 location to be confirmed

Statistics for IPRP

- A pilot IPRP consisting of 13 personnel was undertaken at HMAS Cereberus, of which:
 - 12 graduated with 11 commencing recruit training at Army Recruit Training Centre and one in holding platoon due to injury and will commence recruit training in 2017.

Language, Literacy and Numeracy course

A Language, Literacy and Numeracy course is provided once a year for selected Indigenous Regional Force Surveillance List soldiers to prepare and up-skill them for career development.

Dates and location for 2017

- 5 Sep 17 – 25 Nov 17, conducted by NORFORCE located at Batchelor, NT

3. Recruiting Trends Resulting from Army Involvement in the Civil Community

The last five years of Army Defence Aid to the Civil Community (DACC) tasking and the Army Aboriginal Community Assistance Program (AACAP) was analysed by time and location against Defence Force Recruiting Enquiry data. The tasking represented a mixture of urban and rural activities across all states.

The primary DACC tasks considered were:

Date	Task	Location
Sep 2016	Flood Relief	Two Wells, SA
Sep 2016	Flood Relief	Forbes, NSW
Jun 2016	Flood Relief	TAS
Feb 2015	Bush Fire	WA
Nov 2013	Bush Fire	Sydney, NSW
Jan 2013	Flood Relief	Bundaberg, QLD
Mar 2012	Flood Relief	Wagga Wagga, NSW
Mar 2012	Flood Relief	Shepparton, VIC
Jan 2012	Flood Relief	Brisbane, QLD

The AACAP projects considered were:

Date	Location
2016	Laura, Far North QLD
2015	Titjikala, NT
2014	Wutunugurra and Canteen Creek, NT
2013	Fregon, SA
2012	Dampier Peninsula, WA

Analysis of the past five years of Defence Force Recruiting Enquiry data indicated no correlation between a statistical increase in recruiting from areas where Army had undertaken DACC or AACAP tasking.

The Bushfire and Natural Hazards Cooperative Research Centre, undertakes research of Australia and New Zealand's fire and emergency service authorities, land management agencies as well as non government organisations to explore causes, consequences and mitigation of natural disasters. Their research has revealed an increase in part time volunteering post natural disaster (fire/flood) occurs due to a sense of serving the local community, to meet community need and as a local community obligation.