

CA COVE VIDCAST Questions and Answers

Questions	Answer
<p>LTCOL Marcus Luciani – SO1 PME, HQFORCOMD - With the existing workforce hollowness and current shortfalls in recruiting; how will these new HQs be staffed? Will additional staff requirements put further tempo pressures on Army's existing workforce?</p>	<p>Workforce pressures across Defence are real, as such we have taken a very deliberate and disciplined approach to how we organise the Army. This means that headquarters will be restructured for their role, to include share services (where it is appropriate to do so) and exploit the Total Workforce System to enable Unit, Formation and Functional Command headquarters as agile and deployable capabilities. We are not just adding new headquarters - we will need to look carefully at those headquarters which exist to ensure that they are fit for their new roles, and re-role some areas to allow for new roles to be conducted. There is however some new funding for growth so there will be some increase in headquarter staff requirements, and we will need to understand the pressure that puts on our existing officers and soldier workforce. We are going through processes to set the structure for this now, to enable the Army Objective Force to be Future Ready.</p>
<p>LTCOL JM Groves, CO 1 REGT - How are we simplifying the Army regarding pay and conditions for Domestic Operations?</p>	<p>Pay and Conditions of Service (COS) are determined by the Defence Force Remuneration Tribunal (DFRT) and the Minister (their delegate - ASPPEC). COS are determined by a member's Categorisation/personal circumstances and the environment in which they are deployed. Relevant COS benefits are determined for each individual and applied depending on the type of an operation and its location (OS/DOM). The Minister is currently considering additional benefits for member's force assigned to Operation COVID 19, an announcement will be made shortly on this benefit.</p>
<p>WO1 Paul Mudd, Technical Manager Army Personnel, APSU NT/K - With the increase of demands upon our personnel across the ADF for support to different Operations International, Domestic and COVID level travel restrictions, do you not think it's time to adjust the annual posting rotation that takes place from late November through to mid-January to a more feasible trickle style posting rotation?</p>	<p>In 2020 in response to COVID 19 Army reviewed its posting cycle - that analysis identified that the current timing is efficient for the bulk of the work force. I wouldn't say that it is the model for all of time though. As we develop our ideas about a future ready workforce we need to think about how we give people more choice and flexibility and this may mean changes to the posting cycle.</p>
<p>WO2 Murray Barton, ISM S6 cell, HQ 16 AVN BDE - Can you tell me if anything has been done to improve the situation for MWOD who are posted (due to service needs) away from their children?</p>	<p>DPG are currently undertaking the ADF Employment Offer Modernisation Program. One of the key principles of the program is the consideration of family constructs and family connection. A range of initiatives are being considered to extend support to our members. The CDF will continue to provide updates on the outcomes of the ADFEOMP with one due shortly.</p>
<p>WO1 Marcel Ouwinga, RSM DSI - What is the CA's views on the impact of the proposed changes to the Army structure to the topical issue of retention within Army?</p>	<p>Retention is a central consideration for me and all Army leaders. The Army Force Structure Implementation Plan is positioned to maximise our proximity to our population, industry and Australia's strategic geography. We know that that Army families need access to education and employment and this is a big factor in our recommendations to Defence and Government about the structure of the Army.</p>
<p>WO1 Marcel Ouwinga, RSM DSI - What is the CA's views on where he sees opportunity for generating a depth of experience in emerging capabilities when our retention of CPL – SGT remains under pressure? What are the current thoughts on the Specialist Service Soldier and their impact on the management of future workforce expectations?</p>	<p>I am very excited about the work that is occurring within the Future Ready Workforce space. We currently have trials occurring within 13 Bde that maximise links with industry and enable us to utilise latent potential within our workforce. I think this will help us with some of those workforce pressures, particularly at those critical rank levels. Releasing the potential of the TWS and access talent we have previously not been able to access. Wider initiatives are being explored through the FRW Portfolio such as the Specialist Service Soldier Trial which is exploring the architecture required to build deep technical experts as integrated parts of our wider teams. It is providing more diverse pathways to enable specialists alongside our familiar pathways.</p>
<p>PTE Renee Ross, Wing Command Support Clerk - With all of the lockdowns & restrictions for states and regions, are there any plans in place to assist members who have been trying to attend promotion/ career progression courses for over a year?</p>	<p>Despite the challenges that COVID is presenting, CMA has been actively working with individual's chain of command to identify officers and soldiers for promotion and career progression courses. Continued throughput on these courses has been enabled by some of the changes to where and how we run courses. Where appropriate, CMA has also promoted officers and soldiers who may be missing promotion or development courses and lacking in a particular area of experience. This promotion has been done with conditions, with the individuals given up to 24 months to remediate any identified gap. This flexibility has ensured that those who are suitable for promotion, but who have not met course requirements because of COVID restrictions, are able to be promoted. The CMA ForceNet Group is a great source of information on these initiatives and other happenings at CMA. I encourage you to join it if you have not already done so. I encourage you to speak to your chain of command about getting on your Subject 1 for CPL.</p>
