



Army

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Smart Soldier

Jungle ambush
Operation FIJI ASSIST
The RODUM
VC Inspiration
Tactical Tech talk

Serving our Nation

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Conditions of release

This publication has been cleared for release to the public by Australian Army Headquarters.

Introduction


This edition of *Smart Soldier* contains an interesting collection of articles about a range of topical issues in Army.

This year, it is highly likely that you will be conducting several activities that require foundation warfighting skills (FWF) skills standards to be at a very high level. Where do you need to improve? How are you going to do so? Remember, if you want any information or lessons on improving specific FWF skills, contact CAL with an RFI. You can also suggest an article, or perhaps even write one yourself. Jungle Training Wing provided the first of this year's FWF articles with lessons and tips on the conduct of a jungle ambush, and RSM Adelaide Universities Regiment has written the first in a series of coaching tips for the pistol.

There are also tips and observations from Operation FIJI ASSIST, considerations on the use of social media to exploit operational security vulnerabilities and shape kinetic actions in the contemporary battlefield, maintaining operational fitness during a period of extended leave, advice on what the updated Army First Aid Course means for you and your unit, and how to contribute to improving Army's equipment through the RODUM. This edition's Victoria Cross inspiration is from late 1942 and features SGT Kibby in the Battle of El Alamein. Whilst reading this, think about your own personal values and those of the Army. Consider how you cope under stressful situations and how you can use this example of courage in your personal and professional life.

The quick decision exercise (QDE) provides you with a chance to improve and develop your tactical knowledge. Members of the Combat Training Centre have constructed a scenario in which you are the section commander tasked with providing security to a civil military cooperation officer and coalition provincial reconstruction team representative at a key leadership engagement. There is also site recon for a potential future reconstruction task in a rural village in the Green Zone.

Editor's note. The pistol article is written specifically for Defence members. It is available in full in the classified edition of *Smart Soldier 47*, which is in hard copy and on the Defence Restricted Network. An extract is provided in the unclassified edition of *Smart Soldier 47*, which is on the internet. Coalition partner military members can request copies of the classified edition and the full article via their military lessons network.



The following article has been written by Warrant Officer Class Two David Berrill and Warrant Officer Class Two Dion Jobson from the Combat Training Centre's (CTC) Jungle Training Wing (JTW) in Tully. The lessons provided in the article have been developed as a result of detailed observations on soldiers conducting Jungle Training in the past 30 months. This article has been cleared for release by the Commander of CTC.

In the bush, once the flare was in position, the Claymore mines would be set up to cover the centre of the killing ground and a couple to cover in front of each machine gun. Later during my tour, when I was one of the more experienced diggers, the Platoon Sergeant had me setting up the Claymore mines. The mine is full of deadly ball bearings, to rip and tear a body to pieces.

It was critical that before you moved out of the position that the M60 Gunner knew you were moving out into the killing ground. The second critical issue was to hold onto the trigger device for the mines. This was called the "clacker", I have no idea why; perhaps because of the noise it made when you triggered it to explode the mine. When you were safely inside the platoon position, then and only then, you would attach the "clacker" to the wires running to the Claymore. When the safety was removed, a metal bar in place, and you pressed the "clacker" together it allowed a circuit to trigger the explosives in the mine. This would send hundreds of metal balls into the killing ground. The mine was marked, believe it or not, with the words "Front Towards Enemy". To ensure that in moments of forgetfulness you did not face it the wrong way.

7RAR, 1970

Jungle Ambush

Observations made by JTW staff show that ambush orders and mud models generally contain sufficient detail to allow the ambush commanders to meet the higher commander's intent and that the occupation of the ambush is generally good with minimal noise. The outcome of the ambush is, however, often compromised by guns not being sited to achieve kinetic effects into the killing ground. The majority of fire provided by guns has been frontal and oblique, when they should be trying to achieve enfilade fire. Additionally, the siting and employment of the M18A1 Claymore Anti-personnel Weapon (APW) into the killing ground requires more thought so that the Claymores achieve interlocking arcs.

Learning how to use and site weapons systems correctly is just one way of achieving a successful ambush in jungle terrain. The careful selection and employment of all ambush aids in general, not only increases the control and communication afforded to the ambush commander but also the destructive capability of the ambush. A well planned ambush, resourced with and supported by appropriate aids, will increase its effectiveness and lethality.

This article will provide practical lessons on how to use a wide variety of equipment and weapons systems effectively in an ambush to support the control of the ambush and the communications within the ambush site.



Equipment

The effective use and employment of both organic and specialist equipment can enhance the C2 of an ambush, while providing focused kinetic effects into the killing ground. Remember to consider a variety of equipment available rather than limiting planning to the use of section stores.

Tip 1: Conduct detailed training and practise in the use of unattended ground sensors (UGS). UGS are bulky in size and weight, and their placement and retrieval is time consuming. Additionally, inexperienced soldiers may have difficulties interpreting the

output of UGS to differentiate between animals, personnel and combatants. A solution can be as easy as regular continuation training in the use of UGS within the units.

Tip 2: Torches are only beneficial in certain situations. Torches provide an accurate and controlled source of illumination when conducting searches. They are, however, a poor means of illumination within the engagement area, but the A302 Trip Flare is very effective in providing illumination. If suitable, given light and enemy capability, night vision goggles (NVG) are extremely effective when combined with a night aiming device (NAD). Care must be taken to ensure the NAD does not compromise the ambush in star/

moonlight by its employment before 'springing' the ambush.

Tip 3: Protect friendly troops when using trip flares. Trip flares must be sited then initiated on command. This is to reduce the likelihood of initiation on own troops or non-combatants and so that they do not illuminate friendly troops. An additional means of protecting friendly troops from trip flare illumination is to use chandler-boards. Even though this is an old technique, chandler boards are still very effective in the jungle environment.

Tip 4: A fool and his pack are easily separated. Ambush commanders need to consider where their call-sign's packs are going to be located during the conduct of the ambush. Taking packs into the ambush will provide additional cover and also ensure that they can be easily taken in the event of a fighting withdrawal. It is also appropriate to leave packs guarded by a piquet at the firm base.

Tip 5: The ambush commander must have a robust infrared (IR) plan in place. This is because the effectiveness of night observation devices (NOD) is reduced in a close country environment as the density of the vegetation may block out ambient light. NAD allow the ambush commander to selectively target and engage individuals.

TAG-IR¹ markers can be utilised to mark routes and form part of the ambush commander's early warning plan. Care must be taken with IR light sources as they can be detected by Gen 0 or later NODs.

Tip 6: During the planning phase, careful consideration must be given before employing the Exploder Lightweight Shrike² in an ambush due to three factors that affect its use. The Exploder Lightweight Shrike is of solid-state, moulded plastic construction and when fully charged provides sufficient power to make 100 firings through circuits of up to 400 Ω resistance. To be an effective ambush tool, the following factors must be considered:

- The Shrike takes time to prime before it is ready to initiate. This can affect planning times for the initiation of the ambush as the firing device cannot be employed to fire instantaneously.
- A red flashing light will emit from the Shrike when it is ready to be fired. This light will need to be concealed as it will stand out in

a jungle position, particularly as the ambush area will be in close proximity to the engagement area

- Once the Shrike is primed, the firer must press the required line button before pressing the firing button. When pressing the required line button, a green light will emit from the shrike until the shrike is fired. Even though the flashing of the light may be a split second before firing, if the enemy see it and they are alerted by a second, it could mean the difference between a successfully executed ambush or not.
- If planning to use a Shrike, ensure that its use is practised during detailed ambush rehearsals.

Weapons Systems

An understanding of the characteristics, employment and the effective use of both organic and specialist weapons can enhance the overall kinetic effect and help in achieving the desired outcome.

Tip 7: Site individual weapons to achieve additional security and main weapons to achieve maximum lethality. Individual weapons (e.g. the EF88 Steyr) are used to provide security to



the light support weapon (LSW) and to cover gaps created by LSWs and the Claymore. While the EF88 can be staked, it is not a necessity. The main killing weapon within the ambush is the machine gun (such as the 7.62 mm LSW Minimi Tri-rail or GSMG ³MAG 58). It must be staked in order to achieve maximum effect through interlocking arcs. The siting of this weapon system is dictated by the ground, terrain, vegetation and the experience of the ambush commander.

Tip 8: Site anti-armour weapons on the flank. This will allow munitions to reach respective arming distances. Operators need to be cognisant of the need to clear fire lanes and BBDA⁴

lanes. Weapon effects need to be considered when engaging combatant vehicles in close proximity to friendly troops.

Tip 9: Grenades can be used on initiation or to selectively re-engage combatants. Grenades can also be employed as part of a command detonated 'grenade necklace'. Remember, that the employment of grenades is dependent on the shape of the engagement area, the proximity to friendly troops and if there is any dead ground that can be covered by the grenade necklace.

