

## **FACILITATOR NOTES**

*There is no 'right answer' to these questions. The points provided below are only prompts to help the facilitator foster conversation*

1. **Warrant Officer McFarlane talks about his motivations to join the Army as a young man. He speaks about mateship and adventure. Do you think that people still join for the same reasons today? Or have motivations changed throughout the years?**
  - What motivates soldiers these days?
  - What are you most motivated by?
  
2. **Warrant Officer McFarlane spoke about changes to promotion and selection boards to make them as unbiased as possible. Do you think that Army is in a state where it's reporting and selection systems are robust enough to select the right people for every job?**
  - Is it possible to have completely unbiased selection boards?
  - Can selection be unbiased if PARs are written by individuals, which may be biased?
  - What are some ways we can limit our biases when writing PARs or participating in selection boards?
  
3. **Warrant Officer McFarlane talks about the high regard that the Australian soldier is held in by other nations. Do you think the current Australian soldier and officer live up to the legacy of our ancestors?**
  - What do you think other nations think about us as a fighting force?
  - What do you think builds our reputation?
  - Are there things that drag our reputation down either to other nations or Australian society?
  
4. **Warrant Officer McFarlane speaks about 'recruiting the family, not just the individual' and live up to our value proposition. What do you think Army needs to be able to do this?**
  - Do you think Army should adapt to family? Or the other way around?
  - What does a modern family look like compared to a family in the 80s? Does this mean we need to change the way we factor families into service?
  - Are there ways we can limit impact on families? Should Army seek to limit the number of posting locations an individual has throughout their military service?
  
5. **Warrant Officer McFarlane speaks about the pride he has in service. Do you think that pride in serving still plays a part in motivating people to join the ADF? Does it play a part in retaining people? Has that changed over the years?**
  - How much did pride in service impact your decision to serve?
  - How much does it impact your decision to continue serving?
  - How much difference do you think there is in the amount of pride in serving the modern soldier has, and how much do you think it impacts their decision whether or not to leave Army?
  
6. **Warrant Officer McFarlane says that he doesn't think he would have stayed in the Army for as long without having a good mentor. How much of a role do you think**

**mentorship plays in keeping people in the Army? Do you have a mentor or mentors? Is there someone you consider yourself to be a mentor of?**

- Encourage discussion around the importance of mentorship.
- Encourage your senior members to mentor others, and your junior members to seek mentorship.
- Do you always make a conscious decision to mentor or be mentored? Or does it sometimes just happen?

**7. Warrant Officer McFarlane talks about investing in other people and the investment that has been invested in him. Do you think we invest enough in our people?**

- Encourage discussion about investment in people.

**8. What do you think the role of RSM-A is? What do you think they should focus on? How does this compare to a unit RSM?**

- Everyone will answer this question in a different way.