<p>MAJ Karina Cann, SO2 Health and Welfare, HQ 7 BDE - Do you think adjusting recruiting fitness standards will lead to an increase in injuries incurred by members during ab-initio training, and during their service in Formations?</p>	<p>We are taking a deliberate approach to adjusting these requirements and recruits will have a longer ramp to achieve the standard. The Indexed Physical Standards trial has been informed by the Prospective Physical Performance and Resilience (P3R) study and analysis indicates soldiers entering under the trial should be able to meet the requirements of the BFA and PESA in the required timeframes for each assessment. Mitigations to any potential increased risk of injuries due to the indexed standards have been addressed in periodised and tailored physical training programs.</p>
<p>MAJ Karina Cann, SO2 Health and Welfare, HQ 7 BDE - If changes to these standards may lead to an increase in injury rates during training and serving, will the ADO look to invest more in non-clinical injury prevention methodologies like exercise physiologists, and improved access to clinical treatments by physiotherapists (employ more) at Formation level?</p>	<p>We will work closely with Joint Health Command, the Forces Command Human Performance Optimisation team and the Directorate of Army Health to monitor injury rates for this cohort over time. If an increased injury rate is observed, this will trigger a review of not only the adjusted recruiting fitness standards, but also the onboarding process and training continuum. Any changes to health workforce composition would need to be based on a defined need. It is also important to note that clinical treatment is only provided in garrison health facilities, not within the formations.</p>

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<p>WO2 Rod Valdivia, Workforce & Training Group, ALTC - Why have fitness standards been reduced for pre-entry however timeframes for soldiers to pass their first BFA haven't changed?</p>	<p>The indexed physical entry standards trial is intended to open the recruiting cohort to more Australians and seeks to improve their physical conditioning through the Army training system. Army is under significant workforce pressure and opening up recruiting, based on science and data, enables us to train more soldiers to the standards Army requires. Analysis indicates soldiers entering under the trial should be able to meet the requirements of the BFA and PESA in the required timeframes for each assessment.</p>
<p>SGT Fealy, ASO - Will lowering the PT standard for entry just allows unfit people get in and have unhealthy habits, leading to medical issues and an early discharge?</p>	<p>We are taking a deliberate approach to adjusting these requirements and recruits will have a longer ramp to achieve the standard. The Indexed Physical Standards trial has been informed by the Prospective Physical Performance and Resilience (P3R) study and analysis indicates soldiers entering under the trial should be able to meet the requirements of the BFA and PESA in the required timeframes for each assessment. Mitigations to any potential increased risk of injuries due to the indexed standards have been addressed in periodised and tailored physical training programs.</p>
<p>Members of Defence Force School of Military Policing - As we structure our C2 to meet increasingly dynamic challenges of the future, how will Army likewise ensure enabling human services like childcare support the required levels of readiness?</p>	<p>Our people are Army's primary capability. Supporting our members and their families is important to delivering this capability. Defence Member and Family Support (formally DCO) assist Command and are at the centre of member and family support. They are currently charged to provide members and their families with options to manage the challenges of child care and families special needs. In addition to the support that DMFS provide, ADF have various flexible work options available, which are enabled by Defence Conditions of Service. While these provisions may be limited in direct support for child care demands, they are under constant review to ensure we offer appropriate and contemporary support to our members.</p>
<p>JNCO and soldier of 4 REGT - How are transfers prioritised? Why are voluntary transfers being given the lowest priority in comparison to other groups within defence including trainees and recruits, specifically taking into account the fact that the members entitled to a transfer have already fulfilled their minimum service obligation to defence? Further, referencing the specific priority of females transferring out of combat corps, why is it that they are of higher priority than their male counterparts when such a public effort was made to increase female recruiting into these trades?</p>	<p>I have provided direction regarding prioritisation of trade transfers. This prioritisation is necessary as it enables Army to maintain in-flow, increase diversity, and support our wounded injured and ill. Priority (not in order) is allocated to; Indigenous and other trainees recruited to ECN500 who need a specific ECN to be able to progress beyond recruit training, ab-initio trainees who are unable to complete their Initial Employment Training (through course failure or injury), trained soldiers who are unable to serve in their current ECN due to long term injury (determined by MECRB) but who are able to serve in a different ECN, and females electing to transfer from Combat Corps. The latter are given priority as an additional control measure during the introduction of women into Combat Corps and to ensure women remain volunteers. We recognise that if we want to retain people, we need to recognise them as individuals, with individual wants and needs. Many soldiers who have completed their initial minimum period of service want to continue to serve, we need to give them options to do so. One of those options may be transferring to a different ECN. CMA is working with FORCOMD to make trade transfer opportunities more accessible and transparent to our people through the development of a Trade Transfer portal.</p>