Tip 10: Claymores can be employed singularly but are best employed in banks. They also require time to set up and must be sited and camouflaged accordingly. The employment of banks of non-electrical interconnections using

¹ A type of infrared marker

² The Exploder Lightweight Shrike is utilised in conjunction with the Antipersonnel Weapon M18A1 (Claymore). More detail is located at LWP-G 7-4-41 Antipersonnel Weapon M18A1 (Claymore) — Chapter 3

³ General support machine gun

⁴ Back Blast Danger Area

service explosive does increase the set up time, but experience and rehearsals will reduce this. Note that Claymores are also a command detonated weapon.

Tip 11: Offensive support can be used to supplement fire from the killer groups as part of cut-off. Offensive support can also be used to provide battlefield illumination and shape the battle-space to force the enemy into the engagement area. Time of flight (TOF) and safety distances must be considered during planning.

Control

Because there will be little opportunity for orders once the occupation has commenced, control measures must be made known to the ambush party before the deployment to the ambush site.

Tip 12: Maximise the use of available time through the use of SOP/TTP⁵, training, orders and rehearsals. Detailed and thorough orders must be delivered by the ambush commander. Ambush commanders must realise that ambush groups sizes will depend on the ambush layout and the effect on the ground that

the commander is trying to achieve, the terrain and the manning within the platoon or company. This can all be achieved through detailed analysis and planning.

Tip 13: The ambush commander must deliver detailed and thorough orders. This responsibility cannot be placed back onto a section commander or group commander. The ambush commander is also responsible for tasking each person in each group.

Tip 14: Consider the ambush groups sizes carefully through detailed analysis and planning. Ambush groups sizes will depend on the ambush layout and the effect on the ground that the commander is trying to achieve. They will also be affected by the terrain and the manning within the platoon or company. In addition, ambush commanders need to realise that a fire team is NOT necessarily a group within the ambush and that the fire team does NOT need to remain as a single identity.

Tip 15: Look out for future ambush sites when patrolling. During patrol activities, soldiers and commanders should be preparing themselves for future possible operations by paying attention to terrain features and vegetation to identify likely routes, landing zones, landing points, firm bases and ambush sites. This may also assist commanders to identify potential enemy ambush locations.

Tip 16: Consider security implications when marking routes to the ambush site. Perimeter cord can be used to mark routes, particularly from the platoon firm base to the ambush site. It is also a useful means of communications between pits and groups. Remember to retrieve it upon withdrawal to reduce the risk of enemy follow-up. Chemical lights / krill lights and luminous tape can also assist in the marking of routes, equipment and weapon arcs. However, it must be noted that these light sources must be covered or concealed in order to maintain security.

Communications

The best aide to control, within the ambush, is effective communications. Wherever possible, communication plans should be duplicated in order to ensure there is an alternate means of communications. As a minimum, communications must be maintained between the Ambush Commander and Early Warning / Cut-off Groups.

Tip 17: Use signals illumination (ie para flares) to co-ordinate offensive support and CASEVAC⁶. It can also be utilised as a means of communications with other dismounted call-signs that may



⁵ Standard operating procedures / tactics, techniques and procedures

⁶ Casualty evacuation



not be on the same radio net. It must be noted that the use of signals illumination will require a 'key-hole' in the canopy. In addition, the call-sign that is being communicated with will need to have clear uninterrupted visibility of the battle operating space.

Tip 18: Consider the terrain and general security environment when planning methods and means of communications. Although field signals allow flexibility, they cannot be used in the jungle at night and are restricted to short distances by day. Communications cord is also to be avoided, as although it is a silent means of communication, it does not allow for flexibility in the passage of information. Improvised lights provide a good means

of silent communication but are unreliable in bad weather and have a limited battery life. Voice communications should be kept to a minimum except for post ambush initiation, so that clear instructions can be provided on tasks such as sending searchers into the engagement area or withdrawing.

Tip 19: Plan the use of radios wisely. Radios, such as the SPR⁷ or Harris 152, provide a good means of communications when controlling tasks such as CASEVAC or offensive support. There are, however, some negative aspects to using radios

during a jungle ambush. These include the following:

- The sole use of radios in an ambush can lead to ambush failure if it is the only means of communication that is relied upon.
- Radios can be noisy. They can 'squellch' at any time, and even if an operator whispers, the noise can be heard by the enemy. They should be left at the rear protection pit to avoid the ambush being compromised. Once the ambush is set, radio silence should be imposed.
- The use of VHF communications is restricted within a close country environment.
- Radios will run out of battery power at the most inconvenient time. Replacing radio batteries creates unacceptable noise in a close country jungle environment.
- If using Claymores within the ambush, ambush commanders must consider the employment and placement of radios in relation to danger areas for sources of extraneous electricity safety distances.



⁷ Soldier personal radio

Conclusion

There are many ways that a commander can plan and execute an effective ambush in a close country jungle environment. Commanders who do not utilise aids while conducting ambushes are probably not fully aware of those available to them, or are unaware of their respective employment capabilities. Each ambush is different; some aids will be useful while others may not be. The availability of ambush aids will also determine what you can and cannot use. In general, ambushing is a perishable skill that will be more effective through regular practice, rehearsal and a thorough understanding of the use and employment of ambush aids.

Pistol coaching

tips for the combat world

*By Warrant Officer Class One W
Serving Regimental Sergeant Major*

Warrant Officer Class One W is a weapons specialist and was posted to Special Air Service Regiment (SASR) for 24 years, including five years as Senior Instructor Close Quarter Battle/Urban Combat at Battle Wing.

Introduction

In many areas of Defence, the ability to shoot a pistol effectively is a required skill. Like any other skill it takes time, good training and regular practice to achieve a level of proficiency and capability. This can be difficult to achieve unless you are a member of a special forces (SF) unit; even then this can be somewhat of a challenge. If we can all agree on this: if you have your pistol out and you are in a combat situation, you can most likely assume your foe is close to you. If this is the case and it becomes a life and death

struggle, you'd want to make sure your fundamentals are sound, if not rock solid. You do not have the luxury of distance; it doesn't get much more intimate in a gunfight, so speed and accuracy will be paramount.

That said, more opportunities will be available in the near future to ensure you can develop these skills. There has been a big push from Army Headquarters and Combined Arms Training Centre (CATC) (within Small Arms Policy Section – SAPS) to reinvigorate shooting at all levels, but for now we will focus on pistol.

Pistol shooting, as with rifle shooting, is a skill; it is quite simple to coach operators to hit a target at 5-7 m with a good degree of accuracy if your coach/instructor knows what they are doing. However, this is only a very small piece of the puzzle. The most difficult aspect of coaching a soldier is to

Thanks to Mr Ben-Doyle Cox of PLAT-A-TAC for supplying the blue training pistol, and to Sergeant Scott Portwin, Adelaide Universities Regiment, for demonstrating correct drills in the images provided.

ensure they have the correct combat mindset regarding why they are on the range learning the skill. This includes getting coaches and soldiers out of a range mentality. Often personnel gain a pistol qualification prior to deployment so they can carry one on their hip or leg during their work where it is appropriate to do so and is more convenient than carrying a rifle. However, whilst the qualification is gained, we seldom delve into the combat mindset required of a situation in which they will have to defend their life or that of a mate.

All that said, we need to start somewhere before we can conduct combat shooting and ensure a reasonable degree of survivability with a pistol. This article will cover a number of areas to enable soldiers to build a good knowledge base on pistol shooting, and where possible I will also cover why we do it.

Remain combat focussed

Right from the time we go to the armoury to sign out weapons, and then head off to the weapons shed to start our qualification lessons; we need to be combat focussed, while instilling safe weapon handling from the outset.

Tip 1: Let trainees learn tab data and characteristics in their own time. I believe we lose a lot of precious time during these early lessons talking about tab data and characteristics of a weapon system. This is important information, but it is also information that can be learnt by the trainees in their own time and tested at a later date by Q&A. Let the trainees learn that prior to attending the course.



Tip 2: Teach Weapons lessons in a logical order. For example, cover “parts of the weapon” prior to handling the gun. Teach strip and assemble at the end of the day when it is appropriate and you intend to clean the weapons. This will be far more beneficial to the trainees, not just from a primacy and recency effect, but practical application as well.

Tip 3: Break complex skills into basic components. Assuming we have met all the criteria above we must approach pistol shooting, like any other complex skill and break it down to its basic components, master them appropriately

then combine them with practice over time so that we become efficient and effective. We must be patient with this as with all complex skills. We progress, plateau and progress; at times this is a test in frustration management. This is typical human nature as we always want to do well. As students and instructors, we must remember to ensure adequate time is given to learn complex skills then add pressure for the right reason and at the appropriate time and level.

