



Army

Edition 46

September 2016

Smart Soldier



**RSM-A on leadership
TSE working with Navy
Desert survival
Victoria Cross inspiration
Tech tips - fitness apps**

Serving our Nation

Contents

- 1 Introduction
- 2 Leadership: 'Are you there yet?'
- 13 Reflections: time wasted and lessons learnt
- 24 Wartime: Being at Long Tan
- 26 The Transit Support Element: working with minor war vessels
- 34 Desert survival
- 46 VC inspiration
- 49 Tech talk
- 54 Quick Decision Exercise 46: a leadership dilemma

Contributors

<i>Warrant Officer Don Spinks</i>	<i>Major Gail Rowse (CAL)</i>
<i>Sergeant Martin Edwards</i>	<i>Major Nicola Robson (CAL)</i>
<i>Lance Corporal Zac Muscat</i>	<i>Sergeant Peter Geffert (CAL)</i>

Disclaimer

Articles and opinions that appear are those of their respective authors and do not necessarily reflect the views of AKG, CAL or the ADF. Links contained within this publication are correct at time of release; however, some links may change due to data management practices.

Copyright

© Commonwealth of Australia (Department of Defence) 2016. This work is copyright. Apart from any use as permitted under the *Copyright Act 1968*, no part may be reproduced by any process without prior written permission from the Commonwealth. Requests and inquiries concerning reproduction and rights should be addressed to Centre for Army Lessons, Army Knowledge Group, Puckapunyal, VIC 3662.

Conditions of release

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

Introduction

Campaigns and operations cannot be conducted effectively without the motivation and inspiration provided by a leader.¹

Attaining professional mastery is more than attaining Foundation Warfighting Skills proficiency. Aspiring to technical excellence in general soldiering and corps skills remains essential; however, your skills and training must be underpinned by the conscious and deliberate development of your leadership qualities. In this edition, the Regimental Sergeant Major Army, Don Spinks provides you with the benefits of his wisdom, gained through over 30 years in the Army, in an article that focusses on lessons in leadership. At the other end of the spectrum, a newly graduated junior leader provides us with a sometimes brutally honest reflection of his first year as a platoon commander and the lessons that he learnt from that experience. It provides a valuable insight into the importance of critically and constantly assessing your professional practice and applying lessons as you learn them. Both are essential reading for soldiers at all stages of their careers.

This edition also commemorates the 50th anniversary of the Battle of Long Tan on 18 Aug 16 with an article on one of the many Indigenous Vietnam veterans. Other articles will provide you with hints and tips on working with the Navy, as told by a soldier deployed on Operation RESOLUTE and desert survival tips from a NORFORCE (North West Mobile Forces) sergeant. This edition's Victoria Cross inspiration comes from the remarkable story of Reginald Roy Rattey in Bougainville in 1945. Over many editions, the Combat Tactical Challenge has provided us with a range of quick decision exercises, so in this *Smart Soldier* the Challenge is renamed the Quick Decision Exercise.

¹ LWD 0-0 Command Leadership and Management

Leadership

‘Are you



The current battlespace is more complex than the battlefield of the past... [this] places more responsibility on junior commanders.¹

By Warrant Officer Don Spinks

Regimental Sergeant Major – Army (RSM-A)

there yet?’

The word ‘leadership’ means many things to many people – what does it mean to you? In my career, from digger to RSM-A, I have found that it is not complicated but is founded on four basic principles. Leadership requires us to:

- be brilliant at the basics
- establish a solid barracks routine
- focus on responsibility and accountability
- live Army’s core values.

These four principles have helped me through the years as a soldier and a leader. They are effective leadership principles that can be used as a guide for every soldier no matter their rank, corps or role. Even if you are just starting your journey in Army, you are expected to demonstrate leadership qualities, and the following tips will provide you with a deeper understanding of these principles. If you are currently in a leadership position, use these tips to assess your effectiveness and improve or change where necessary.

Lead, follow or get out of the way.

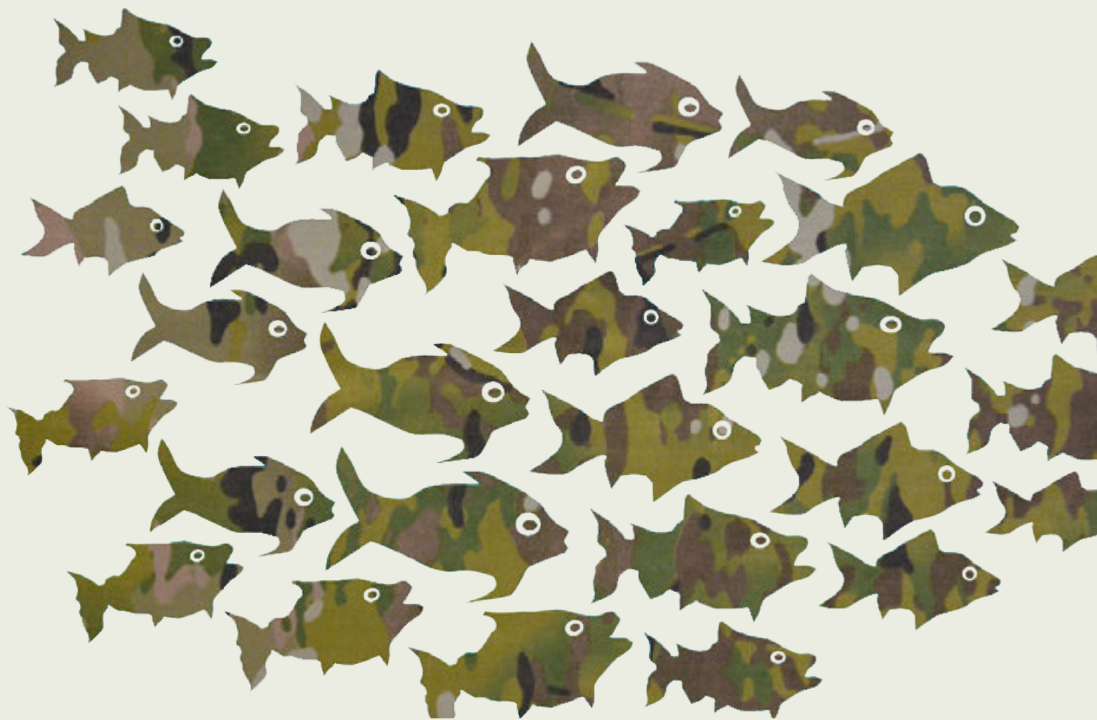
Thomas Paine²

Starting your career as a leader

Tip 1: Everyone starts as a follower, be it in life or in service. We learn most things by doing (education by experience) and by observing others. As such, we are learning lessons in leadership, good and bad, from our very beginning. Follower-ship is a critical step in the journey of leadership.

¹ LWD 0-0 Command Leadership and Management

² Thomas Paine was an 18th century English-American political activist/theorist, philosopher and revolutionary who was influential in the American Revolution.




Tip 2: To fully develop as an effective leader, you must first understand and appreciate those you command. Developing the ability to read people or to understand how people around you behave, react and respond is a key step on the path to becoming an effective leader. This is a skill that you can start to develop early in your career and one that will hold you in good stead throughout it.

Building strong leaders through training, education, development and mentoring

Soldiers require strong leadership in order to become strong leaders. Strong leaders exhibit professional mastery in all aspects of their role. If you are in a position of

leadership it is necessary for you not only to demonstrate brilliance at the basics but also to develop it in your soldiers. You can do this by encouraging attendance on courses, creating effective unit training programs, providing opportunities for soldiers to practise and demonstrate what they have learned, and promoting soldier mentorship.

Tip 3: Leaders must play an active part in the development of their soldiers. Ensure that your troops are brilliant at their job. Proficiency is critical in the profession of arms, and it starts at the top. You must strive to have your troops become experts in their job or trade. Once this is achieved, you can focus on building the team and taking on new challenges or the unpredictable.



Tip 4: Enhance leadership qualities through training and education. Are leaders born or taught? In my view, good leaders are probably both. They are born with the right qualities, developed by education, and shaped by experience and mentoring. Either way, training and education are critical to the development of a good leader. Training allows us to learn by doing and education provides us the theory behind the practice of leadership.

Tip 5: Enhance training and education through thorough unit training and development programs. Army's promotion courses (officer and other ranks) provide the backbone of our formal leadership education. This training provides the framework and context for the individual and goes part-way in preparing them for the practical experience. Units play a critical part in the development of our junior leaders. Unit training programs must include specific activities for leader development, because leaders rarely train themselves. Challenging activities that test basic skills and leadership at multiple levels generally provide a suitable platform for this development. Training programs must be developed with this in mind to create opportunities for the workforce. The chain of command must be actively involved in this process; otherwise opportunities will be lost in development of the next generation.

Tip 6: Empower junior leaders through delegation, information and opportunities

to demonstrate capabilities. Our junior leaders must be challenged to learn, grow and improve. To achieve this, commanders must encourage and empower their subordinates in order to allow them to develop into the strong leaders that we need. Junior non-commissioned officers and junior officers tend to excel in this environment. Key to this is ensuring that they have a clear understanding of the mission or task, and they are given sufficient resources to achieve it. Commanders who do not delegate where appropriate starve their subordinates of opportunity.