<p>JNCO and soldier of 4 REGT - How does the CA intend on raising, employing and structuring the new fires Brigade in Adelaide? For instance what effect will this have on Ready cycle, what capability will it provide and how does the CDF intend on fulfilling its manning? Further, what is the strategy for implementing the new Brigade into the Ready cycle?</p>	<p>We view the Fires Brigade as the central nexus of Army's contribution to long range strike and integrated missile defence, which must be aligned with Joint Strike and ISR capabilities system. It is envisaged that capabilities such as Protected Mobile Fires will remain within Combat Brigades to provide close support fires effects in support of the land force.</p> <p>In terms of raising, structuring and employing the Fires Brigade, we are still in the early days of planning. A Capability Implementation Team will be raised in 2022 and they will begin the detailed planning that will need to be done to implement these capabilities. Army will develop the Concept of Employment for the Fires Brigade in 2022 that will articulate Army's thinking on the development of the Fires Brigade, as well as how it integrates within and contributes to the Joint Force. At least initially, the Brigade will focus on a Force Generation and capability development role.</p> <p>Subject to Government approval, Army is proposing that this capability will be raised and concentrated within Adelaide, to exploit Joint Force linkages with Air Force. We will need to build the structures within Army's approved workforce caps, to enable us to understand what the liability will be. We are growing the Army over the next ten years, to meet the staffing requirements of the new capabilities we are getting. But, as I mentioned in my Vidcast, we also need to work harder on retaining the people that we have.</p> <p>In terms of how it fits with the Force Generation Cycle - as you know, we have moved away from the Force Generation Cycle and replaced it with a new force generation system which will distribute readiness more broadly across Army through an increased level of baseline training using the Army Training Management Framework.</p> <p>The Army Order also helps us to understand risk and preparedness by considering all of the demands on Army, across operations and force generation, modernisation, international and community engagement, and governance, so that people, time and resources can be apportioned across each appropriately.</p>
<p>JNCO and soldier of 4 REGT - With the new ready structure/ ready cycle of Brigades within Army and the removal of certain leave entitlements such as FSL (Short Leave) how does the CA intend on managing fatigue within battle groups and allowing soldiers, sub-units and units to maintain an acceptable work life balance whilst also keeping up with the increased work load associated with maintaining a ready status?</p>	<p>The Force Generation Cycle was developed when Army had a relatively stable demand signal; this stability has since dissipated. The new Force Generation System redistributes readiness across Army by enabling an increased level of baseline training using the Army Training Management Framework. The Army Order considers all of the demands on Army, so that people, time and resources can be apportioned appropriately. At the local level, Command continue to have access to varying options to manage both individual and unit fatigue as a result of work tempo. It is important to note that ADF Leave policy has not changed. Leave benefits and the opportunities under which short absence from duty are authorised remain extant. In addition to leave, individuals have flexible work opportunities, that are enabled through conversations with command. I have directed commanders to actively look for opportunities to decrease tempo and to consider management options within their delegation - this should enable better management of fatigue at unit and formation level.</p>

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<p>JNCO and soldier of 4 REGT - Why can't soldiers travel despite being fully vaccinated? EG for out of state courses and or leave.</p>	<p>As a national institution it is really important that Army sets an example in the way that we handle the restrictions on travel and movement implemented by state and federal authorities. The community trusts us to do the right thing and we have now all become practised in managing a whole range of remote activities and training.</p>
<p>JNCO and soldiers of 4 REGT - With the reduction in deployment opportunities, what is the CDF's plan to improve retention of currently serving members? EG: Increased IMPS to a minimum 4 YRS for all trades. · Retention bonuses with renewed contracts of varying lengths, bonuses not necessarily financially based but potentially allowing more freedom to move into other roles such as UATL, Adventure Training Wing etc.. · Temporary/ short term postings to out of corps ECN's/ job roles (similar to lateral transfers). · More frequent postings/ posting opportunity at the completion of IMPS. · Increase in exchange opportunities within allied forces for junior ranks EG BDR's spending 6-12 months on American/ British gun lines etc.. (For example, how the marines imbed with 8/12 REGT on exercises within Australia).