The remainder of this article is available in the classified edition of Smart Soldier 47 (Editors notes, page 1)

Qualification versus confidence with the pistol

I believe firing 10 rounds is our current requirement to be deemed qualified. Although this is the minimum requirement for trainees to be deemed competent, it does not make them proficient nor does it make them confident in the use of the weapon. This area could be linked to technology-based training for safe effective training, but more about that in later issue when we cover training technologies.



Operation FIJI ASSIST 2016

lessons learnt in a clinical setting

This article was submitted by Sergeant Bernadette Serong and is based upon her observations as a Medic on Operation FIJI ASSIST 2016. It provides tips for clinicians of all ranks and notes the benefits of engaging with host nation (HN) medical facilities for clinical placement within the area of operations.

Some tips are relevant to specialists of any corps deploying in similar circumstances. CAL has summarised comments from many years of lessons data captured during other humanitarian assistance /disaster relief (HADR) operations such as QUEENSLAND FLOOD ASSIST 2011 and YASI ASSIST 201, or the many overseas missions such as PAKISTAN ASSIST 2007 and even the recent FIJI ASSIST 2016.

In a deployed setting, a clinician can seek opportunities to maintain their technical skill set. This is true for trades within any corps, for example sappers, craftsmen and so on. It gives Australian forces the chance to practise a broad range of skills, and there is always something to learn from HN military and civilian personnel.

Tip 1: Elements need to engage early with host nation services in order to enhance local capability. From a medical perspective, establishing rapport with key stakeholders at Role 2/Role 3¹ medical facilities within the area of operations can enable Australian/coalition casualties to be locally treated and managed effectively. Such was the case during Operation FIJI ASSIST 2016 for treatment of Australian casualties at Suva Private Hospital. Australian medical teams often deploy as a small element without organic specialist services, so effective liaison with local services was a force multiplier. Knowing how to access medical resources such as CT scans, imagery and pathology services can change clinical outcomes for Australian casualties by reducing timeframes and expediting treatment options.

All corps relevance

Lessons data provides evidence that this is relevant for all elements working with other Government and non-government agencies or on operations. Not only does it ensure appropriate timely, efficient and effective support, it is also likely to enhance relationships and operational effects. Civilian and military liaison is highly beneficial in the early stage of operations. For example, during FIJI ASSIST it was important to liaise and coordinate with air traffic control, customs and immigration to de-conflict moves by civilian and international forces. Early military to military engagement also sets the conditions for success; for example, during FIJI ASSIST the Liaison Officer network contributed to building an effective Australian-Fijian military relationship to better achieve the mission.

¹ Role 2: Health care facility that provides clinical support based on formed health teams. It is capable of receiving casualties requiring triage, resuscitation, operating theatre and intensive care services. Role 3: Health care facility that provides comprehensive secondary health care including primary and specialist surgery; advanced diagnostics; advanced dental support; rehabilitation support; and psychology intervention. (LWD 1-2 Health Support, 2015)

Tip 2: Take the opportunity to broaden your experience during HADR operations. From a clinical perspective, this includes treating a broad range of diseases and conditions that are uncommon in Australia. HN medical facilities provide a vital resource for exposure to treating many tropical diseases and conditions that are endemic to HN populations but are uncommon in Australia. For instance, tuberculosis, cholera, dysentery, tetanus, polio, malaria, sepsis, gangrene and many more are often present in HN medical facilities, particularly in developing nations where vaccination programmes are inaccessible or non-existent. These conditions are often present in populations where Australian forces deploy such as the Middle East area of operations and South East Asia, so any exposure you can get in treating these conditions will prepare you for future deployments.

All corps relevance

Observations from operations show us that working on HADR operations gives us a wealth of experiences we generally cannot get in such concentrated form from any training event. Working in a collaborative environment, there is much we can learn from our civilian or other military counterparts whilst they can also learn from us. Additionally, you may find that those who had 'other lives before Army' such as emergency services workers have relevant experience from which all can benefit.

Tip 3: Be agile and adaptive. When deployed, we don't always have everything we have back home. For example, clinicians often need to adapt to treating casualties with limited resources when deployed on long operations where resupply chains are stretched to their limits. Working in HN medical facilities also challenges clinicians to be agile and work with limited and rudimentary resources. This is a skill that enhances the clinician's creative thinking whilst maintaining best practice treatment guidelines.

All corps relevance

Many years of observations suggest that there will be potential deficiencies in equipment or unusual problems when performing partnering roles with military or civilian HN elements, or even for disaster relief within Australia. You will not always be able to anticipate them. However, your knowledge of your job and experiences, along with application of WHS, will enable you to resolve problems creatively. For example, during one relief operation, soldiers discovered that even though there was equipment to load rubbish at the disaster site, the rubbish had to be unloaded by hand at the tip. They discovered that by putting large items at the bottom, personnel were able to drag the waste from the truck more easily. There are numerous other examples in HN and Australian HADR operations of soldiers finding better, innovative or alternate ways of doing things due to necessity, and encountering new and

unexpected circumstances that had to be dealt with. It is important to remember that we can learn from HN elements that have developed innovative ways of resolving deficiencies in equipment or solving unusual problems.



Tip 4: Maintain your core job skills. For medical staff, it is important to maintain basic clinical skills. HN medical facilities are often understaffed, under resourced and underfunded. Patient turnover may be high in these facilities, and there may also be little competition among clinicians to conduct invasive procedures such as suturing of wounds, insertion of definitive airway adjuncts, insertion of chest

All corps relevance

Feedback from many operations reminds us of the need to retain standards of professionalism in military skills (all corps and trade) and behaviour. Maintaining trade skills and being able to successfully apply them in a regional assistance mission not only provides the operator with invaluable experience, it builds credibility for the Australian Army.

drains, administration of medications with necessary adaptation to local equipment and drug strengths/presentations, and exposure to often unmanaged cardiac patients. This provides an invaluable opportunity for deployed clinicians to step in and help, and maintain their own basic clinical skills.

Tip 5: Build effective relationships by learning basic terminology and cultural information. Learning greetings and medical terminology in the local dialect prior to clinical placement will enable clinicians to engage effectively with patients and staff.

All corps relevance

Force elements that make the effort to build relationships and respect local customs build positive relationships that improve mission performance. We need to take the time to understand the cultures of the host nation and other countries with whom we are working, and how they think and act differently. A basic knowledge of local customs and terminology gives soldiers the confidence and understanding to interact with the locals without inadvertently offending or upsetting them. This can be assisted by mission specific training in the local culture and language, including terminology relevant to trade. It can also be enhanced by personnel who have worked with the relevant HN government and non-government organisations during previous deployments.

Whether or not mission specific training time is sufficient to complete cultural familiarisation, it is recommended that you visit the *[Adaptive Warfare Branch intranet SharePoint²](#)* site to download the relevant pre-deployment handbook or the 'This is...' series cultural information. For deployment locations that are common to the Australian Army, click on the relevant area of operations or 'other international operations', and for other locations use the 'cultural information' link to find the 'This is...' series.

Additionally, the terminology and acronyms we use in the Army can be different to those used by other uniformed and non-uniformed Australian Government organisations. Many of these organisations use the same words but have different definitions for things such as policies and doctrine. Be aware of this and adapt as necessary when working with them locally or overseas.

Tip 6: Commanders need to consider operational imperatives and benefits of clinical placements. Linking mission tasks with unique, clinical opportunities is a fine and necessary balancing act. Participation in clinical placement must enhance the mission rather than detract from it. Building effective relationships with HN medical personnel, enhanced by the professional conduct of military clinicians, can significantly boost diplomatic relations between Australian

² <http://legacy/TeamWeb2010/ARMY/1div/HQ%201%20Div%20Directory/awc/Pages/AWB-Welcome.aspx>



and HN governments; however, sufficient material and personnel medical resources must be maintained for the deployed force.

All corps relevance

Although specialist elements might initially be deployed to support our own forces, observations from HADR operations suggest that when spare capacity is discovered and reassigned with the relevant permissions, it can provide a much needed morale boost to local populations.

There are also specialist placements outside of mission deployments that provide valuable experiences. There are several specialist trades that offer placements external to Defence to broaden the experience of the relevant military tradespeople during their careers. Such placements routinely bring valuable experience back to the organisation or training centre that arranged the placement and ensure Army retains a level of compatibility with such trade communities.