Tip 7: Effective mentoring will assist in the development of strong leaders. To ensure that learning and development are a continuous process, soldiers will need to be mentored. Mentorship is an area in which Army is not strong across the board. It is not woven into our leadership



training and it is not well understood. Many leaders tend not to do it, and others will only focus their efforts on the 'good ones'. Mentorship can take many forms, from informal conversation to formal debriefing and everything in between. Every one of us must be actively engaged in mentoring, both as the mentor and the mentored.

Establish routines

Order, discipline and routine are the bedrock of our Army. These foundations help build robust and resilient soldiers and therefore a better Army. What we do in the barracks, we do in the field on exercise and on operations.

Tip 8: To achieve proficiency, you must establish good routine. Good barracks routine is critical to good soldiering. Soldiers thrive on structure and sound discipline, and it is their leader's responsibility to provide, drive and guide the routine. Detailed training programs are essential to making this happen. A sound program will enable the troops to get on with the job, even in their leader's absence.

Responsibility and accountability

Tip 9: Be responsible; hold yourself and your troops accountable. Everyone is responsible for something, and it is the leader's job to



make sure that every member of the team knows what they are personally responsible for. Accountability starts with the individual; however, it ends with the leader.

Tip 10: Report accurately and honestly.

Soldiers might not like the truth, but they do understand it. Bad news generally doesn't get any better with age, and it is a burden of command to deliver bad or unwanted news in a timely manner. Personnel appraisal reports (PAR) are an example of this. The PAR is a reporting, counselling and development tool all in one. Many view the PAR as only a reporting tool; this must change. If a PAR does not accurately reflect an

individual's performance because it is 'too hard' to report accurately, the individual will be mislead and the career management agency will be provided with information upon which they would inaccurately judge the person against their peers.

Tip 11: Trust until proven otherwise. Trust is a two-way street; it is a critical element for any leader. Trust doesn't mean that you don't check! Directive control requires a commander to keep an eye on their subordinates; it doesn't mean that they don't trust them. I like to call this 'trust with supervision' because it's not what you expect that is important, it's what you inspect that is.

Live Army's Values – courage, initiative, respect and teamwork

Our core values are the bedrock that Army is built on; they are the code that we should live by and the compass that guides us along the way. Leaders at every level must continue to promote and monitor our people and the organisation to ensure they remain aligned with our values. The following tips provide some advice on personal qualities that support the core values.

Tip 12: Lead by example; people are always watching. A strong example is often the most powerful form of leadership. The 'standard' is always the standard and the expectation is that our leadership will enforce the requirements. You can't choose when to follow the rules or when not to. If the rule is flawed, ask to have it changed; don't ignore it.



Tip 13: ‘Mistakes’ happen. The world is not perfect, nor are you. Mistakes are a part of life; accept that and move on to fixing them. It isn’t generally what has happened that a leader will be judged by; it is what they do, or have done, about the issue. Ensure everyone has learned from what has occurred, correct it, and work ways to prevent it happening again and crack on.

Tip 14: Be humble; stay grounded, remember where you started and remind yourself that you don’t know everything. Humility is a key characteristic of a good leader. Humility keeps you from forgetting your troops and demonstrates to others

that you are not above the team. Arrogant or aloof leaders will not get the best from their subordinates and can be left behind by their peers and superiors.

Are you there yet?

Becoming a good leader is no easy road; it takes hard work, plenty of practice and generally good example. We should never stop trying to improve as leaders, nor should we stop training and mentoring the next generation. Know your strengths and weaknesses and know your troops – are you there yet?





Real life leadership stories

Leadership does not always mean leading the charge into battle. Leadership is shown in our everyday lives, the decisions we make and how we treat others. Living the Army core values will help you to lead no matter your situation. The following stories will provide you with examples of good and bad leadership.

Story one: It's not what you expect that is important; it's what you inspect that is.

A commanding officer (CO) had established a unit training program that provided every member of his unit very clear understanding of barracks routine and the unit's commitments for the training year ahead. A key element to this program was a very robust in-barracks regular weekly inspection regime, which included room, compound, kit, personnel and operational readiness checks. His purpose wasn't necessarily to catch people out; it was to remind subordinate commanders and soldiers of their responsibilities.

This routine generated a culture of checks and confirmation of readiness that the unit had not experienced before. Individuals, crews and commanders at every level learned valuable lessons, and the focus on responsibility and accountability had a lasting effect on everyone. Unit culture changed because of the CO's example and approach to leadership. It was not because he made inspections, but because he checked that his direction was being executed. This culture flowed into field training activities, into regimental competitions and eventually onto operations. This is a great lesson for us all – we are all responsible for something and we must hold ourselves and others accountable.



Story two: Loyalty to the team sometimes means having to make tough decisions.

A true leader will stand up for what is right, and do the right thing. The opposite was the case during a course evaluation at one Army training establishment (TE). Gathered for their evaluation debrief, a group of trainees highlighted concerns about the behaviour of one instructor. They provided

evidence and examples to substantiate their concerns. At the same time, they recognised that the instructor was highly technically competent - a subject matter expert.

A small group of instructors was in the room next door and, contrary to policy, could overhear the trainees' comments. They later used what they overheard as evidence to criticise the trainees, deeming



them disloyal. This did not stop there. Leadership were aware of, or involved in, the actions of the staff and chose to do nothing to prevent it. They failed not only the trainees, the TE and the Army but themselves. They wasted a good opportunity for instructor development and the opportunity to develop this instructor's leadership potential by correcting the lack of respect for others.

Loyalty to the team sometimes means having to make tough decisions. It might mean that the right decision is not always the most popular; however, in the long run it might result in individual and organisational change for the better.



Reflections

Reflections

time wasted
and lessons learnt

By a junior commander, 12 April 2016

This article is adapted, with the author's permission, from an essay which appeared on Grounded Curiosity. Although this article is written from a junior commander's experience, the thoughts and tips are relevant for any level of leadership.

It takes considerable knowledge just to recognise the extent of your own ignorance.

Thomas Sowell¹

Introduction

The leadership, readiness, resilience, mental toughness and moral courage of Army's junior leaders are topics that entice passionate debate. The result of these robust discussions often concludes with a clear outline of the faults of junior officers: 'they didn't rehearse', 'they walked past poor standards', 'they are overly familiar with their soldiers', and 'they lack moral courage'. In this article, I offer no excuse for poor leadership and decision making. Rather, I offer a small collection of thoughts gathered during a year of awakened perspective as a platoon commander, a year in which my once strongly held view of military leadership was challenged and overturned. This article offers some thoughts on ways to enhance the experience of junior leaders by discussing reflection, leadership and readiness, aspects of training and the advantages of 360 degree reporting.

Reflection

Tip1: Reflect on your performance. As I look back at my time in command of soldiers, I ask: What could I have done better? How do I help educate others on the mistakes I made? Truly accepting realisations that come with reflection is a difficult process, particularly as a junior leader, but one that is important. Junior leaders can create their own

Grounded Curiosity

Have you heard of the website Grounded Curiosity? Have a look – it is at <http://groundedcuriosity.com/>. It is a professional development website which aims to strengthen the intellectual foundation for our profession of arms by presenting discussion, reflection and ideas to junior commanders in an easily digestible format, available from smart phones and other personal IT devices as well as the DRN. Although it is aimed at junior officers, it has information of relevance to all of us.

¹ Thomas Sowell is an American economist and philosopher who served during the Korean War.

adversity, so psychological preparedness from the beginning of training is important. Ultimately, it was my lack of mental preparedness that led to me being, what I would consider 'below worn rank' as a leader in my first attempt at command. Reflection helps us learn the lessons of the past to ensure the mistakes we make remain in the past, unrepeated.

Leadership and readiness

Shining examples of leadership and courage can be placed onto paper, but for words to take effect we must be honest with ourselves, our peers, our subordinates and our superiors. If we consider the true implication of air-land operations in a digital age pitted against a peer enemy in a foreign and austere environment, every one of us must answer the questions: Are we ready? Have we ensured that our soldiers are ready? Leadership influences the group's outlook—if the leader does not care about robust training, the soldiers do not care, and if the soldiers do not care then training benefit and a readiness mindset are lost.

Tip 2: Reflect on the effectiveness of your leadership – ensure that you and your soldiers are ready. Excellence in leadership is never more necessary or crucial than in the military². In Jim Fredrick's *Black*

Hearts, there is a clearly identifiable story line of a difficult situation made worse by the lack of attention to detail and the lack of moral courage in the junior leaders of Bravo Company, 502nd Infantry Regiment, 101st Airborne Division. It was 'life and death stuff ... and if we don't change how we lead soldiers, and we don't honestly look at what caused this to happen; it's going to happen again'.³

In reading this open and honest account of battlefield leadership, I assessed and interrogated the numerous instances in my own past where I had 'let things slip' or 'walked past a poor standard' not willing to do the right thing. Open the first page of Julian Thompson's *No Picnic: 3 Commando Brigade in the Falklands*, and you will understand the importance of ensuring that you personally, and your organisation, are as prepared as possible to achieve the mission.

Put simply, if that last exercise you trained on was the last exercise you had before deploying to a mid to high intensity conflict, would you be satisfied that you had done everything in your power to achieve the mission and then bring your troops home? Let's not forget to be honest about our response.