</p>	<p>The current ADF employment offer, which includes remuneration in the form of pay and allowances, conditions of service and other benefits, has over time become overly complex and outdated, making it difficult for members (and their families) to understand and for Defence to maintain and administer. Defence People Group, in collaboration with the Services and other stakeholders, is undertaking research, engaging with the ADF workforce and developing policy options to modernise and simplify the ADF employment offer (referred to as the ADF Employment Offer Modernisation Program or Modernisation Program). We are actively engaged with junior leaders through the Junior Leader Fellowship and they are providing valuable feedback to the People Capability system regarding retention initiatives. If you haven't already done so, I encourage you to engage with this network or the Future Ready Workforce Team through NECTIR. Some of the examples you have listed could be considered as part of this work, and I will pass them on to Army People Capability for further consideration. Retention is a constant focus of research, analysis and development to ensure that we can sustain current capabilities and prepare for the the future. APCB is developing a directive to roll out financial bonuses this FY to maintain capabilities and targeted ranks in nine Employment Categories, and the Future Ready Workforce is exploring other non-financial incentives and benefits.</p>
<p>JNCO and soldiers of 4 REGT - Specifically referencing the RAA is the CA currently looking into the retention issue and are there any schemes being looked at to incentivise JNCO's staying within the corps?</p>	<p>One of the lines of effort of the Future Ready Workforce is the Army Value Proposition - what is it that makes people want to enlist and then stay after their IMPS. As part of this work they are looking at some of the tangible benefits which will be realised through review and segmentation of employment categories, including the development and recognition of specialists and generalists, refined remuneration processes and outcomes, and flexible establishments and careers that provide remuneration and benefits scaled by commitment and obligation. Additionally, increasing the time with teams and time on tools is a key area of focus for our soldiers and junior leaders to increase job satisfaction and capability development.</p>
<p>JNCO and soldiers of 4 REGT - Considering AAFCANS is the only food provider on defence bases is there scope to review their prices as there are no alternate vendors outside of the mess facilities.</p>	<p>As a standard business practice, AAFCANS endeavours to provide competitive pricing for all of their products. Any surplus generated is reinvested into the business model to provide ADF access to services and facilities. AAFCANS conducts a quantitative pricing survey of commercial offers each year, FY2021 surveyed 63 businesses with 1306 pricing points across Australia and based on average pricing across their food and beverage range, AAFCANS are competitive with offers outside the gate. That said, AAFCANS are committed to providing the best experience to its customers and would be grateful for the opportunity to discuss the concerns raised by the soldiers and JNCOs of 4 REGT. If a representative or representatives of 4 REGT could contact Donna Browne at AAFCANS HQ in Gallipoli Barracks, Brisbane, AAFCANS would love the opportunity to speak to them.</p>
<p>JNCO and soldiers of 4 REGT - With RAPs such as LHC having waits for a doctor's appointment consistently being at least a month or longer, is there any plan to expand the health infrastructure on defence bases as it not only effects the health of individuals but at times is detrimental to the processing of paperwork fundamental to operations and unit readiness EG. RBG.</p>	<p>While I am not aware of any intent to increase the health infrastructure at Lavarack Barracks, JHC are working hard to improve the responsiveness of the garrison health system. This includes improves to health data collection, better use of technology and emphasis on health innovation. These measures will facilitate the development of a ready, responsive and resilient Defence Health System.</p>
<p>LTCOL Rob Crawford, HQ FORCOMD – With the evolution of five functional commands, it is likely Army will become more reliant on the Total Workforce, to deliver capability, training and supporting staff functions. Currently, the delegation for SERVOP C and SERCAT 3 is held at AHQ, in CM-A. Will Army consider passing delegation to the 2-Star commanders for SERVOP C and SERCAT 3, to expedite employment of those components of the Total Workforce, as long as appointments align with personnel policies and are within budgets?</p>	<p>Transferring between SERCATs and Service Options require multiple checks and balances across AHQ to ensure that a member's pay, posting, CRA, entitlements, position and qualifications are correct. In some cases it is also necessary to conduct a service suitability check requiring access to sensitive databases. Consequently, there are no plans to divulge responsibility for managing SERCAT transfers and SERVOP C processing to formation level. What is being trialled, however, is the devolution of approval authority for service day limits in a training year. As at 21 Sep 21, Commanding Officers and Directors are authorised to approve a service day limit for SERCAT 3-5 personnel of up to 150 service days for PTE-MAJ, and O7 and Training Centre Commandants are able to approve up to 200 service days for PTE-LTCOL.</p>
<p>WO1 Simon Foley, RSM RFSG - In your letter "changes to Army Command and Control" you refer to the RFSG as a "special purpose force". Could you please expand on what this means? Is it a title, or an authority to be different? If so, how?</p>	<p>It's not a title, it's a way of thinking about what it is that we need them to do. Special purpose forces generally have bespoke recruiting approaches, policy exemptions and generate disproportionate military advantage for their size in order to undertake their particular role. For the RFSG this is surveillance and reconnaissance of our northern approaches. A very important role.</p>