Tip 7: Commanders need to gain approval to work with/within HN civilian organisations. Deployed clinicians can only engage in clinical placements within the area of operations when written approval is gained through our own chain of command and from the HN government. This involves the Medical Officer in charge of the clinical team, the Combat Team Commander, the

All corps relevance

Although the HN government may have given permission, we cannot assume that the facility has been consulted during the approvals process. During FIJI ASSIST, the engineers mentioned that, despite being given permission by the Government of Fiji to deploy and assist the population, it was important to liaise with the locals (including local organisations). Early on in the deployment they learnt that they needed to stop short of the village they were about to enter, and converse with the chief to gain permission to proceed. Completing this procedure enabled easy relations with inhabitants whilst failure to do so had the potential to engender hostility. They also learnt that if they arrived too late to an abode or settlement, it was considered rude and an impost on local inhabitants. During the provision of help to the 2011 Queensland floods, liaising with the local council enabled an environmental health element to assist the council with vector control. Whether liaising with HN or other Australian Government or civilian organisations, liaising with the local organisation enables a shared understanding of each other's capabilities and procedures

senior technical advisor in the deployed force (eg the JO7) and the Commander of the Joint Task Force as well as advice from the Legal Officer. Therefore, the approvals process needs to be started early with the end state being written permission from the HN government. Deployed clinicians should hold onto this written permission for the duration of the placement.

Tip 8: Element commanders need to liaise with the HN facility's senior staff prior to commencement. For example, during Operation FIJI ASSIST 2016, the senior staff member was the Senior Consultant, Emergency Department, Colonial War Memorial Hospital, Suva, Fiji. Whilst commanders should present

the written HN government permission to the HN facility's senior clinical staff, they also need to consult with them and gain their permission prior to commencement of any clinical placement. Consultation not only ensures HN staff are fully involved in the process, it enables you to learn about any local customs or diplomacy that needs to be followed.

Conclusion

Clinical placements in HN medical facilities provide unique and beneficial opportunities for Australian military

health personnel to engage in clinical practice. They also provide much needed assistance to HN medical facilities. The benefits of these clinical placements can not be underestimated from a clinical skills development perspective, effective liaison with HN medical facilities/staff, and to bolster international diplomacy for the duration of the operation and beyond. I encourage all clinicians whilst deployed to engage in this clinical capacity whilst maintaining the commander's intent for the mission. The presence of the military can provide a much needed morale boost to the local population.





Army First Aid Course

update tips

by Warrant Officer Class One Allyce Hunt

Requirements of the new Army First Aid

During initial training, we complete the Army First Aid Course (AFAC) to give us the skills to provide initial care to combat casualties until trained medical staff can take over. It has probably been a long time – even decades – since many of us completed the AFAC, and things have changed. So much so that it could take many *Smart Soldier* articles to list tips on the updated procedures.

The new five-day AFAC (PMKeys code 200335), endorsed in December 2015, has seen a refocus on Army's core requirements – the treatment of traumatic and non-traumatic injuries within the operational battle space. It includes the proficiencies of First Aid Certificate (P102281) and Care of the Battle Casualty (P109594), both of which must be refreshed before the three year licence expires. The current course will be adapted and amended only when lessons learnt on the battlefield prove that changes are required.

Examples of new AFAC content include application of DRCABCD instead of DRSABCD; application of care of the battle casualty principles; preparation of the Nine Liner; management of trauma injuries such as nasopharyngeal insertion, and combat application of tourniquets and the Sam chest seal; and management of non-trauma injuries and operational stress reaction.

Tip 1: Get your unit qualified in the new AFAC. Units can request to conduct the AFAC, but they must meet the requirements for the conduct of delivery which are listed on the Army School of Health (ASH) SharePoint. For example, before they deliver the AFAC, qualified instructors must themselves be AFAC qualified. This may require sending someone away on an AFAC or submitting a non-platform support request for an external instructor. To run the course, the unit will also need to source the equipment that is listed in the learning management package on the ASH SharePoint site. Taking time away from the hectic pace of unit activities will better prepare unit personnel for both future exercises and deployments.

Tip 2: Get qualified before you deploy. Members are required to complete the new AFAC prior to deployment, and it is conducted during pre-deployment preparation. You will know whether you are current in this qualification as long as you have undergone the new training and have the two new proficiencies. However, if you are already qualified, it won't hurt to complete the training as a refresher during pre-deployment preparation.

Tip 3: Source a civilian registered training organisation to meet WHS first aid requirements. As the AFAC is specifically tailored to meet combat capability and lessons learnt on the battlefield, it is not designed to meet – and does NOT meet – the requirements defined in WHSMAN for the workplace requirements of a first aider. WHS requires national units of competency such as infant and child CPR, the ability to operate an Automated External Defibrillator, and so on. External civilian registered training organisations run courses that meet the WHS first aid requirements.

Further information

- **ASH SharePoint.** Further information on the AFAC can be found on the internal network at http://legacy/TeamWeb2010/ARMY/forcomd/trainingcentres/ALTC/ASH/STDOPS/SitePages/Exported_Training.aspx
- **Doctrine.** *LWP 1-2-5 Army First Aid* is currently under review, but the current doctrine can still be referred to as a guide along with an additional study guide located on the ASH SharePoint site. Locate LWP 1-2-5 via the Doctrine tab on AKO.



Maintaining operational fitness

Maintaining operational fitness

You would have probably have noticed that at the end of 2016 or after a deployment during 2016, you felt mentally, emotionally and physically exhausted. Stand-down of any sort provides us with the opportunity for rest and relaxation, and quite often, physical training or activity does not figure highly in the list of priorities. Although it is important to let your body recover, it is also important to maintain your fitness. If you haven't over the Christmas break, life will be more difficult when you return to work; it is better for you and the team to hit the deck running. This article will provide you with suggestions and tips to include in your planning for any post deployment leave, extended stand down period or even for Christmas 2017 to help maintain

your fitness so that you can return to work refreshed and operationally ready.

Why continuing to exercise is beneficial

The bottom line is that, no matter what our corps, role or rank, physical fitness is a requirement of our job. It is our individual responsibility to ensure we remain physically fit to a level that enables us to remain operationally ready¹.

Fitness enables us to pull our weight in the team. We need to be physically tough to face the great physical demands of our employment. As leaders at all levels, we need to set the example by maintaining fitness at all times, even over periods of leave.

¹ Defence Instruction (Army) OPS 80-1—
Army Individual Readiness Notice,

We also need to be mentally tough, and physical fitness contributes to our overall mental conditioning. One Jungle Training Wing instructor noted that during IMT² training a lack of mental toughness and overall fitness affected section morale and as a result soldiers tended to become easily frustrated with other members within the section/platoon. Physical and mental toughness contributes to your ability to think rationally and clearly, and gives you confidence in your ability to do your job, particularly under stressful circumstances. The more mentally and physically robust you are, the better you will achieve your tactical objectives.

Rest, relax and recover by all means, but keep yourself physically, emotionally and mentally healthy by incorporating some sort physical activity into your

² Infantry minor tactics

stand-down routine. It will only enhance your recovery and preparedness. It's as simple as incorporating a basic routine into your stand-down schedule that includes aerobic fitness, core strength, upper and lower body strength training. If you already include exercise within your daily schedule, chances are that you will use a break to increase your fitness. Stopping exercise altogether is detrimental and dangerous to your wellbeing and if you do not maintain a basic standard, PT³ will be more difficult to return to. You also run the risk of injuring yourself. Workplace Health and Safety statistics show that there are more PT-related injuries at the start of the year.

Fitness is a continuous process. To maintain your fitness over any sort of extended leave, you need to be consistent, persistent and disciplined.

³ Physical training

Professional preparedness

Tip 1: When planning leave over the Christmas period, plan your fitness schedule based upon your professional obligations at the start of the year. If you are part of a 'ready' organisation, or you are going on exercise or course at the start of the year, maintain a stringent training regime. Allow yourself to enjoy the festivities of the Christmas break, but not to the detriment of your fitness and health.

An instructor at the WO&NCO⁴ Academy observed a noticeable drop in the mental and physical fitness for members attending promotion courses at the beginning of the year. Physical fitness and the right mindset will contribute to soldiers' success on leadership exercises and during the field phase of courses. The instructor recommended that soldiers stay fit, stay sharp and continue a regime of professional study, including PT, so that they are prepared for courses and training at the start of the year.

Tip 2: Maintaining a high level of fitness will prepare you for a high tempo year. Quite often the start of a new year will bring some unplanned events. On posting, you will probably not be completely aware of the work schedule until you arrive. Being in top physical shape will help prepare you to adapt to unforeseen circumstances or work in



environments that involve long hours in stressful situations. It is important to commence the year ready and capable of working long hours, often with few breaks. Not all soldiers carry out IMTs as part of their daily tasks; they do, however, spend long hours conducting either physically or mentally arduous and stressful tasks either supporting arms corps, or in Ops rooms, or even in training environments.

Being in top physical shape will ensure your body will cope once the hard yards begin. There is no opportunity to do develop this once in location. Thoroughly research the workload of a job before you start, so you can prepare accordingly.

Think about how you will incorporate a fitness schedule into your 2017 Christmas break.