2 Michael Asken's *Warrior Mindset: Mental Toughness skills for a Nation's Peacekeepers*

3 Sergeant John Diem in Jim Fredrick's *'Black Hearts'*



At midday on Friday 2 April, 45 Commando was due to go on Easter Leave. At 5 o'clock that morning I was informed by telephone that the Commando had been recalled.....It was a pretty peculiar feeling being called to war by telephone from one's bed. Time has not dimmed the memory of the sensation.

Captain Gardiner in Julian Thompson's No Picnic: 3 Command Brigade in the Falklands



Aspects of training

Conduct disciplined training

Change usually occurs as a result of a detrimental experience.⁴ However, we can minimise the number and severity of detrimental experiences by continually deciding and acting rather than waiting to observe outcomes before making further decisions. This includes the preparation of soldiers for war through disciplined training, robust feedback and setting expectations for junior leaders.

Tip 3: Learn to accept constructive criticism so you can improve your team's performance. What is the true meaning of discipline in training? For junior leaders it includes understanding when mistakes are made and conducting honest assessments when poor drills are conducted. Junior

leaders must also recognise that merely surviving a difficult exercise does not equate to being ready. This generation, including myself, has been geared to expect positive reinforcement whether it is credited or not, and ego will often influence the response to constructive criticism. By the time we are experienced enough to appreciate the responsibility that was bestowed upon us, it is too late.

Ron Milam's book, *Not a Gentlemen's War*, describes the experiences of US infantry platoon commanders in the Vietnam War. It is an experience far removed from my own time as a platoon commander. These US platoon commanders had less than six-months training before being 'dropped into his platoon in the field; from there he spent six months as a platoon commander before being re-rolled for a staff headquarters position'. The premise of Milam's study is that the junior leaders of Vietnam 'took pride in embracing the higher expectations that (their) country had of their character and conduct', and that they met the challenge

4 Jim Stor's *The Human Face of War*



‘even if there were occasional and perhaps inevitable failures to meet those expectations’.⁵ The experiences of junior leaders in Vietnam highlight the need to mentor and educate junior leaders on expectations including standards of discipline, preparation and readiness.⁶

Tip 4: Keep sight of what we are training for. Disciplined training also includes junior leaders keeping sight of what we are training for. This area has many leadership challenges—while we train for high-intensity conventional war, a proportion of soldiers (and some junior officers), simply do not conceive that we will ever be involved in conventional conflict. Contributing to this perception is a lack of historical knowledge and genuine academic interest from junior leaders beyond the latest book published with a winged dagger on the binding. It is clear that

some contemporary soldiers (and officers) have a ‘distorted and fanciful perception of wartime soldiering’ as Colonel Chris Smith noted after his time as Commanding Officer of Mentoring Task Force 3. This can impact disciplined training and a junior leader’s natural acceptance of ‘what we must be trained and ready for’.

Tip 5: Embrace leadership not liker-ship and keep focussed on training for future war. Another driver working against disciplined training is the susceptibility of junior leaders to default to the opinion of combat experienced soldiers. This also raises the leadership versus liker-ship debate and the fine line that junior leaders often tread between the two. It has been observed that the necessary separateness of being a commander seems to terrify junior leaders.⁷ This current theme of ‘we didn’t do it like that in Afghanistan’ is a painful process of

⁵ Milam is referring to Lieutenant Caley who was responsible for the My Lai massacre.

⁶ In my humble opinion it begins during the recruiting process with expectations of what being a junior officer means.

⁷ Lieutenant Colonel (now Colonel) Chris Smith, Commanding Officer Mentoring Task Force 3

re-education. It highlights the importance for a junior leader's honest evaluation of the need to train for 'a war' not 'the war' in order to maintain standards of disciplined training for the future fight.

Simple training

It is only evident now that I have moved on from commanding a platoon how simple it is to train that organisation. Strikingly enough, Army has been implementing a sound training system for generations so why do junior leaders fight it?

Tip 6: Don't wait to be told to rehearse – train and rehearse relentlessly. A small team starts by ensuring the 'simple' techniques and procedures are perfected, and it continues to perfect these until the team cannot get it wrong.⁸ This is important for junior leaders to understand: we should not need to be told to train or rehearse. Pick the simple drills that the platoon needs to be perfect at and get them right. Everything in training in barracks can be broken into simple drills and rehearsed relentlessly. As Rugby League coach Jack Gibson said in *Winning Starts on Monday*⁹, 'Winning starts on Monday, not ten minutes before the game. It's confidence all week long, and it's confidence for the month before that,

and the year before that. People can't get motivated on a five minute speech ... (it is in) knowing that your preparation was right. (It is in) having the confidence that whatever comes up you are ready.'

For junior leaders, the system is new, the drills are new, but some small teams clearly do not know how to rehearse. It is only when a small team correctly rehearses the simple drills that the science of war can become art.

My advice for junior leaders is do the simple stuff right. Do not be the one who lets the standard of rehearsal and training slip. Do not be one who makes the decision to have a single picquet instead of double stagger. Do not be the one to take the plates out of your armour. Do not wait to be told to train... because before you know it your time with a platoon is over.

Resilience training

Developing individual and organisational resilience is an important part of training for war. As a leader, we must not only develop resilience within ourselves, it is our responsibility to shape individual resilience in our subordinates and together with our subordinates, develop resilient teams.

Tip 7: Become resilient with robust training and self-reflection. Resilience starts with the ability to self-reflect rather than blaming others' actions for our own short comings. In other words, we take responsibility for our actions, and improve by seeking

8 H. John Poole's *The Last One Hundred Yards: An NCO's Contribution to Warfare*

9 The point that Gibson makes is strikingly similar to one made by SLA Marshall: 'rehearsed drills breed confidence'. SLA Marshall served in WWI and was a combat historian in WWII.

organisational goals and aligning personal goals to these. Our goals should be 'to keep (soldiers) mentally and physically fit for battle, to keep (soldiers) mentally and physically fit in battle and restore (soldiers) mentally and physically after battle'¹⁰. This also applies to us as junior leaders, requiring training and self-reflection.

An example of where we went wrong with resilience training was the 2015 Duke of Gloucester Cup. After an extended period of physical hardship and sleep deprivation, one scenario involved the relatively easy

task of crossing a dam. However, some very experienced soldiers struggled because we had come to rely too heavily on theoretical and PowerPoint driven methodologies for training resilience, reducing our understanding of resilience to a survey. We cannot afford to lose sight of robust physical and mental training to prepare us for the impact of enemy action. This includes methods that truly expose junior leaders to extremes of hardship. The story told by Steven Pressfield in *Gates of Fire* is historical fiction, but it leaves one with no illusion as to the resilience required to lead a body of soldiers to victory.

10 Michael Asken's Warrior Mindset: Mental Toughness skills for a Nation's Peacekeepers



Reality based training

Reality based training is a well-documented part of the success of western military special forces and law enforcement agencies. By its very nature, reality based training is required to be close to real situations that soldiers may encounter. The more recent use of 'simulated' or 'man-marking munitions' in reality based training is heavily geared toward the development of individual soldiers, but these scenarios also benefit junior leaders to evaluate their decision making under pressure. As noted in an internal Army document on reality based training,¹¹ those who implement the methodology need to be well versed in its principles.¹²

Tip 8: Use reality based training to reinforce disciplined training. The principles associated with reality based training reinforce discipline; the key is ensuring junior leaders know and understand what discipline really is. Individuals have to yearn to understand the concept of discipline as described by SLA Marshall in *Men Against Fire: The Problem of Battle Command*. Marshall describes that the kind of regimental discipline that ensures the correct presentation of uniform is but a by-product of true discipline. Discipline is reinforced through the relentless pursuit of excellence. If reality based training as adopted by special forces helps

11 Reality Based Training for the War Fighter by Warrant Officer Class Two Wayne Weeks (now Warrant Officer Class One and a Regimental Sergeant Major).

12 Ken Murray's Training at the Speed of Life offers valuable beginner insight into these principles.





to achieve that end state, then I say bring it on; however, for it to work, training to this kind of true discipline begins with the intrinsic motivation of individual junior leaders to self-educate and understand it.

Junior leaders must take the lead and not wait for someone else to initiate this form of training. Reality based training need not be expensive, and it does not necessarily need man-marking munitions to make it appealing. Preparation is key and needs clearly defined learning outcomes. Self-educate and train yourself, back brief your plan, then execute.

360 degree reporting

Tip 9: Consider using 360 degree reporting to improve performance. The concept of 360 degree reporting brings fervent debate when discussed against military leadership, but this type of reporting can help junior leaders with self-reflection. To be judged by not only superiors, but peers and subordinates is often personally difficult to absorb. That the 360 degree reporting can be used in the process of selections and promotions is also a daunting thought. This type of reporting has been conducted once during my very short career, and I still carry the paper that it was written on. It was an effective tool for self-reflection. If used correctly it is a method by which we can better ourselves. Like the issuing of a Performance Appraisal Report to a subordinate, it should be evidence based and logical – and implemented with care.¹³

¹³ *If the full 360 degree reporting is inappropriate in your circumstances (perhaps due to negotiating the minefield of subordinate's perspectives and expectations), consider peer reporting as an alternate.*

Conclusion

A platoon commander need only concern themselves with one thing: training a platoon. Being relentless in the pursuit of disciplined, simple, resilience and reality based training can only improve a junior officer's leadership skills and ensure that soldiers are ready for the future fight. The enemy sets the standard that we must achieve and rise above; it is only through open and honest reflection of our actions that we can hope to better ourselves to the point that we become better than the enemy. It is vital that resilience training be harder than it needs

to be, drills are well rehearsed and training is smarter than the enemy can conceive. It is clear that junior leaders are by no means perfect. What we lack in experience should be made up for in humility, enthusiasm and motivation so that when the time comes we can be honest in saying we did not waste time in preparation and we can meet any adversity, for 'to win, one only has to be better than the other guy'.¹⁴

14 Jim Storr's *The Human Face of War*



Good reads for you

Interested in the books referenced in this article? Google them to find out where to get them.