<p>SGT David Poulter – Regt Sig SGT, MUR - Could you explain for the wider audience regarding the demise of BMS (being the Elbit one we had as a smash together of various systems that ultimately failed and wasn't coalition interoperable)? What is the Army's new plan for getting us a known, tried and proven, coalition partner fully interoperable, deployable solution which will finally deliver us the practical and effective "Networked" aspect of the HNA plan that provides a critical C2 aspect??</p>	<p>We are very keen to understand and apply the lessons learnt from Army's use of the Elbit Battle Management System since 2009. It is clear over the last decade the technology has rapidly improved, as has the number of potential products available. Army will seek its next generation Battle Management System through Project Land 200 Phase 3 Battlefield Command System. This should see Army transition to a Battle Management System that leverages open-systems architectures as a means to ease the cost and complexity of integration, and improve interoperability options with coalition partners. De-linking hardware and software through the use of defined standards has been a challenge to date, but is necessary as we approach a significant re-capitalisation of Army's combat platforms over the next decade.</p>

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<p>CAPT Nic Kenter, SO3 Trg Eval, HQ 5 BDE - 2 Div has a noted change of command, and a change in role. With 2 Div being asked to take on more tasks (including leading DOMOPs (with multiple roles within this task), plus directed foundation warfighting), is there a risk that reservists are simply not able to keep up with their SERCAT5/ARA counterparts in baseline/core skills, because the breadth of tasks (and directed effort to prepare and train towards these tasks) means they are further diluting the time the can be allocated to learning, practicing and refining foundation warfighting?</p>	<p>Warfighting will continue to be the baseline of our training within the 2nd Division. The role of 2 Div hasn't changed – rather, it has a new task that it executes on order. At the moment that task appears more prominent because of bushfires and COVID.</p>
<p>Members of the Defence Force School of Policing - Extant Army C2 structures reinforce the artificial binary between individual (TE) and collective (unit) training, but we need our people and teams to engage in career-long learning. How will the coming C2 changes reduce this conceptual division IOT foster enhanced capability outcomes?</p>	<p>You make a good point, that the realisation of the Army Objective Force will require a mindset of continuous intellectual development and a commitment to life-long learning. It is the only way we will maintain the cognitive edge over our adversaries. I see the C2 changes as enhancing these connections. For example, the standing of Aviation Command will allow us to have a through life approach from individual to collective training and will ensure that operational lessons are able to be quickly implemented into both the collective and individual training systems.</p>
<p>Members of the Defence Force School of Policing - At present, each service is responsible for maintaining Area and Unit Detention Centres; Army is also responsible for Defence Force Correctional Establishment. As we adapt C2 arrangements against future challenges, do detention facilities and capabilities (including DFCE) continue to have a place in Army or are they best streamlined under Commander Joint Capabilities?</p>	<p>Great question. We should start by understanding that not all capabilities which support the entire ADF sit within Joint Capabilities Group. However it may be worth considering whether the Corrections function might better fall within Joint Military Police Units role. Aspects of the future management of these capabilities can be considered as part of upcoming Military Police capability review. Obviously though any changes will need to be discussed with the other Services and Commander Joint Capabilities, to determine the most efficient and effective management of these capabilities.</p>
<p>Members of the Defence Force School of Policing - Defence ICT acquisitions processes are often unwieldy and lengthy, which can constrain grassroots innovation. Will Army's C2 changes foster more timely procurement, especially for low-risk, high-payoff capabilities?</p>	<p>I think so. CIOG retains the authority for Defence ICT acquisition processes that must be met due to the unique security requirements for Defence ICT. In the modern world where cyber-attack is becoming more prolific, this is essential to ensure Defence ICT is fit for purpose and secure. Of course the introduction of the Army Operating System has already strengthened the synapses between people, land capabilities and the training system. The introduction of organisational structures like Aviation Command will allow us to have a through life approach to capability management and training. Changes being implemented to Army's organisational structure will enable Army to leverage Defence processes for delivery of capability, including being agile enough to evolve to exploit new technologies. The Defence Innovation Review, which is due to respond in late 2021, will also inform how Defence can streamline and enable innovation. Defence is reviewing how to better manage innovation. An Independent Review of Defence Innovation is currently underway with a report due to the Ministers Office in Dec 21. One of the elements of the review is to improve Defence's organisational structure and governance to rapidly progress development of technology innovations, inclusive of ICT projects, and develop a simplified suite of contractual arrangements to support rapid acquisition and transition from concept-to-capability. This new architecture and modified process will include rapid acquisition innovation technologies of which low-risk high-payoff capabilities form part of.</p>