Post Deployment stand-down or extended leave

Tip 3: Maintaining fitness is a continuous process. Even though you generally get sufficient notice of a deployment or exercise, unless you maintain a high standard of fitness, you will struggle to be adequately prepared. Maintaining a base level of fitness will help you to:

- reduce the risk of injury when you return to work
- combat fatigue related clumsiness and injury
- improve physical and mental endurance
- maintain your ability to concentrate on the basic soldier skills, such as patrolling individual arcs and staying alert
- adapt to different climates and terrain

Additionally, where possible, include a fitness program into your deployment. This provides a chance to have a break from the stresses of a deployment and also maintains your fitness levels, so that you can assimilate back into the routine when you return.

⁴ Warrant Officer and Non-Commissioned Officer Academy

Prevention is better than cure

Fitness involves thought and planning as well as action. Many PTIs will tell you that those who do not maintain their fitness will try to train too hard and overexert themselves. It's best to maintain a base standard than trying to go from a sedentary lifestyle to that of a soldier. However, maintaining your fitness away from the watchful eye of a PTI needs to be done safely, and there are a number of considerations to factor into your training.

Tip 4: Professional preparation aids in professional fitness. Approach your fitness as you would other aspects of your job. This includes learning about issues that range from nutrition and water consumption to appropriate weights to carry when practising pack marches. This type of information can be passed on by your PTI⁵ during formal and informal section or platoon lessons and discussions during the year.

Tip 5: To prevent injury during exercise or physical activity, follow some basic rules:

- Wear appropriate shoes, clothing and PPE⁶, including sun protection.
- Warm up before exercise and cool down afterwards.
- Hydrate before and during exercise.

⁵ Physical training instructor

⁶ Personal protective equipment

- Exercise at an appropriate intensity for your fitness level. Training too hard or too fast is a common cause of injury. Gradually increase time and intensity to increase your level of fitness.
- Make sure that you have at least one to two recovery days per week. Rest an injury and take care of pre-existing conditions or areas that are prone to injury. Follow rehabilitation instructions and tape or brace affected areas as directed before exercise. Follow any post exercise instructions that you have been given by the doctor or physio. Remember that trying to work through pain will cause more damage to soft muscle tissue and delay healing.
- Use proper technique and exercise on well prepared surfaces. Ensure that any equipment used is fit for purpose. If you are unsure as to what techniques to use, ask your PTI before you go on leave, particularly if you are trying something new.
- Cross train with other sports and exercises to reduce the risk of overtraining.
- Take the guess work out of working out a program for yourself. Have a chat with your PTI, who may be able to suggest a suitable program.

Tip 6: Learn to listen to your body. Apps and fitness devices are a handy way to track your activity and improvements in fitness, but you need to be able to maintain an instinctive and intuitive ability to know the difference between training discomfort and sustaining an injury. You need to know when to push through mental barriers and the temptation to give up, and when to stop to avoid harm to your body. Intuition comes from knowledge, experience and practice; knowing your strengths and limitations comes from extending yourself. Ensure that any training plan includes activities that are progressively arduous and testing

so that you maintain physical and mental endurance levels. Avoid exercise when in pain or fatigued so that you avoid overtraining and take time for rest and recovery. Signs of overexertion include:

- Soreness or aching in a muscle or joint. Overexerting certain muscles or body parts over time can lead to injuries such as stress fractures or tendinitis. If you continue to overwork an area you can increase the risk of injuring that area, or worsening any injury that you might have sustained. If you are





in pain, slow down or discontinue the exercise temporarily. If the pain persists or gets worse, seek medical advice. A varied program that focuses on different areas and allows others to rest is best for overall conditioning.

- Dehydration. Signs that you are not drinking enough fluids include a dry mouth, scant or dark urine, dizziness and fatigue. Remember to hydrate before, during and after exercising, and exercise during the cooler parts of the day. Exercising

in hot weather puts additional strain on your body. Heat related illnesses, such as heatstroke or sunstroke occur when your body cannot keep itself cool. Symptoms of heat illness can include irritability, general discomfort, weakness, headache, nausea and cramps. If you experience any of these symptoms, stop what you are doing and seek medical help.

- Shortness of breath. Heart rate monitors are a great way to make sure that you reach your target.

Another way of gauging exactly how hard you are working is to hold a conversation during your work out. If you are breathing too hard to speak comfortably, you probably are overexerting yourself. Slow down to avoid injury or other problems associated with overexertion.

- Other warning signs. Other signs that may indicate over exertion and potential injury include chest pain, difficulty breathing, dizziness, wheezing or persistent coughing. If you experience any of these symptoms and they do not resolve themselves after a few minutes of rest, seek medical advice. Remember squeezing, crushing or tightening chest pain might indicate a heart attack. In this instance, do not wait to see if the pain improves or gets worse. Seek medical advice immediately.

Tip 7: Exercise self-discipline at the dinner table. Stand-down is usually the time that you can relax a little and indulge in a few treats. However, over indulging will lead to problems. Remember, you are required to keep fit and healthy as part of your profession, and a few extra kilograms gained over stand-down will have an impact on your health and fitness.

What to include in a program

It is important to keep active, but it is also important to choose that activity wisely. You can easily achieve a good exercise routine even if you are short on time or money. The important message is to incorporate chosen activities into your daily routine and create some good habits. The basic standard to aim for is 40 minutes of cardio activity three times a week.

Tip 8: Ask your PTI for a program. PTIs are trained to provide PT programs tailored for individual needs. Before the break, ask a PTI for their advice. When you return to work, if you find that your maintenance has not been enough, ask a PTI for a program rather than overextending and potentially injuring yourself. An example of a proven maintenance program, written by CPL Ricky Chambers at Combined Army Training Centre, is available for ADF members via AKO⁷.

Tip 9: Make sure that you are covered for medical support or compensation. Before you exercise outside of hours, make sure you review the Military Personnel Manual, which provides guidance for participation in sport⁸ and the ADF Sports

⁷ [link to prgm in ALIAS]

⁸ <http://www.defence.gov.au/PayAndConditions/ADF/Resources/MILPERSMAN.pdf> see part 11, chap 7 (page 564)

Council intranet site⁹ lists approved ADF sports . If you are intending to play a sport over the break, and then make sure that you fill in the Webforms, as applicable, AE105 Application for Participation in an approved ADF Sport in a Civilian/Club/Competition or AE106 Application for Participation in an other than Approved ADF Sport. Make sure that the form is signed by your CO before you start. Additionally, if you have any existing medical conditions, make sure you are medically cleared for your chosen activities before you start. Seek advice from the physio on how to strap or bandage any areas that require additional support.

Tip 10: Include a variety of activities. You can still achieve your fitness goals by including different sorts of activities into your routine. Surfing, hiking, kayaking, orienteering and mountain bike riding are just a few examples of activities that will help you to maintain your fitness. Check out the list of approved activities at the Australian Defence Sports Council webpage .

Tip 11: Keep yourself motivated by recording your results. Keep track of your times, distances or weights each time you exercise. You will find yourself improving and good results will motivate you to keep going.

⁹ http://drnet.defence.gov.au/vcdf/Sports-ADFSportsCouncil/Sports/Pages/ADFSports_Welcome.aspx



Tip 12: Choose your apps wisely. Fitness apps were discussed in *Smart Soldier* 46. Read this article before considering an app. Ask a PTI what they recommend. Some great ones include Mobilizeme, Push-up and Pull-up Pro, Tabata Pro and Seconds Pro. This list is not exhaustive; however, it is important to download only those ones that are proven and trustworthy. Do your research first.

Conclusion

Be ready at the start of each year with more than a baseline of fitness. Instead of developing bad habits over the stand down, consider using the time to develop some good ones. By incorporating regular exercise into your routine, you will never have to worry about a BFA again. Remember that fitness is a part of leadership, and it is essential to your day-to-day effectiveness and combat readiness. Remain an asset to the Army by maintaining operations fitness rather than becoming a potential liability by neglecting fitness.

The RODUM



Report on Defective or Unsatisfactory Materiel

If your kit breaks or does not enable you to do what you think it should, then RODUM it.

CAL researched this article in response to a suggestion sent in by a reader. If there are any topics with tips for all readers that you would like to see in Smart Soldier, please email CAL.Lessons@defence.gov.au. Additionally, email CAL if you would like to contribute to an article on tips for a particular topic, or you may know of a subject matter expert who has a lot to share and may be able to draft or contribute to an article from which we can all benefit.

RODUMs have been around for a long time and they serve a very important purpose for all soldiers – to get equipment working well. They may be painful to complete sometimes but you will be better off by reporting problems and hopefully becoming one of the reasons why something better comes along. In their

simplest form, RODUMs can tell your local workshop what you need fixed and in their most powerful form, your advice could change the design of a major piece of equipment in the future.

No matter how careful the system is in the design and purchase of equipment,

there will be times when defects occur in items such as personal webbing, clothing, vehicles, communication equipment, arms and other military equipment. We all need to contribute to the RODUM process to ensure any issues are investigated and corrected for the benefit of our mates and the wider Army. Hence, this article provides guidance on when to submit a RODUM, how to submit a RODUM and the submission process.