- *Warrior Mindset: Mental Toughness skills for a Nation's Peacekeepers* by Michael Asken (published in 2010)
- *Black Hearts* by Jim Fredrick (published in 2010)
- *Winning Starts on Monday* by J Lester Gibson (published in 1989)
- *Men Against Fire: The Problem of Battle Command* by SLA Marshall (published in 1947)
- *The Passion of Command: The Moral Imperative of Leadership* by Colonel BP McCoy (published in 2012)
- *Not a Gentlemen's War – An inside view of Junior Officers in the Vietnam War* by Ron Milam (published in 2009)
- *Training at the speed of life* by Kenneth Murray (published in 2006)
- *The Warrior Ethos* by Steven Pressfield (published in 2011)
- *Gates of Fire: An Epic Novel of the Battle of Thermopylae* by Steven Pressfield (published in 1998)
- *The Human Face of War* by Jim Stor (published in 2009)
- *No Picnic: 3 Command Brigade in the Falklands* by Julian Thompson (published in 2008)

Wartime Being at Long Tan



This extract from *Wartime* magazine is produced with the permission of the Australian War Memorial, Canberra. Published quarterly, *Wartime* is devoted to the Australian experience of war, military history and the effects of war on society. Each issue delivers many stories of courage and survival of both service personnel and civilians, and is illustrated throughout by images from the Memorial archives. See <https://www.awm.gov.au/shop/> for further information.

Indigenous soldier Victor Simon discusses his service in 6th Battalion The Royal Australian Regiment (6 RAR) during the Vietnam War.

Looking at well-known battles from different perspectives and sources provides us with a deeper knowledge and understanding of our forebears' experience. This article¹ includes a letter from Victor Simon to his parents, highlighting the importance of the contribution of personal correspondence and stories to the writing of our national history.

Victor William Simon, a Worimi man, was born in Taree, New South Wales. Victor's family had a strong tradition of military service. His father and uncle had both served in the Second Australian Imperial Force. His father was one of the famed Rats of Tobruk and his uncle had spent three and a half years as a prisoner of the Japanese in Changi. In 1965, seeing a poster calling for volunteers, Victor decided on the spot to enlist. In 1966, he was sent to Vietnam as a reinforcement for the 1st Battalion, the Royal Australian Regiment. When 1 RAR was relieved by 6 RAR, Victor was still early in his tour of duty so he was posted to 6 RAR.

Victor was serving with D Company when it fought in the battle of Long Tan on 18 August, 1966. Searching for Viet Cong in the rubber plantation at Long

Tan, after mortars had been fired on the base at Nui Dat the previous day, the 105 soldiers of D Company and three New Zealand soldiers of the Forward Observer party were ambushed by a large enemy force, estimated to be over 2,000 strong. They held off the attack for three hours in the tropical downpour. It was 'hours of solid fighting in the pouring rain', Victor recalled. The fighting was so intense that:

You didn't seem to worry about how scared you were when you were involved. I was dirty on two little instances. One Charlie was crawling along the ground and I had a couple of shots at him but I seemed to have missed him all the time. Another bloke was there with a bugle and he was giving out what to do for the Viet Cong. I had a shot at him and I only found out later why I missed him. The sight on my rifle had come undone and it was just on its last link before it fell out. When I picked it up, took my hand off the rifle, the next minute the sight's stuck in my finger – so that explained why I missed him, that's the reason. I was pretty dirty because I missed him. And I was supposed to be the platoon's marksman!

Time for you to ponder: What lessons can you take from Victor Simon's story?

1 Extract from 'The Vietnam War. Counting the Cost' by Michael Bell, *Wartime*, Issue 75 Winter 2016, pp 41-44



The Transit Support Element Working with Minor War Vessels

by Lance Corporal Zac Muscat

Lance Corporal Muscat wanted to share his thoughts on working with minor warship crews after his Transit Support Element deployment in mid-2015. After serving in the Australian Regular Army within 2nd Cavalry Regiment, Lance Corporal Muscat transferred to Army Reserves within the 10th Light Horse Regiment so he could study a double major in economics and finance at university. He has deployed on Operation SLIPPER, Operation RESOLUTE and Rifle Company Butterworth.

Operation SOVEREIGN BORDERS is the name of the operation given to Australia's border protection with the ADF's contribution referred to as Operation RESOLUTE. One component of Operation RESOLUTE is the Transit Security Element (TSE). This is mostly a combined Army-Navy effort with the Army contribution complementing and reinforcing major Defence and contracted ships as well as minor war vessel¹ crews as they ensure the safety of both our personnel and the suspected illegal maritime arrivals.

This article gives soldiers and junior non-commissioned officers (NCOs) an understanding of what TSE deployments involve. It focuses on training at HMAS Cerberus and working aboard minor war vessels in terms of crew integration, daily routines onboard, and use of equipment carried and fixed onboard each of the vessels.

¹ Patrol boats, minesweepers and survey vessels.

Training at HMAS Cerberus

Training for TSE rotations occurs at HMAS Cerberus which is located in the Mornington Peninsular and Western Bay about an hour-and-a-half from Melbourne. It is considered the 'cradle of the Navy', the home of the Navy's recruit training and various other Navy and tri-Service trade schools.

TSE members spend around five weeks training at HMAS Cerberus. There, they conduct mission-specific training on the basic skills required to conduct border protection operations. For experienced combat soldiers much of the topics will not be new but methods of training do differ between the two services. For example, the 9mm SLP lessons are conducted using PowerPoint, which is a stark difference to Army's blueprint for outdoors weapons lessons.

Tip 1: Be respectful of Army-Navy differences. The HMAS Cerberus phase is where the Navy component of TSE is integrated. Army members who expect Navy to have an environment that is similar to Army should note that the Navy is not the Army. If you are an Army member of a TSE, you are not in an Army environment and you need to be respectful of the differences. For example, Army NCOs eat after their diggers, but Navy eat together aboard ship as dictated by the watch systems. Additionally, some combat corps NCOs who are used to an all-male environment may find the differences in the integrated nature of the TSE a challenge. Be professional about the differences and respectful, and continue to do what is expected of you in the Army.

Tip 2: Develop professional relationships. Junior NCOs (especially lance corporals) need to enforce discipline and maintain standards from the start. To do this you need to be aware of rank equivalence², so you know where everyone stands. For example, able seamen are not equivalent rank to lance corporals. Army commanders, particularly those who are used to an all-male environment, need to be conscious of their behaviour towards members of the opposite gender because fraternisation directly undermines our rank and with it the expected standards to be enforced. Dealing with suspected instances of fraternisation can be a leadership challenge, particularly if it occurs between a member above your rank and one of your subordinates. However, as a commander – even as a lance corporal – you need to have the moral courage to enforce the standards Army expects you to uphold.

2 *There is a helpful rank chart at http://www.defence.gov.au/images/badges_of_rank.pdf*

Tip 3: Consider your leadership style and what works best with your team. To maintain discipline in this heterogeneous³ TSE unit, initially divided by Army and Navy culture, junior commanders need to consider their leadership style. At times, this may require a transactional leadership style that involves resting on command authority. During the HMAS Cerberus phase, the training itself will not be that difficult. The challenge is to develop a cohesive and well-disciplined contingent, whose members respect each other, their differences and their abilities; its members can then be interchanged in and out of teams without interpersonal/social conflict.

Operating on-board minor war vessels

Relevant Navy appointments

Buffer. TSE teams are usually under the direction of the Buffer, who is a petty officer and is like the platoon/troop sergeant to the ship's crew.

Bordo. During boarding operations, TSE teams are under the control of the 'Bordo' (Boarding Officer), who in my case was a chief petty officer and in Army terms was like the platoon leader.

Crew integration

Minor war-vessels are the most common types of vessels on which TSE members will be utilised. These vessels have a small crew, which is where TSE teams are employed to bolster the crew's manpower and capability in dealing with detained personnel. The Buffer runs and trains the TSE teams and is responsible to the Executive Officer (XO). Integration is essential to the success of your team. TSE teams are, however, under tactical command of the ship's captain.

Tip 4: Form close links with the ship's command team. As a team leader, you need to form a close link with the Buffer, Bordo, XO and ship's Captain as appropriate. Your intent is to position yourself as a command team member within the boarding party dynamic. This will ensure your team members are integrated wherever possible, which will maximise their opportunities for experience and provide the best support to the ship's crew.

3 *Having widely unlike elements (ie, not homogeneous). Source: Macquarie Dictionary available free through the DRN at <https://www.macquariedictionary.com.au/>. Tip - add the Macquarie to your browser favourites.*

Transactional and transformational leadership

Transactional leaders operate on a performance–reward system (ie, the leader promotes the compliance of their followers through both rewards and punishments). This is different to transformational leaders who inspire, motivate, challenge and stimulate their subordinates to perform beyond normal expectations above their own self-interest.