<p>WO1 Craven-Griffiths, HQ 3 BDE - Regarding Passage of Information. How can higher headquarters help with streamlining/optimising passage of information from higher HQ formations (eg JOC through to mounting unit) so we can support operations in a more effective, timely and efficient manner?</p>	<p>In everything we do we want to simplify the Army. At each level, HQ should consider how they are contributing to this ideal. How are they simplifying or clarifying tasks from higher HQ. I am confident that technologies that exist and that are coming, like the ERP will help us to 'see ourselves' in a way that has not been possible before now. As always though, if you are unsure, pick up the phone and ask. It is that people to people approach that will help to solve problems quickly.</p>
<p>1 SIG REGT Soldiers - The changes to Army Command and Control continue to create formations and commands of excellence to maximise the effectiveness of unique resources; however, they risk impacting a combat brigade's ability to train and fight with a full spectrum of capabilities that support <u>tactical</u> effects. How can we progress towards AOF 2028 that sees an increased amount of specialist capabilities becoming organic to the Combat Brigade's delivering a tactical effect so they can continuously integrate these options regardless of their priority in the training cycle or in conflict. Eg: o Electronic RF sensors organic to Boxer formation ISR capabilities (not dependent on 7 Signal Regiment and their theatre capabilities/responsibilities o Drone capabilities for tactical formation ISR and C4 resilience o Fully integrated full spectrum deception capabilities for tactical effects (organic deception resources integrated across visual, thermal, audio and RF signatures).</p>	<p>Our Army is designed to balance centralisation and dispersal of all capabilities but through analysis, planning and orders we force concentrate the necessary capabilities together to meet the requirements of the Joint Force. The tempo of specialist capabilities has and will always be high. Diluting these elements across the force may enhance integration and the forming of habitual relationships with the Brigades but our force has been designed on the ability to effectively form teams to achieve their assigned missions. This balancing act will be reinforced by Army Objective Force structures and the new Future Generation system that will be rolled out over the coming years. One of the challenges we face as we realign our thinking across the spectrum of competition and conflict is that the enabling luxuries we have had access to in the past are not guaranteed into the future. Being a force designed to be modular, scalable, resilient and credible in combat is our objective. 'Access to' but 'not ownership of' is the design principle to best leverage high value but low density capabilities into the future. With respect to new technologies, unmanned platforms and deception, the recapitalisation of Army is underway and feedback is always welcome, I would request that through your chain of command, engage the Land Capability Division in Army Headquarters to provide your ideas, input and your lived experience.</p>
<p>MAJ Al Green, 1 JPAU - Noting most land forces weighted in the northern half of Australia, in the event of the 'unthinkable' have strategic planners or exercise planners considered a defence in depth to support a dispersed fighting withdrawal/manoeuvre approach on a national scale with cached resupply? Would landing facilities and hardened dispersal areas for allies coming to our aid be worth considering in southern areas TAS/VIC/SA/WA and in cooperation with NZ as a firm base?</p>	<p>As you would suspect, the ADF considers a wide range of scenarios to inform capability and force posture choices. The scenario portrayed in the question is dire, and it is right that the Army, as part of the joint force, considers a full range of scenarios. The ADF undertakes a range of wargames, even at the strategic level, that consider concepts like dispersal, resilience and strategic depth. Accelerated Warfare describes the way the Army will be required to operate in an environment of change, where regional and global relationships shift between states of cooperation, competition and conflict. The Land Operating Concept Document describes Joint Force operational concepts and design to generate deployable force structures to achieve the revised strategic objectives in the context of threats and scenarios in Defence Planning Guidance. However, it is also important that amid the time pressures on Army and its people that we devote the bulk of our attention - and exercise time - on practicing the core skills that allow the ADF to be as flexible as it can be.</p>

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<p>LT Samuel Cox, S35 Ops Branch, RMC-A - How survivable and lethal will the Army be against a near-peer adversary? How do you know? And how would you prove it?</p>	<p>The next ten years will see the replacement of every UAS, combat vehicle, watercraft and weapon in the Army order of battle. These investments will ensure that our Army is more protected, connected, lethal and enabled. Long range missile systems and an enhanced littoral manoeuvre capability will be game changers. They give land forces the ability to project force into the near region and threaten adversaries at range. Our experimentation and modelling tells us that these capabilities will enable us to strengthen the joint force and give Government options.</p>