When to submit a RODUM

If you discover a fault resulting from technical or design defects, then a RODUM can be submitted to repair,

modify, and replace defective or unsatisfactory materiel.

Tip 1: Submit a RODUM when an item:

- is potentially dangerous and can affect health and safety
- is faulty in design, material or construction
- is inadequate for its intended purpose
- is unreliable or has repetitive minor faults
- adversely affects operational performance

How to submit a RODUM

The RODUM has changed over the years from message and paper, then e-form and now to the web-based format. The new format means that the RODUM process is now a more efficient way for us to report defective materiel. Follow the process as outlined on the website, noting the following points:

- If you discover the problem, you should submit the report and keep your chain of command informed.
- Where possible, submit an online RODUM, which you can find from the DRN home page via the Online Tools link.
- Follow the login prompts to register and log into the system then select 'Submit a RODUM' to begin.
- Before filling out the online form, you will need to find out who your unit RODUM POC is, their email and phone number as they then authorise release of the RODUM from the unit.
- On the form, provide adequate and accurate information to assist in the identification of the most appropriate section/staff to deal with the RODUM. Fill out all the fields, providing the following details as a minimum:
 - identify component (if applicable)
 - include NIIN/NSN
 - describe nature of fault
 - describe circumstances at time of fault
 - probable cause (if known)
 - action taken
 - recommendation (your suggestion to correct the reported issue)
- There is a 'Help' link located at the top of the RODUM form screen if you need it.
- Once submitted keep a copy of the report number and keep track of your RODUM through the website.

- is difficult to operate or maintain
- has poor operator or technical manuals
- is unsatisfactory in certain circumstances

Tip 2: Report defective or unsatisfactory materiel even if the problem seems insignificant. All RODUM will be investigated. Some may be of a single incident; however, if many reports are submitted on a similar problem, then an investigator has the weight of evidence to be able to act. Reporting a safety issue will help others in Army.

Tip 3: Faults in some materiel are reported through different means. This includes aircraft defects, cryptographic equipment, foodstuffs, POL¹, packaging, cryptographic equipment and ammunition. Further information on this is available via a link from the RODUM intranet site².

What happens to your RODUM?

Procedures for RODUM are as follows:

- Safety RODUM: acknowledged within 24 hours of receipt and will include interim direction on use of the affected equipment if the RODUM is not being closed
- Other RODUM: acknowledged within seven days of its receipt via a message to the originator, confirming the investigating authority and the progress of the investigation
- Completion: investigating authority sends a closure message to inform the originator of the solution; a hyperlink to this message and RODUM record is also sent to the drafter's and releaser's email addresses

Further information

If you need help, RODUM Cell contacts are listed via on the [*RODUM web site*](#)³. The website also has a handy checklist for the raising of a RODUM to assist in the process.

¹ Petroleum, oils and lubricants

² <http://vbmweb.sor.defence.gov.au/rodum/index.asp>

³ <http://vbmweb.sor.defence.gov.au/rodum/index.asp>

You can access RODUM training through CAMPUS on the intranet. You can also order the DVD training package via the Learning Products tab on AKO.

Victoria Cross inspiration



Extract from *Victoria Cross: Australia's Finest and the Battles they Fought*, by Anthony Staunton, printed with permission of the Australian War Memorial.

Amongst tens of thousands of items stored the Australian War Memorial, there is a letter written on 09 December 1941 by Sergeant William Henry (Bill) Kibby. Writing to a Mrs Howell, he thanks her for her letter and Christmas present. He also writes of his wife and daughters and how he longs to be home where he can just be a father and husband once again. Between 23 and 31 October the following year, as acting platoon commander he would perform acts of courage for which he would posthumously be awarded a Victoria Cross. He was killed on the night of 30-31 October while destroying a nest of machine guns and mortars that had not only killed his company commander, but stood between his company and their objective.

There are many things a soldier or a leader can take away from reflecting on this experience. Sergeant Kibby experienced several challenges in a short period of time during the Battle of Alamein, and he applied that experience through his skills to complete amazing and critical life-saving actions for his fellow soldiers despite paying the ultimate sacrifice himself.

William Kibby was one of three Victoria Cross recipients awarded in the battle of El Alamein, which was fought in the Egyptian desert between 23 October and 5 November 1942. William Kibby enlisted in the AIF on 29 June, 1940 at age 37. After fighting a medical downgrade from injuries sustained from action with the 26th Bde, he was posted the 2/48th Battalion in July 1942. On 23 October 1942, the night the battle of El Alamein commenced, the 2/48th was the right-hand battalion on the 8th Army's front. During the initial attack, Kibby's platoon commander was killed and Kibby assumed command. His citation describes the events which followed.

Citation: William Henry Kibby
Rank: Sergeant
Unit: 2/48th Battalion, 26th Brigade, 9th Division
Date: 23-31 October 1942
Place: Battle of El Alamein, Egypt

During the initial attack at Miterirya Ridge on 23rd October 1942, the commander of No.17 Platoon, to which Sergeant Kibby belonged, was killed. No sooner had Sergeant Kibby assumed command than his platoon was ordered to attack strong enemy positions holding up the advance of his company. Sergeant Kibby immediately realised the necessity for quick decisive action, and without thought for his personal safety he dashed forward towards the enemy post firing his Tommy-gun. This rapid and courageous individual action resulted in the complete silencing of the enemy fire by the killing of three of the enemy and the capture of twelve others. With these posts silenced, his company was then able to continue the advance.

After the capture of Trig 29 on 26th October, intense enemy artillery concentrations were directed on the battalion area which were invariably followed with counter-attacks by tanks and infantry. Throughout the attacks that culminated in the capture of Trig 29 and the reorganisation period which followed, Sergeant Kibby moved from section to section, personally directing their fire and cheering the men, despite the fact that the platoon throughout was suffering heavy casualties. Several times when under intense machine-gun fire, he went out and mended the platoon line communications, thus allowing mortar concentrations to be directed effectively against the attack on his company's front. His whole demeanour during this difficult phase in the operations was an inspiration to his platoon.

On the night of 30th/31st October, when the battalion attacked 'ring contour' 25 behind the enemy lines, it was necessary for No. 17 Platoon to move through the most withering enemy machine-gun fire in order to reach its objective. These conditions did not deter Sergeant Kibby from pressing forward right to the objective, despite his platoon being mown down by machine-gun fire from point-blank range. One pocket of resistance still remained and Sergeant Kibby went forward alone, throwing grenades to destroy the enemy now only a few yards distant. Just as success appeared certain, he was killed by a burst of machine-gun fire. Such outstanding courage, tenacity of purpose, and devotion to duty was entirely responsible for the successful capture of the company's objective. His work was an inspiration to all and he left behind him an example and memory of a soldier who fearlessly and unselfishly fought to the end to carry out his duty.

London Gazette: 28 January 1943

Tactical tech talk



Note: all information has been obtained from publically available sources and all references are detailed at the end of the article. Army Policy references are only available through the Defence Restricted Network. This article has been cleared by the SO2 Public Affairs, Social Media and Online Engagement, Directorate of Army Communication, Army Headquarters Media and the Officer Commanding 71 Squadron, 7 Signal Regiment.

Social media on the battlefield

The careless posting of sensitive information or images is a high risk to operational security. What we post, even on exercise, enables a potential adversary to successfully build an accurate tactical picture, which can be used against us, both personally and as an organisation. Recently, this vulnerability has been exposed during major exercises through the successful monitoring of social media accounts. It highlights the need to consider social media security within the operational security context. This article discusses the threats and opportunities of social media in the battlespace, and provides tips on the considerations for its safe use in the tactical environment.

The benefits of social media

Beginning in the Vietnam era, the United States set out to review its security posture from the vantage point of the enemy. This new positioning was created as a result of abject failures during combat operations; after attacking specific targets, U.S. Forces would withdraw, but they would not see the rate of damage/destruction promised via intelligence reports. Somehow the enemy seemed aware of the operational strategy employed by the U.S. and was able to successfully predict strike times, size of the forces, and locations of attack. U.S. combatant commanders sought to find out why.

The commanders created a team of military and civilian personnel to investigate this inexplicable Viet Cong awareness. After researching the issue, it was discovered that unclassified information released without consideration of its sensitivity could be used to piece together an overall picture of strategic movements and operations. Using newspaper sources, word of mouth, unencrypted communications, and supply shipment information, the team saw how an enemy force can utilize mundane information to form a hypothesis of where U.S. Forces would attack next. Once this information was given to the commanding officers, the U.S. began to employ counter-strategies in order to offset the damage this unclassified information was having on the war effort.¹

¹ Excerpt from "PURPLE DRAGON: The formations of OPSEC" National Security Agency, retrieved from <http://www.iad.gov/iad/news/purple-dragon-the-formations-of-opsec.cfm>

Social media provides the Army and its members with many benefits. These include the ability to stay in contact with friends and family when away or even pass on Army's achievements to the Australian community.