Transformational leaders are more successful than transactional leaders; they are an inspiration to their subordinates – a role model to be followed. However, there are times when applying a transactional leadership style is the best course for a period of time or task, and leaders usually display both transformational and transactional leadership styles. The difference can be simplistically described as: transactional leadership relies on external motivation to comply (imposed discipline) whereas transformational leadership relies on subordinates' internal motivation.

Source: LWD 0-2, Leadership

As an Army commander on board a Navy ship, there are a few points you should consider in order to have your team well integrated; these are described in the next few tips.

Tip 5: Seek to have your team quartered throughout the junior cabins and yourself quartered with either the Bordo or Buffer. This will force your team to integrate quickly with other crew members. You will be located in an ideal position to gain insight into future plans outside of command briefs and form social relationships that can provide your team with greater opportunities for training and experience.

Tip 6: Take any opportunity to conduct work-ups as long as it is adjoined with the same crew. Every class of ship and its crew is required to conduct work-ups before being assigned to Operation RESOLUTE; how often this occurs depends on a few factors. Work-ups are conducted in the same way a unit conducts a mission rehearsal exercise (MRE) prior to deploying, except that they are conducted for a period of three weeks and should cover the entire ship's range of capabilities and probable situations such as damage control events. Work-ups are conducted by the Sea Training Group (Navy's equivalent to the Combat Training Centre), and the crew is really put through its paces. TSE teams are not required to conduct work-up periods; however, due to the high-tempo nature of the activity, the forced cohesion that takes place between the ship's crew and your team will

be accelerated. Furthermore, undergoing work-ups gives your team added capability to support the ship's operation, and this enhances trust between the ship's command team and yourself.

Tip 7: Help with the chores. TSE's primary mission is to provide the ship's crew with additional trained manpower in the event that a tactical situation requires it. During routine operations, the TSE may be underutilised and as a result TSE members can become quite lazy. There is no room to hide on minor war-ships; skivers are quickly discovered. If Army on a Navy ship are seen to be lazy, this can lead to social segregation for the whole group. Therefore, commanders need to give the TSE relevance in the daily operation of the ship; for example, ensure that after each meal there is at least one TSE member in the galley helping to clean dishes. During cleaning stations, ensure your members are involved in the cleaning roster. Be proactive by helping but don't overdo it; once the crew know you are not lazy they will approach you if they want help. However, don't forget your primary mission.

Tip 8: Keep your skills up. While at sea there is plenty of scope to conduct training during downtime. Once at sea, have a talk to either the Buffer or Bordo about what training activities can be conducted. There are courses in which your TSE can participate (ie, helmsman training). Furthermore, discuss what training you can provide or assist with. Getting yourself working with the ship's crew in the conduct of training activities from an instructional level will generate confidence in your ability as a team member and leader. Once the crew readily accepts your authority, they will also accept your subordinates as equals to them, enhancing team cohesion and morale.

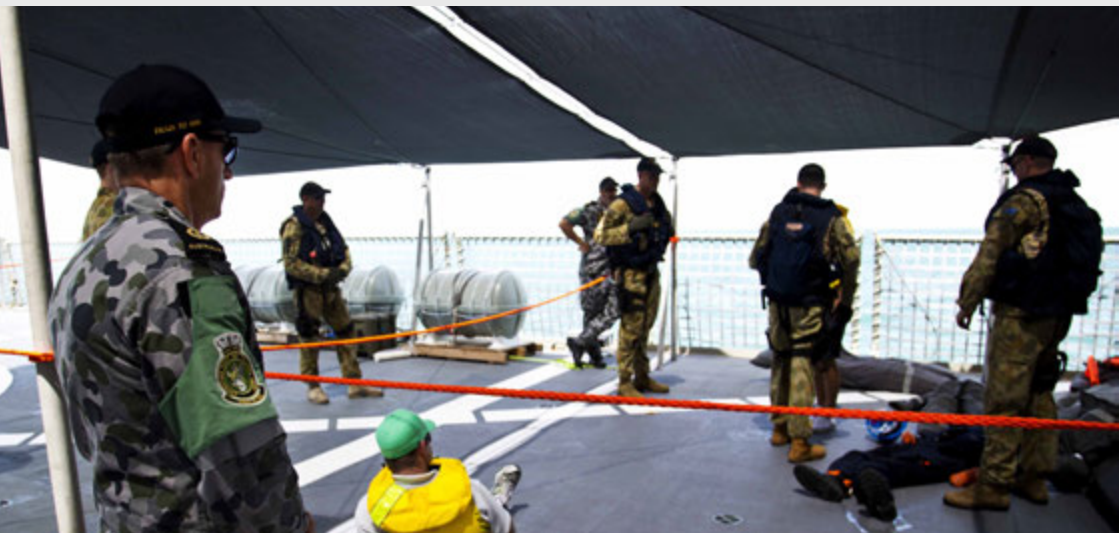
Tip 9: Make sure your team is well rested and fed. Within a short time you could find yourselves going without sleep or food for twelve to eighteen hours.

Tip 10: Follow the daily routines onboard. Following daily routines will allow your team to fit into the Navy environment. What you encounter may be slightly different, but those I encountered were:

- Boots removed at night were placed out in the hallway.
- Uniforms needed to be changed daily as the salty air and the heat made them smell terrible.
- When clothes washing machines were in use, clothes were left in a laundry bag in front of the machine. Anyone passing the laundry was expected, if time permitted, to rotate the washing, neatly fold finished washing and place it into the respective bag.

- Each day the crew conducted 'cleaning stations' (cleaning everything) and usually one damage control drill a day, depending on tempo.
- A daily command brief occurred in the wardroom around 0900 h with the Army commander attending if invited (it was important to attend). The Bordo passed information from these briefs to the crew. (Note: hats were not worn in the wardroom as it is the officers mess.)
- PT was conducted on the quarter-deck during the morning or afternoon.
- After the darken ship drill took place, it was usually acceptable to go to bed but not to go outside. Anyone wanting to go out for a smoke had to ask permission of the officer of the watch on the bridge.





Equipment and stowage

Tip 11: Carry anti-flash, chem-light and other small personal emergency devices at all times. The rules state that everyone is meant to carry their 'anti-flash' at all times. Anti-flash refers to the white gloves and hoods you see sailors wearing in movies. They are made of fire retardant material and are carried in a small zip bag connected to a belt. Along with anti-flash, two first aid dressings must be carried; I taped them to my belt either side of my anti-flash pouch and this stopped the pouch from moving around too much. In your sleeve pockets you need to carry one green chem-light (in case you fall overboard at night), and a Chinagraph pencil. It is also handy to carry a small sharp folding knife in your pocket and a small torch in your shirt's breast pocket – both with lanyards attached.

Tip 12: Keep your boarding party kit prepared, ready and handy for easy access. Since the boarding party room will likely be full, your boarding party life jacket and body armour will need to be kept in your cabin while you are at sea. Ensure it is accessible but out of the way. It is important to mimic how the crew's boarding party wears and carries pistol holsters and life jackets and other common gear. Carry a medium sized karabiner clip handy so you can connect your helmet to your life jacket. Carry a small bottle of hand-sanitiser and have some small packaged foods handy as well; you could be out at sea for 12 or more hours at a time and you will get hungry. Tip: you don't want to have to touch your food so bars like Snickers are ideal since you can eat them straight from the wrapper. Having your Sure Fire torch available will be very handy particularly if you need to search bilges that are usually full of human waste or water.



These torches also work as a communication redundancy plan. Lastly, as a 'must have', carry a pair of polarised sun glasses; not only do they counter the glare from the ocean, but they prevent, making visible, any direct eye-contact with suspected illegal maritime arrivals and will aid in command and control.

Tip 13: Make every effort to extract as many opportunities as your limited time will allow. Be respectful of your ship's crew, their knowledge and experiences, and make the most of what they can teach you. Do not be that experienced combat veteran who falls into the trap of self-righteous Army-Navy rivalry or you will have a very negative time, to say the least. As a leader, your subordinates follow your example, and such negativity will tarnish an experience from which they had a right to get as much as possible. You are only as good as your last experience, and each experience is only as good as you make it. So make it great not only for yourself but for those around you.

Final thoughts

Each crew is different. Some will be very proactive with your integration, and others will be reluctant regardless of your efforts. The best crews I observed were those who learnt what skills and knowledge you and your team members have at an individual level, and make an effort to maximise the capability they can obtain from having you aboard. In conjunction with this, allow a crew to use your skills and knowledge to its fullest; after all, you are there to provide capability. If given the opportunity to work with the Navy on minor war-ships, make the most of it. Be open to Navy culture and immerse yourself in the unique experience.

Katherine ●



Borroloola ●

Tennant Creek ●

NORTHERN TERRITORY

Alice Springs ●

By Sergeant Martin Edwards, Centre Squadron, NORFORCE

Sergeant Martin Edwards is a patrol commander in Centre Squadron, North West Mobile Forces (NORFORCE). An enthusiastic outdoorsman, he was born on Kangaroo Island, raised on a farm north of Quorn, South Australia and has lived in remote areas of Australia all of his life. Sergeant Edwards is an instructor on survival courses and is dedicated to sharing his knowledge of survival in a desert environment. He has a passion for understanding the knowledge of local people, their way of life and their relationship with the environment

All information and survival methods can be found in further detail in LWP-G 7-7-6 Environmental Survival. Remember to take note of the warnings provided in each section. They are just as important for sustaining life as the hints and tips.