<p>MAJ Bruce Cameron (Retd) - In the 1970s, Electronic Warfare became an Army wide priority: vulnerabilities were highlighted and counter-measures, practised and tested. Given Army's increasing dependence on digital technology within its systems and platforms, to what degree is cyber security a priority today? What measures are in place to reduce the vulnerability of Army's command and control systems to cyberattack and are these continually tested?</p>	<p>Army's considerable investment in technology enabled capabilities means that effective cyber security is critical to ensure we can employ them in all future operating environments. Cyber warfare is a real threat, and one that is not constrained only to periods of conflict. Consequently, Army has introduced processes to ensure that our procurement of future capabilities includes management of cyber risk and secure design principles to enable our defensive cyberspace operators to be effective when they are deployed. Secure design and technical security measures are easily undermined by complacency or poor personal cyber hygiene. Which is why Army is working to uplift its cyber security culture and overall cyber security baseline to protect our force.</p>
<p>MAJ Christine Pope, SO2 PME HQ FORCOMD - I am keen to hear the CA's latest thinking on the Fires Brigade. When does he think the Brigade will be established, what capabilities will it contain and does he see it as a headquarters for force generation or will it have an operational role?</p>	<p>We view the Fires Brigade as the central nexus of Army's contribution to long range strike and integrated missile defence, which must be aligned with Joint Strike and ISR capabilities system. It is envisaged that capabilities such as Protected Mobile Fires will remain within Combat Brigades to provide close support fires effects in support of the land force. In terms of raising, structuring and employing the Fires Brigade, we are still in the early days of planning. A Capability Implementation Team will be raised in 2022 and they will begin the detailed planning that will need to be done to implement this capability. Army will develop the Concept of Employment for the Fires Brigade in 2022 that will articulate Army's thinking on the development of the Fires Brigade, as well as how it integrates within and contributes to the Joint Force. At least initially, the Brigade will focus on a Force Generation and capability development role. Subject to Government approval, Army is proposing that this capability will be raised and concentrated within Adelaide, to exploit Joint Force linkages with Air Force. We will need to build the structures within Army's approved workforce caps, to enable us to understand what the liability will be. We are growing the Army over the next ten years, to meet the staffing requirements of the new capabilities we are getting. But, as I mentioned in my Vidcast, we also need to work harder on retaining the people that we have.</p>
<p>LTCOL Jim Groves, CO 1 REGT - How is Army looking to enable junior leaders to operate and manage the Land 121 fleet? The current chain of responsibility requires 11 signatures and 2-3 hours of paper work before a soldier can drive a L121 vehicle outside a Defence establishment. This diminishes the time available for genuine learning and, in the absence of key SNCO and WO appointments in Units, means that every Sub-Unit and even Tp level training event requires Regt support to get them out the door. This reduces training volume and increases time between training events, combining to reduce learning value. These processes can be worked through but the absence technical leadership remains problematic. Is it feasible for Army to consider addressing supervisory gaps where we look to industry to provide heavy vehicle fleet managers - and employ them in a manner similar to FSRs - until such time as our current JNCOs are experienced, accredited and suitable for Tpt Spvr and TOCWO appointments within field units?</p>	<p>I acknowledge the time and training impost that this presents, but our L121 vehicles are bigger and heavier than most vehicles on the road. As an Army in the community it is important that we manage our impost on the community and ensure we are compliant with state, territory and federal laws. The Chain of Responsibility requirement that is outlined in the Defence Road Transport Manual, is a legislated requirement which all heavy vehicle operators across Australia (civilian and governmental) must comply with. The team in AHQ Land Vehicle Safety Cell are working on streamlining the Tier 1/2/3 audits to simplify and focus the Chain of Responsibility tool being used by our soldiers and JNCOs, whilst still assuring that Army are meeting our legislated requirements. The team are also working on digitising the Chain of Responsibility processes in order to generate significant efficiencies at the tactical level. The Land Force Support Capability Establishment Review is looking at the regulatory and assurance mechanisms around transport and Heavy Vehicle operations, and how our establishment support the conduct of individual training, domestic operations and exercises. The LFS CER will seek to incorporate positions and establishments commencing from 2023 out to 2027 to address these issues.</p>
<p>WO1 Marcel Ouwinga, RSM DSI - With the introduction of new capability into the Land Domain, what capability do you see as creating/causing the most friction in respect to integration in the Joint Force (Navy, Air Force, Amphib, Special Operations) as Army progresses towards achieving the proposed 'Force' changes to be ready for Accelerated Warfare?</p>	<p>Integration within the Land and Joint Force is a complex issue to ensure the Army Objective Force, as a sum of its integrated and interoperable parts, contributes to Joint effects. Army works very closely with Force Integration Division to identify and prioritise land capabilities that cross the Joint and Coalition integration boundary, as projects progress through the Defence's Capability System. An example of this is the recently solved challenge of the alignment of Unmanned Aerial System payload distribution (i.e. Motion Imagery) across the ADF. A considerable challenge being considered at the moment is the integration of Joint Fires and Integrated Air Missile Defence with an appropriate sensor distribution network that supports timely and accurate data transfer to enable Theatre level C2.</p>