From an operational perspective, social media can also provide Army commanders at all levels with valuable sources of information. It can provide:

- information about the local area, population and attitudes
- clues as to the intent and action of civilian or enemy forces
- information quickly for quick analysis and action

The ability to share information quickly and to many people is both an opportunity and a threat. Whilst there are many advantages, there are just as many risks to security. Incidents during a recent major exercise highlighted several potential personal and operational security risks that were directly linked to the use of social media.

The social media threat

In the internet era, the battle for hearts and minds has never been more important. Social media is a trust-based network that provides fertile soil for intelligence collection, propaganda dissemination and psychological operations (PSYOPS) to influence public opinion- or to lead adversaries into harm's way. 'Soft'

cyber-attacks can be as severe as any attack on critical infrastructure. In Ukraine, they have generated fear, uncertainty, and doubt about the economic, cultural and national security of Ukraine, while promoting positive messages about Russia's role in Crimea and eastern Ukraine.²

The threat of social media is real. On an exercise, social media accounts were monitored and the personal information of many ADF personnel was gathered and collated. The combination of posted images and posted content enabled the identification of specific units, equipment, locations and the organisation of deployed forces.

The intelligence gathered was accurate, actionable and immediately targetable. It is important to note that the technology used to source the information was not sophisticated, and although individual posts had a minor impact on security, collectively they created an operational picture and compromised the personal profiles of many ADF members³.

² Excerpt from Lange-Ionatamishvili E and Svetoka S, "Strategic Communications and Social Media in the Russia Ukraine Conflict" Chapter 12 in Kenneth Geers (Ed) (2015) *Cyber War in Perspective: Russian aggression against Ukraine*, Tallinn NATO CCD COE Publications

³ Source: *Grounded Curiosity*, "Social Media in the Military: Opportunities, Perils and a Safe Middle Path" by Brigadier Mick Ryan, AM and Brigadier Marcus Thompson, AM, 21 August 2016

More sophisticated methods are employed by a range of organisations hoping to profile you for their own purposes. These range from powerful marketing companies, who actively gather and mine your data to sell, to foreign intelligence services, including Da'esh and the Cyber Caliphate who employ thousands of people to regularly acquire information on military personnel and their families.

Counteracting the threat

Nowhere is the power of constructing history through the use of social media more evident than in the current conflict in the Ukraine. Russia's denial of a presence in the Ukraine was exposed as a lie through the posting of geotagged comments by Russian soldiers on social media sites such as VKontakte⁴ and Instagram. Below are some examples from the Johnsson and Seely's article⁵:

... one artillery soldier, Vadim Grigoriev, posted several images of artillery pieces under the caption 'we pounded the Ukraine all night'. Another, Alexander Sotkin, uploaded pictures near the border

⁴ *Vkontakte is the largest European online social networking services and is based in Russia.*

⁵ Johnsson, O and Seely, R (2015) "Russian Full-Spectrum Conflict: An appraisal after Ukraine" in *The Journal of Slavic Military Studies*, 28:1, 1-22 DOI: 1.1080/13518046.2015.998118. Retrieved from <http://dx.doi.org/10.1080/13518046.2015.998118>

of Ukraine on 23 June. Several days later he posted a photo to Instagram, geolocated from the Ukrainian village of Krasna Talychka... these events indicate the involvement of conventional Russian troops in Ukraine.

General tips

From a general security perspective, there are several ways that you can limit your online visibility and vulnerability; most of these are covered during induction training. The list below highlights some of them and annex C to *DI (G) Admin 08-2 Use of social media by Defence personnel* provides further guidance on general security measures.

Tip 1: Check privacy settings on a regular basis, as platform updates can change them. Make sure that your privacy settings protect your personal social media profile, noting that individual account settings can affect anyone that has links to your account. Lock your accounts so that they are accessible by known entities only.

Tip 2: Speak to family and friends about what they post and 'tag' to their social media accounts. Additionally, consider what groups and pages you like and what you are linked to through others. Tags, links or likes to other pages provide information about you that can be used against you and the Army. Each like of Defence related pages, even if official Facebook pages can help build your

profile, allowing you to be targeted or watched. Additionally, limit comments or likes on posts of friends who post sensitive information. You can be compromised by association.

Tip 3: Turn off geo-location services, Wi-Fi and mobile data on your device and think about what you are posting. When not in use, turn off apps that use your device's geolocating capability, including your camera. When posting, think about what you are uploading, (whether it is an image or information), when it is uploaded and who may be able to access it. If you are taking pictures or selfies, what identifying information is in the picture? Look out for street names, landmarks, equipment, colour patches and badges.

Tip 4: Keep it generalised and non-specific. Reconsider if you need to let the world know that you are a military member, and look at what personal or sensitive information you mention on your profile. At the very least, limit linking your profile to your role in the Army.

#OPSEC matters

Tip 5: Follow operational security (OPSEC) practises, no matter the method of communication. Even though the rules now allow for a social media presence in the workplace, care needs to be taken, as OPSEC remains a constant daily requirement. Your device

and social media account are another form of communications and at work, on operations, exercise or deployment they need to be treated with the same level of caution as you take when communicating on a radio or computer terminal.

Tip 6: Remember that security starts at the source. The Army has actively pursued a profile within the social media landscape as part of an overall strategy to establish and maintain a strong relationship with the Australian community. These official pages are planned and designed with the Public Affairs Organisation (PAO) to engage the community without jeopardising our reputation. We also need to consider the impact on operational security. Remembering that anything posted on social media has the potential to go public, individuals should be encouraged to apply the same level of thought and planning into their posts to minimise the threat to organisational and personal security. This could be achieved through the planning process and the delivery of orders. Annex C of *DI (G) Admin 08-2 Use of social media by Defence personnel* provides some thorough guidelines for using social media to enhance Defence's reputation that can be used as considerations for operational security.

Tip 7: Incorporate social media into your planning. Social media poses an operational security threat and, therefore, must be treated as such in the planning process. No matter what the

task is, you need to identify the threat and analyse the associated risks. If you have not received any direction from higher, ask for clarification on the policy. Using risk management strategies could also assist, and options could include:

- **Terminate social media usage.** The most efficient way of managing social media on exercise or operation is to ban its use entirely. Whilst this might be needed in some instances, banning its use entirely represents a lost opportunity to exploit its potential as a source of intelligence, or as a means of fighting the hearts and minds battle or counterattacking deliberate information manipulation from adversarial forces. Setting the agenda and maintaining control of information is a far more effective way of managing social media.
- **Direct social media policy.** Provide soldiers with clear and explicit direction in the form of freedoms of action and constraints regarding what can be posted and when. This could also include training in the correct use of social media, how to analyse and pass on information, and how to respond if things go wrong.

Tip 8: Provide direction in orders. It is not enough to just provide awareness sessions at annual induction training. Social media has an operational function and tactical applications. After analysing the risk, include the management strategies in orders. Consideration should be given to not only including them in the Situation and Communications headings, but also in 'actions on'. Develop SOPs and TTPs and make sure that they are widely promulgated and understood.

Social media education

Consider taking a deliberate approach to social media education to effectively shape force behaviours. Soldiers at all levels must learn to be aware of the risks and the operational use of social media. This means more than being able to attach an image to a post. It means being able to understand the role that social media plays in contemporary warfare and the risks associated with its use. Providing soldiers with a deeper understanding of their role in the information battle will enable them to make more informed choices about their usage.

Tip 9: Include social media lessons in your personal or section professional development training plan. Lange-lonathamishvili and Svetoka's chapter provides an excellent start point for discussions on the role of social

media in contemporary warfare. They state that ‘... the conflict in Ukraine has demonstrated that cyberspace can also play a role in conducting a narrative-driven [story-driven] operation where the main targets are not the machines or networks but the minds of the people’. It is no longer enough to consider social media in terms of its potential impact on Army’s reputation. Include social media training using operational lessons into your training schedule. Start with the ALPC Social Media Awareness DVD⁶ and include information and lessons on how social media has been used in the contemporary battlespace.

Tip 10: Construct a training plan to include sessions that will enable soldiers to:

- develop an understanding of how effective social media is in shaping kinetic actions
- develop an ability to critically examine social media posts; both for truth and for information
- develop an ability to research open source material and social media posts to develop a more comprehensive tactical situational awareness to support decision making
- understand the effects that their

posts may play in the battlefield

- discuss in depth social media lessons from Australian exercises and events in other conflicts
- discuss cyber operations and psychological operations (PSYOPS) and how information and opinion can be manipulated
- discuss the risks of social media and operational security (OPSEC) requirements
- be involved in the planning process and discuss what opportunities social media may present

Soldiers at all ranks will benefit from this opportunity to add to their situational awareness as it will help them to understand the consequences of their social media use.