Introduction

The North West Mobile Force (NORFORCE) was founded in 1981 with the mission to conduct surveillance in specified areas of responsibility throughout the north of Australia. With an area of responsibility of 1.8 million square kilometres, or one quarter of mainland Australia, NORFORCE members must be experts in how to survive in all environments throughout this diverse region. Centre Squadron's soldiers operate in an area of responsibility the size of Egypt with a population of less than Bondi Beach on a typical summer weekend. Soldiers are expected to be knowledgeable in operating in remote areas which are characterised by inhospitable terrain, sparse vegetation with very little water in places.

SURVIVAL stands for:



Size up the situation.



Undue haste makes waste.



Remember where you are.



Vanquish fear and panic.



Improvise.



Value life.



Act like the animals.



Lean on your skills and maintain a positive attitude.

Once a year, NORFORCE runs an environmental survival course to teach soldiers the skills required for survival in these areas. The course is based upon local knowledge from indigenous communities and the vast pool of instructor knowledge and experience. It is a grueling two week course, testing the mental and physical strengths of the individual soldier to the limit. Not all make it through.

You never know when you could need to know how to stay alive in remote areas. This article will provide you with some simple survival tips that apply to the central desert country of Australia, and can be adapted to be used by all soldiers in their military and civilian lives. It is based on lessons taught on the survival course and follows the priorities of survival:

- water
- shelter
- food
- fire
- rescue
- first aid

Water

The average person can live for three days without water. Survival depends on the person's ability to retain as much water as possible. You should seek to conserve sweat not water. Additionally, you need to protect yourself against the sun and find water to replace fluid loss. There are many ways to find and produce water in the desert, but it gives up its water reluctantly.

Tip 1: Look at the Terrain. Rocky outcrop re-entrants are areas that can trap and store water deep in the ground, but the water is difficult to access. In some cases it can be accessed if you have some tubing (such as a blood giving set) and an appropriate weight in your survival kit. Tie the weight to the tubing and lower down to the water source and suck it out.



Warning

- *Vehicle radiator water cannot be consumed due to coolant and additives even if it has been stillled or filtered it will still be toxic.*
- *Do not use sand bags to filter water they are treated with poisons.*

Tip 2: Dry rivers and creeks may have water under the sand. Underground water can be anywhere from 2 m to 20 m down. Look for fresh green foliage or grasses that indicate water is near the surface.

Tip 3: Look for signs of animal activity. Evidence of animal diggings might provide you with an indication of water. Kangaroos will dig holes and open up soaks in the river beds when the water is close to the surface. Pigs will have wallows in creek lines where water is near the surface.

Tip 4: Treat your water before drinking it. Always treat water that is won by boiling for a minimum of 5 minutes or use Puri-tabs as directed before consumption.

Shelter

Shelter is paramount when in a survival situation as it will protect you from the sun. Sunburn will lead to dehydration and skin infections. There are many ways to construct a simple shelter. Centre Squadron soldiers always carry a hootchie which provides adequate shelter, but if you don't have one you may have to improvise.

Tip 5: Select the appropriate time of day. Construction of an improvised shelter can be a labour intensive task and should only be done in the cool of the evening or early in the morning to conserve water.



Warning

- *When collecting materials for improvised shelter be aware of venomous reptiles, insects and spiders.*
- *Ensure a sound solid construction when using heavy materials to limit the risk of collapse of the shelter.*
- *Be aware of constructing shelter under large trees due to the risk of dead fall.*
- *Do not construct shelters in river beds due to flash flooding.*

Tip 6: Use the materials available.

Construction of an improvised shelter will depend on what natural materials are in the location, like trees, logs, branches or grasses. In treeless desert dune type country where vegetation is sparse, spinifex bushes are usually the dominant type of vegetation. These can be mounded up with a cavity inside and provide good protection from the sun.

Tip 7: Find south before constructing your shelter. Facing the opening of the shelter to the south minimises the amount of heat from the sun entering the shelter from the east in the morning and the west from the afternoon sun.

Food

Food is an important part of survival but must be put in the right priority; in most cases water and shelter are more important to survival. Although the human body needs both food and water to survive, it can function for more than three weeks without food (Mahatma Gandhi survived 21 days of complete starvation). Water is a completely different story. At least 60% of the adult body is made of water, and every living cell in the body needs it to keep functioning.

The body also needs proteins, carbohydrates and fats to function. You cannot live on one food source alone, but some



Did you know?

- *Protein helps the body grow, builds muscle and give us energy.*
- *Carbohydrates are sugars that the body uses for energy. Simple carbohydrates, also called simple sugars, provide the body with quick energy.*
- *Fat is needed for your body to grow and to process vitamins. It is possible to die from a lack of fat. For example, you can die from insufficient fat if eating only rabbits! This is known as rabbit starvation.*

people have survived for quite some time just on carbohydrates.

There are many food sources in the desert, but a good knowledge of them is essential. This knowledge can be obtained by working with local people and careful studies of books and doctrine about bush survival foods.

Tip 8: Eating some species of insects will provide you with an excellent source of protein. Termites are a good source of protein and can be eaten raw or cooked. They are generally found all over Australia. Grasshoppers are also a good source of protein and pound for pound contain more protein than beef.

Tip 9: You may need to set a snare or a trap to catch food. Traps and snares can be used to catch reptiles which are a good source of fat and protein. There are many types of improvised traps and snares. These are described in the reference provided at the start of the article.

Tip 10: Eat your carbs. Wattle or acacia seeds are edible and contain carbohydrates. These plants are found throughout Australia. Seeds can be ground to make a type of flour or eaten raw.

Note: *Trapping and snaring is illegal in Australia and should only be used in a survival situation, not as a training activity.*

Warning

- *There are many poisonous plants fruits and seeds in the desert. If you are not 100% sure of it don't eat it!*
- *If you find a proven food source, eat a small portion and wait a minimum of 12 hours to see if you have any reaction to it. If not, then introduce it to the digestive system gradually.*
- *Avoid eating caterpillars and hairy type insects as some contain toxins and the hairs can cause a reaction in the throat.*
- *Snares for animals should be checked regularly and recovered when moving out of an area. Make all personnel aware of the location of snares.*
- *Be aware that trapped or snared animals may cause injury to you. When you dispatch them, do so quickly and humanely.*

Fire

Fire in a survival situation provides warmth, heat for cooking, aids in rescue and maintains morale. Additionally smoke from fire may deter some insects like mosquitoes and flies.

Fires can be started by using four methods:

- friction
- chemicals
- solar energy
- electricity

Tip 11: Choose your method based on materials available. Fire by friction can be a labour intensive process in the desert due to the lack of soft woods. Roots have been found to achieve fire more easily due to their softer nature but must be dry.

Tip 12: Lighting a fire requires planning.

Use the hottest part of the day to make fire as the heat from the sun will aid in achieving fire. Have all materials well prepared so you do not waste energy.

Tip 13: Lighting a fire using solar energy can be achieved by using the head light from a vehicle. After removing the headlight, bulb and glass front, insert combustible material where the bulb was located and aim at the sun. This also can be achieved with a normal battery operated torch.

Tip 14: Use the theory creatively if standard items are not available. If standard items are not available for use when starting a fire, you may need to think of alternatives. For example, fire can be achieved by using a clear water bottle like an old mineral water bottle half fill with water. Face the convex end down to create a magnifying



effect using the sun. This works in the same manner as a magnifying glass but can take some adjusting to get the angle right. If you have no water, urine can substitute for a liquid as long as it is not too dark.

Tip 15: Prepare combustible material for the ember. Once you have an ember from using one of the methods outlined, you will need to provide the ember with enough dry material to start a fire. To do this effectively, you will need to construct what is called a bird's nest. This consists of dry grasses twisted together to form something which resembles a bird's nest. The ember is placed into this and will ignite with a steady blow through the nest. To make the ignition process even more effective, add dried animal dung, such as kangaroo droppings. When the ember has been created, simply place some crushed up dung inside your birds nest and blow.

Rescue

The best way to ensure rescue is to let someone know your planned route and timings before you leave and to be prepared for the unexpected. If you find yourself in an unforeseen circumstance, your chances of

survival are greatly enhanced by spending as little time as possible in a survival situation. This means that you will need to play an active part in your rescue. Panel marker sets, torches and signal mirrors are a great way to attract attention, but if you don't have these you will have to improvise. Improvised methods include signal fires, tinsel trees and shadow trenches.

Tip 16: Signal fires are a good way to attract attention from the air. Signal fires can be constructed from grass leaves or available combustible materials in your location. Spinifex bushes and green eucalyptus leaves produce good thick white smoke when burned. You will need to construct three fires spaced 30 m apart, either in an extended line or in a triangle formation to have the best chance of attracting attention as most pilots are trained to recognise these formations as a sign of distress.

Tip 17: Use shiny and reflective items to attract attention. Tinsel trees can be constructed using old food wrappers, drink cans, clothes or anything with a shiny, reflective, colourful surface. It is best to place these items high in tree or bush to attract attention.