Awareness is the beginning

The prevalence and power of social media can no longer be ignored. It does, however, bring with it an element of risk that must be considered and treated. Nonetheless, the intelligent and considered use and management of social media may provide you with a tactical advantage. Reinforcing basic OPSEC principles and providing soldiers with the right training and knowledge is a start.

Open source websites

There are many open source references available to you. Information on the conflict in the Ukraine is a good place to start. Useful references include:

Ryan, M and Thompson, M “Social Media in the Military: Opportunities, Perils and a Safe Middle Path” (2016) retrieved from <http://groundedcuriosity.com/social-media-in-the-military-opportunities-perils-and-a-safe-middle-path/>

- <http://www.usip.org/events/twitter-evolutions-the-changing-role-of-social-media-in-war-and-protest>
- <https://www.theguardian.com/world/2015/jun/03/bloggers-social-media-russian-soldiers-fighting-in-ukraine> (This article discusses the dangers associated with leaving a digital trail. The bloggers say the soldiers often post photos and comments documenting their stay in eastern Ukraine on Russian-language sites such as Vkontakte or Odnoklassniki, which are easily obtained and analysed.)
- <https://news.vice.com/video/selfie-soldiers-russia-checks-in-to-ukraine>
- <http://www.businessinsider.com.au/russian-soldiers-social-ukraine-2014-7>
- <http://www.rferl.org/a/ukraine-blogger-hunts-down-russian-soldiers-in-war-torn-east/27043337.html> (Soldier Snapshots - This highlights the careless use of social media by Russian soldiers, which has allowed digital activists to track down dozens of Russian servicemen, shed light on their activities in Ukraine, and identify their unit and military equipment)
- <http://www.smh.com.au/world/selfie-proves-russia-sent-soldiers-to-fight-in-ukraine-vice-news-report-20150616-ghpo2r.html>

If you use an app, device or technology to improve your work performance and want to share, please send your recommendation to CAL.Lessons@defence.gov.au.

⁶ Access the learning products tab via AKO



Quick Decision Exercise (QDE)



Insurgent attack!

Background

You are the section commander tasked with providing security to a civil military cooperation (CIMIC) officer and coalition provincial reconstruction team (PRT) representative at a key leadership engagement (KLE) and site recon for a potential future reconstruction task in a rural village in the Green Zone. The CIMIC officer and PRT representative are meeting with the local village elders and Provincial Government representative to discuss the new irrigation ditching project and then examine two areas where the PRT will be able to establish a 'site office / compound'.

The remainder of your platoon is in a neighbouring village, 3 km north, providing security for the opening of a new district health centre with the battlegroup commander and provincial governor. The battlegroup HQ deliberately planned your task for today so that the village you are in can see that the coalition forces and, more importantly, the local government is assisting this village. The combat team (CT) quick reaction force, based on an ASLAV troop is located 3.5 km to your north. Their most likely task is to provide additional security / reaction to the higher profile task in the north. They can also react to support you.

Due to boggy ground, you have dismounted from your PMV¹ and left them on the formed track to the north of the KLE location, and are securing the KLE with your section (minus). Your second in command is with the PMVs. Your ORBAT² is a standard infantry section with 2 PMV attached.

Ground brief

Physical terrain. In accordance with the imagery provided below, you are in a rural farming area. There is significant cropping and each farm consists of a mud brick compound containing a few stock and the main dwelling. These compounds are generally clustered in family 'hamlets' around the fields. There are a number of tracks; however, only the well-formed tracks (tree-lined on the imagery) can support your PMVs. The main village, which contains the markets, village school, mosque and wells, is indicated by the purple boundary. The population of the whole village area is 130.

¹ Protected mobility vehicle – eg the Bushmaster or Hawkei

² Organisation for battle – ie personnel and equipment that you have to perform the task

Human terrain. The population within your area are accepting of your presence; however, the opening of the health clinic in the neighbouring village and the proposed task in your village may be double edged. Whilst the population has responded well to the tasks and recognise that the government is supportive of them, the insurgents may target overt supporters or instillations to 'show up' the security forces and overall government control. There have been frequent insurgent attacks within the rural area in the past three weeks - predominantly IED³ attacks on coalition forces and local police patrols and indirect fire on coalition forces / police bases. There is a police checkpoint 1.5 km north of the village.

Situation

Standing outside the meeting room in which the KLE is taking place, you hear the report of two dull explosions echo across the compound coming from the north. Almost immediately, a number of the village elders' guards' mobile phones go off and one rushes into the KLE room. Moments later the CIMIC officer, terp⁴ and village elders come out looking grave. The CIMIC Officer states that there are reports that insurgent elements have just thrown grenades into a crowd of villagers drawing water from a well in the centre of the village. Many casualties are reported.

The village elder shouts a few words to his guards, who (racking rounds on their weapons) clamber into two beaten up Hiluxes and quickly speed off in a cloud of dust. The terp indicates that the elder told them to find those responsible and kill them.

Time now is 1425 h.

Tasks

You need to gain control of the situation ASAP – there is clearly going to be chaos in the village and there is potentially going to be further bloodshed if the guards catch up with those responsible. Quickly consider what you are going to do to get to the scene, control it and deal with potential other threats.

³ Improvised explosive device

⁴ Slang for interpreter

Detail to your section and your attachments the following:

- reporting to higher of the situation
- route to scene
- actions on contact en route
- security of incident location
- treatment of casualties
- actions on contact once in location
- dealing with the guards
- dealing with crowds

Other considerations

- What orders would you give to your Section and the attachments?
- On arrival, how do you achieve simultaneous security and treatment of casualties?
- How many personnel are pre-emptively called in or put on stand-by for aeromedical evacuation and how many extra medics are needed for casualty evacuation?
- How do you go about treating females amongst the casualties if this is a Muslim country?
- How do you allocate your minimal resources to be able to achieve the key tasks of:
 - security
 - casualty treatment and evacuation
 - public information and control
 - gathering information and following up / preparing for subsequent insurgent attacks

How would you deal with this problem?



It is not the intent of the QDE to provide all the specific information necessary for a 'DS solution'. As such, write down any assumptions you may have made and then come up with a solution.

- route to scene
- actions on contact en route
- security of incident location
- treatment of casualties
- actions on contact once in location
- dealing with the guards
- dealing with crowds

Execution

- Describe what actions you would take. Justify your decisions, and comment on potential short-term consequences and long-term consequences. To prompt your thought processes, you might want to consider our Army values and behaviours, and the leadership principles.
- Army values and behaviours⁵
- our values of courage, initiative, respect and teamwork
- our Contract with Australia (see overleaf)
- the 10 core soldier behaviours (see overleaf)
- Leadership principles⁶
- be proficient
- know yourself and seek self-improvement
- seek and accept responsibility
- lead by example
- provide direction
- know and care for your subordinates
- develop the potential of your subordinates
- make sound and timely decisions
- build the team and challenge its abilities
- keep your team informed

A Powerpoint file has been created and hosted on the QDE forum page for you to download. It contains the map and symbols to assist you in your mission planning. Once you have your concept you can attach the file and email your solution to CAL.Lessons@defence.gov.au.

⁵ See: <http://drnet.defence.gov.au/Army/DWSA/Cultural%20Reform/Pages/Army's-Values-and-Behaviours.aspx> and on this page CA Directive 21/13 - Army Values and the Standard of Behaviour Required of Army Personnel

⁶ Land Warfare Doctrine 0-2 Leadership, annex B to chapter 1, available on the intranet via the Doctrine link on Army Knowledge Online (type AKO into your intranet browser, select Doctrine, then 'Doctrine' on the left menu, then 'Command, Leadership and Management').

Our Contract with Australia

I'm an Australian soldier who is an expert in close combat

I am physically and mentally tough,

compassionate and courageous

I lead by example, I strive to take the initiative

I am committed to learning and working for the team

I believe in trust, loyalty and respect

for my Country, my mates and the Army

The Rising Sun is my badge of honour

I am an Australian Soldier – always

Core soldier behaviours

1. Every soldier an expert in close combat
2. Every soldier a leader
3. Every soldier physically tough
4. Every soldier mentally prepared
5. Every soldier committed to continuous learning and self-development
6. Every soldier courageous
7. Every soldier takes the initiative
8. Every soldier works for the team
9. Every soldier demonstrates compassion
10. Every soldier respectful



Improve your soldiering skills

Visit the Army Knowledge Online intranet site

Type AKO (or <http://ako.drn.mil.au>) into your internet browser address bar to access Army Knowledge Online. You can then search by topic and also contribute to lessons by submitting your tips and observations via: CAL.Lessons@defence.gov.au

Army Knowledge Group is now on Facebook.

<https://www.facebook.com/armyknowledgegroup/>