Warning

- *Signal fires should not be lit for aircraft flying above 10 000 –15 000 m.*
- *Only light signal fires when aircraft or vehicles are seen.*
- *Old tyre tubes and liners will produce thick black smoke good for signal fires but should only be used in an actual survival situation, not for training purposes as the impact on the environment and health is a potential risk.*

Tip 18: Shadow and shape will also be visible from the air. To construct a shadow trench you will need to dig a trench in the formation of a V, roughly 30 m long and approximately 300 mm deep. You

can also construct a V by using foliage branches or logs placed on ground stacked up to create a shadow which will be visible from the air.



First aid

Becoming injured or sick in a survival situation can pose a huge risk to your life. Some illnesses or injuries can lead to diarrhoea, dehydration and eventually death and you will not necessarily have the correct medical supplies or access to suitable forms of nutrition that aid recovery. Think carefully about your activities and plan them to limit the chance of injury or sickness.

Tip 19: Always carry bandages as part of your kit. Use bandages to cover wounds as open wounds can become infected which will need proper medical attention to prevent complications.

Tip 20: Adequate shelter and working in the cool of the day are vital preventative measures. Sunburn, loss of body fluids and prolonged exposure to a harsh, dry environment are the most common causes of death in a survival situation.

Tip 21: Look for first aid sources in the environment. There are many medicinal plants found in central Australia, and a sound knowledge of them is essential. This can be gained by working with local people and careful studies of books and doctrine.

Tea tree shrubs and trees grow throughout Australia. In central Australia, they are usually found growing in dry river beds. They are easily identified by crushing up the leaves and smelling them. They are a natural type of antiseptic and are good for wounds and skin infections. Simply crush up some leaves to make a type of poultice and apply to the affected area.

River gums have a white powder on their trunks and large branches. This can be wiped off and applied to the skin as a type of sun block.

Survival kits

Planning and prevention is better than cure. Survival kits are an essential form of insurance when operating in remote areas. They do not have to be big, and it is always better to have one and never need to use it than it is to not have one and need it.

Tip 22: Carry a survival kit as part of your standard kit. Basic survival kits are available through the Q-store system. They are adequate and they have all the basic tools needed including a compass, knife, fire starter, signal mirror, fish hooks and some basic first aid requirements.

Warning

- *Food items like tea bags, stock cubes, Puri-tabs have 'use by' dates and will need to be replenished regularly.*



Building your own survival kit is not difficult or expensive, particularly if you keep the size and weight down to a minimum. You can configure your survival kit to your own personal needs, but remember the bigger it is the heavier it is and you have to carry it.

Tip 23: When constructing a survival kit, it is best to appreciate the area you are going to be in and adjust to suit that environment. In desert environments, a survival kit should have the following:

- small knife (food and shelter)
- fire starter (warmth, food & rescue)

- compass (navigation)
- signal mirror (rescue)
- lip balm, band aid (first aid)
- clear plastic bags (water)
- fishing line or cordage (traps, snares, food & shelter)
- plastic tube or giving set line (water)
- Millbank filter bag (stored in lid of pack)



Together, these items can be condensed into the size of a bicycle tyre repair container and easily fit into a pouch in your webbing or a sleeve on your shirt.

Final note

Survival in the desert is reliant on planning and attitude. By maintaining a positive attitude, being prepared and maximising your chances of being rescued in a short time, your likelihood of survival will improve markedly. Many of

the techniques discussed in this article can be practised with minimal resources in a safe matter. In the end, however, it is better not to be in a survival situation at all. Plan effectively and make sure that your activity and whereabouts are known and that you establish a communications plan with suitable authorities before heading off.

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.

Six Victoria Crosses were awarded to Australians in 1945 with the first to Corporal Reginald Roy Rattey during the Bougainville campaign.

Corporal Rattey was awarded the Victoria Cross during a particularly bitter phase of the campaign as the Australians attempted to force their way down the road to Buin against fierce opposition from the elements of the Japanese 6th Division. The 25th Battalion crossed the Puriata River on 4 March and met strong opposition. One company was surrounded and repeatedly attacked over three days. Soon a Japanese force of considerable strength was moving about between the forward and rear companies of the 25th Battalion. On 19 March, the battalion began a thrust down the Buin road on a two-company front with the object of clearing the road as far as Tokinotu where the forward company was deployed. The 25th encountered an extensive system of pillboxes at a road junction and two platoons made a bayonet charge that dislodged the enemy from part of this stronghold.

As a result of this action, the Japanese fell back to new positions, which were then bombarded by aircraft and artillery on 22 March prior to the attack by Rattey's company. Rattey led his section firing a Bren gun from the hip until he was on top of the first Japanese weapon pit. He flung in a grenade and called his men forward. Using the same tactics, he killed the Japanese in two more weapon-pits. He then advanced on a Japanese machine-gun post and, with his Bren gun, killed one of the team, wounded another and put the rest to flight. Some 2000 rounds of ammunition were found beside the gun. Rattey's action enabled the advance to continue and the company gained its objective within the hour.



Citation: *Reginald Roy Rattey*

Rank: *Corporal*

Unit: *25th Battalion, 7th Brigade, 3rd Division*

Date: *22 March 1945*

Place: *Near Tokinotu, Bougainville (now Papua New Guinea)*

In the South-West Pacific, on 22 March 1945 a company of an Australian infantry battalion was ordered to capture a strongly held enemy position astride Buin Road, South Bougainville.

The attack was met by extremely heavy fire from advanced enemy bunkers, slit trenches, and foxholes sited on strong ground and all forward movement was stopped with casualties mounting rapidly among our troops. Corporal Rattey quickly appreciated that the serious situation delaying the advance could only be averted by silencing enemy fire from automatic weapons in bunkers, which dominated all the lines of approach by our troops. He calculated that a forward move by his section would be halted by fire with heavy casualties and he determined that a bold rush by himself alone would surprise the enemy and offered the best chance for success.

With amazing courage he rushed forward firing his Bren gun from the hip into the openings under the head cover of three forward bunkers. This completely neutralised enemy fire from these positions. On gaining the nearest bunker he hurled a grenade among the garrison, which completely silenced further enemy aggressive action. Corporal Rattey was now without grenades but without hesitation he raced back to his section under extremely heavy fire and obtained two grenades with which he again rushed the remaining bunkers and effectively silenced all opposition by killing seven of the enemy garrison. This led to the flight of the remaining enemy troops, which enabled his company to continue its advance.

A little later the advance of his company was again held up by a heavy machine-gun firing across the front. Without hesitation Corporal Rattey rushed the gun and silenced it with fire from his Bren gun used from his hip. When one had been killed and another wounded, the remainder of the enemy gun-crew broke and fled. The machine-gun and 2000 rounds of ammunition were captured and the company again continued its advance and gained its objective, which was then consolidated.

The serious situation was turned into a brilliant success entirely by the courage, cool planning and stern determination of Corporal Rattey. His bravery was an incentive to the entire company, who fought with inspiration derived from the gallantry of Corporal Rattey despite the stubborn opposition to which they were subjected.

London Gazette: *26 July 1945*

Tech talk



Useful apps for fitness

There are many apps (iOS and Android) that you can use to help you with your professional development. Fitness apps are perhaps the most popular and can assist with your personal training outside of scheduled physical training sessions.

There are a few basic considerations to think about when deciding which app to download. These include:

- **Security implications.** What information does the app want to access and why?
- **User reviews.** Check out the good and the bad reviews on the app so that you get a better picture of its utility. There are also a number of websites that have done the work for you and can suggest the most effective workout apps depending on your needs.
- **Cost.** Some apps are free but have additional features that you have to purchase, which can affect the usefulness of the app. For example, one popular running app provides the training program for free for the first three weeks. If you want to continue the program, you need to upgrade to the premium package which makes the app useless unless you are prepared to pay for the additional information.
- **Purpose.** Consider what sort of training you want to do and why. Some apps will provide a training program specifically designed for one activity or type of training. Others can provide you with a program that includes a variety of different activities each day. You can get apps to enable you to do your training in a role playing scenario or link to other like-minded fitness enthusiasts. Try out apps that give you a variety of fitness experiences, such as yoga or geo-caching.
- **Professionalism.** Many apps have been developed by professional fitness coaches. These apps provide you with structured programs, videos demonstrating technique, and forum to either discuss your fitness questions with others or a professional. Before downloading, do a credibility check through Google to establish the level of expertise of the professional in question.
- **Personalised training.** Some apps allow you to tailor your training needs. If you like to be in control, rather than participating in a generic training program, look for apps that enable you to decide what type of work out you want (for example, strength, cardio, yoga, stretching) , the number of reps or areas of the body that you want to focus on and the amount of time that you have for training.



- **Data tracking.** A good app will capture your training data (and not sell it to third parties) so that you can track your progress. Apps are available that can keep track of a particular exercise and any relevant information such as the number of reps done and rest time taken, distance, speed, elevation, calories, heart rate and deliver them in a spreadsheet or graphics.
- **Feedback.** The risk of injury is increased when you exercise by yourself. If you have a medical condition, make sure that you have any exercise plan cleared by a medical professional and a physical training instructor. Even without a medical condition, make sure that you are conducting your program in a safe manner. Some apps can film you whilst you are exercising, allowing you to compare your technique with the recommended one. Look for apps that take your health and safety seriously and that can provide you with performance and technique feedback.
- **Music.** Look for an app that can incorporate your music into the workout. Some of the better apps can even analyse your playlist and select the best music to fit the activity, or they can even measure your running pace and pick a song with beats per minute to match.

Know your apps

Before you download anything, assess the security threat. Even seemingly innocuous apps can be dangerous personal security threats. Make sure that you check:



- Permissions before downloading. What sort of information does the app want to access and why? For example, some fitness trackers provide your exercise information to third parties, such as GPS companies or health insurance companies.
- Your settings after downloading the app. Some apps will automatically access your data on your device without you knowing about it. Some gaming apps will actively mine your activity, data or even emails on your device to sell to third parties for their own use. Others will turn on your GPS during the download or access your photos without your knowledge or permission.
- Operational Security. It's easy to forget that apps can track your location, and information you would like to put into an app may have operational sensitivities. For example, what happens if soldiers do not disable the geo-location function on their personal social media profiles? On exercise or on operations, the enemy is able to determine the location of vital assets through these profiles – and don't think this hasn't happened! You should also consider where you are using the device and applications since there are locations where they cannot go. For example, in some secure work areas, not only are mobile phones prohibited, but also personal fitness devices.

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.

Our Army Our Knowledge

Did you know...?

Sharing of Army Knowledge is becoming easier. There are several ways that you can access lessons and learning from the Australian and other armies and even contribute your lessons to the conversation. Discover more through the Army Knowledge Online (AKO) portal and the *Army Knowledge Group* (AKG) Facebook page and Twitter accounts. These pages enable you to:

- Discover new developments and initiatives happening across Army lessons, doctrine and simulation. Many doctrinal publications are about to undergo a multimedia transformation, which will make doctrine more accessible and dynamic. Check out the new-look Steyr pam via the Doctrine link on AKO, which has embedded video links to help demonstrate content.
- Explore links to the broad professional military community to provide you with information and tools to assist you in your own professional development.
- Learn from the latest lessons in *Smart Soldier*. Download your own personal e-copy of *Smart Soldier* via the AKG Facebook





page, which will notify you as soon as the latest edition is released.

- Contribute by participating in Combat Tactical Challenges, QDE, commenting on Facebook posts or published *Smart Soldiers*, posting interesting information that you find, asking us questions through the CAL RFI function or participating in the professional forum available through AKO.
- Use this knowledge to develop yourself and others professionally. After researching the latest from exercises or operations conducted by the Australian or other armies, use the information to develop your training programs.
- AKG sites are evolving and we want you to contribute your ideas so that we can deliver lessons and learning that is relevant to the broader Army community. If you have any ideas on what you want to read, how you want to learn or even provide information for others to learn from, join the AKG Facebook page, access the AKO portal and become part of the learning community.

www.facebook.com/armyknowledgegroup/



Quick Decision Exercise (QDE)

formerly known as COMBAT TACTICAL CHALLENGE



Background

You are a troop sergeant within an Armoured Unit and your entire unit has recently moved from your rather sedate lifestyle in one of the southern states, to the Northern Territory (NT) as part of 1 Bde. As an experienced senior non-commissioned officer, your family have handled the long drive to NT with relative ease and your daughters are now settling in well to primary school. With home command now happy, you turn your attention to the recently constructed unit headquarters and the Hangar Complex where you have already secured prime positioning for your four vehicle troop. Equally busy in the field, you are justifiably proud of your 16 member troop having scored second place in the annual armoured fighting vehicle (AFV) range competition with both the officer commanding (OC) and squadron sergeant major (SSM) commenting positively on your leadership within the troop.

Situation

As a three-day long weekend approaches, you are completing the now standard leave applications for the troops and ensuring that the weekend duty roster is known to all when your troop leader Lieutenant Notforlong approaches. You enquire as to his plans for the weekend wherein he promptly informs you he will be joining the remainder of the troop (his subordinates) on a weekend bender in Darwin. Rather than expressing your immediate concerns on mixing with the other ranks (ORs) for the weekend, you persuade the troop leader to join you for a brew outside in 20 minutes so you can discuss a delicate matter. You take the opportunity to discuss the matter with your SSM, as expected the SSM is very clear over the socialising etiquette between officers and ORs, stressing the point that it is not to occur.

Lieutenant Notforlong is waiting with coffee in hand as you approach. Whilst closer in age to the troops than to yourself, you avoid the now common lecture approach that you have used in the past with the troops and invite the troop leader to a BBQ at your married quarter this evening. He graciously declines the offer preferring to “down a few frothies” with the other subbies before joining the remainder of the troop at the Raffles Bar in Darwin. Reluctantly, you approach the subject of joining the troops for a few beers and point out that time spent on rest and recreation for the soldiers should not include socialising with the troop leader. You remind him that “familiarity breeds contempt” and that a decision to join our soldiers on a weekend bender may, on the face of it, appear innocent enough; however, it could end up being a career ending move should an incident occur where the sobriety / decision-making process of the troop



leader is brought into question. In addition, you explain that similar invites from the troops have been extended to yourself in the past, and you have graciously declined the offer, preferring to remain as a point of contact should the need arise.

Lieutenant Notforlong collects his thoughts before responding. He breaks into a wide grin before assuring you that he has no intention of jeopardising the reputation of the troop or placing himself or his career at risk over a few beers at a local pub. He assures you that, given the advice you have offered, his time with the remainder of the troop will be short. With an uneasy feeling you hear the order 'three ranks' as the troops muster for the 1630 h knock-off parade. The OC passes on the now well-worn message of road safety and the opportunity to recharge whilst the SSM finishes with some fanciful tale of fishing for the weekend and not wanting to be bothered by soldiers misbehaving like infants over the next three days. The squadron is formally dismissed for the weekend. You pull your aside troop corporal, Corporal Benson, and disclose your conversation with the boss along with the fact that Benson is to make every effort to protect the troop and the troop leader.

It is 2015 h on Friday and footy is on the TV. As you settle down with a beer to watch your AFL¹ team play in the semi-finals, the house phone rings. It's your Corporal Benson, and the singing in the background indicates a good time being had by all. The conversation goes something like this:

'Sarge its Benson.'

'G'Day Benny, what's up pal?'

'Sarge, do you know where our boss is.?''

'Benny, I thought the boss was joining you all in town, for a quick beer?'

'Sarge, he arrived, bought a round and bumped into the largest Marine that I have ever seen... That's when it all started.'

'What started Benny?'

'The siege of Nightcliff, Sarge!'

You ask Benny, repeatedly, to hand the phone to someone in authority and not surprisingly, Constable Jenkins (NT Police) details the location of the Police Station where a dozen diggers and 15 Marines are residing (charges pending) before being bailed to appear at the District Court the following morning. Constable Jenkins refers to his notes before informing you that Lieutenant Notforlong had sustained head injuries and, whilst conscious, has been taken to Darwin Base Hospital emergency room (ER) for stitches and a little lie down.

Mission

With one of your number in the ER (pending charges) and 12 of your 14 remaining troops to be released from custody in 11 hours time, make some decisions before taking any further action. Your options are as follows:

Let them fend for themselves. The troop leader was warned against socialising with the troops. Benson and the rest of the troop can deal with both the Magistrate and the Military Police (MP) in quick succession tomorrow morning. Whilst the outcome may be serious, it would certainly be a lesson learnt for all concerned.

1 AFL: Australian Football League, which is Australian ('Aussie') Rules football.

Limited action. Check on the troop leader's condition at Darwin Base Hosp emergency room. Once known, seek a quick review of the statement of facts with the arresting officer with a view to dropping or reducing the charges. If possible, remove the troop leader from the ER and deliver him back to the Officers Mess to avoid any adverse media attention. Benson and the remainder of the troop will face the Magistrate and the MPs alone. The outcome would quite possibly save the career of your troop leader and you know that Benson is adapt at keeping the troops together when required.

Leave no man behind. If at all possible, rescue both the troop and the troop leader, plead a case of stupidity to the NT police with a view to having charges dropped. The promise of more severe punishment from Defence, plus a reduction in NT Police paperwork will be the only advantage for the investigator. You will require assistance from Brigade Duty Room and the responsible Duty Officer. The outcome must include informing the chain of command and accepting DFDA² action with respective punishments for all concerned. The outcome will result in heads hung in shame; however, all would be forgiven over time.

On the mercy of the court. Troopers Brown and Oakover are on guard tonight, and both have the relevant military vehicle licenses they would need to collect the troops. Once the guard has been replaced, you can grab these two members along with clean clothes, medical kit, and shaving and showering gear in an attempt to clean up the troops prior to fronting the Magistrate in the morning. It is possible the troop leader would benefit from similar actions, but you would personally see to him to avoid gossip among the troops. Your presence in jacket and tie in support of the troops would be warranted as the Magistrate is not likely to release them without some form of representation. Avoiding both media attention and having a conviction recorded before a Magistrate are your primary concerns here. Once again, any outcome must include informing the chain of command and accepting DFDA action with respective punishments for all concerned.

Adopt your own course of action. Decide on a different course of action.

2 DFDA: Defence Force Discipline Act

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 behaviours³

- our values of courage, initiative, respect and teamwork
- our Contract with Australia (see overleaf)
- the 10 core soldier behaviours (see overleaf)

Leadership principles⁴

- 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

³ 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

⁴ 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/>