<p>WO2 Maynard, ASO - Are we getting new personal carriage equipment, noting the length of time since introduction?</p>	<p>Project Land 125 Phase 4 (L125-4) will deliver an integrated, modular and scalable Solider Combat Ensemble 19 (SCE 19) for the enhancement of the Load Carriage Equipment (LCE) components and sustainment of Protection Equipment (PE). L125-4 will equip over 53000 ADF members from Army, Air Force and the Navy over the course of three consecutive blocks. Block one commenced in February 2021 with completion of the final block planned for December 2023. The roll out is currently on track.</p>
<p>JNCO and soldiers of 4 REGT - What is the ETA on new SCE being delivered to Army as a whole?</p>	<p>Project Land 125 Phase 4 (L125-4) will deliver an integrated, modular and scalable Solider Combat Ensemble 19 (SCE 19) for the enhancement of the Load Carriage Equipment (LCE) components and sustainment of Protection Equipment (PE). L125-4 will equip over 53 000 ADF members from Army, Air Force and the Navy over the course of three consecutive blocks. Block one commenced in February 2021 with completion of the final block planned for December 2023. The roll out is currently on track. 3 Bde will receive SCE19 as part of Block 2B-C Apr-Dec 2022. The 3 Bde SCE 19 POC is Bde OPS/DQ.</p>

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<p>JNCO and soldiers of 4 REGT - Will our existing PMV fleet be replaced/ overhauled in the near future.</p>	<p>Project LAND 4111 Protected Mobility Modernisation (LAND 4111) is standardising and modernising the protected mobility capability and will deliver an upgraded Ready Battle Group in Tranche 1. The protected mobility capability includes the PMV-M Bushmaster, PMV-L Hawkei and Protected Medium/Heavy Capability MHC fleet of vehicles. Tranche 1 upgrades include improved lethality options (gun rings and remote weapon stations), improved communications and force protection electronic counter measure integration, Bushmaster silent watch power upgrades and automatic load handling systems on some MHC platforms. Subsequent LAND 4111 tranches will leverage evolving technology to deliver further upgrades through a rolling modernisation/tranched approach. The tranched approach allows capability risks to be addressed as required by the environment and emerging threats. POC: SO1 Protected Mobility Modernisation, LTCOL Andrew Stone.</p>
<p>WO2 Maynard, ASO - How will equipment be allocated to the 2nd Division to strengthen domestic response capability?</p>	<p>The outcomes of the 2 Div CER in 2020 continue to be implemented, with the revised allocation of vehicles, tentage and communications equipment to enable support to domestic operations being rolled out over the next 12 months. This will need to be balanced with the required staffing, training and governance structures, with additional equipment requirements raised through the standard EEV process. Land Capability Projects continue to include 2 Div requirements, and our systems are mature enough to allocate additional sustainment provisions (an additional \$30M to support 2 Div Soldier Combat Ensemble 19 requirements as an example) where original Basis of Provisioning has changed with emerging roles and responsibilities.</p>
<p>MAJ Mark Vermeer, HQ FORCOMD - with the Announcement by the Defence Industry Minister, Melissa Price, on Thu 26 Aug 21 of the additional four Sovereign Industrial Capability Priorities (SICPS), and mindful of the existing Defence Industry Secondment Program (which aims to improve alignment to Sovereign Australian Defence Industry, encourage diverse thinking and create learning opportunities), may I ask you how you envisage the professional development or Defence Industry Partnership for one of the new SICPs i.e. the 'Information Warfare (IW) and Cyber Capabilities' as it aligns to the 2020 Force Structure Plan, and the continuous improvement of the capability life cycle ?</p>	<p>The latest four additional SICPs acknowledge the emerging importance, and hence impact, that each of the four will have in the Defence domain. In the same vein as we have approached the other 10 SICPs with regards to professional development and industry partnerships, we will approach the new four SICPs in a similar manner. There will be heightened sensitivities around the IW and Cyber capabilities and processes are already in place with existing projects to manage these. Probity and risk management processes are already in place within the Defence primes, SMEs and Defence capability programs which are already working on some of the FSP projects.</p>
<p>CPL Simon Grech, 1 RTB - as a Defence is investing \$270 billion over the next 10 years in equipment to project our capability from 40 km to 400 km. Moving into a peace time force and refocusing on the Pacific region, how are we going to utilise this new equipment to enhance our defence force? Will this equipment be deployable on future operations? As we have previously invested in capability such as Tiger Helicopters and M777 that were not deployed. If it can't deploy, why invest in that area? When training with this new equipment, will it be used to its fullest potential or held back by restrictions for domestic use only?</p>	<p>The notion that Army is transitioning to a peace time force and refocusing on the Pacific is a misnomer. Our region is in the midst of the most consequential strategic realignment since the Second World War. Army must be prepared to operate effectively as part of the Joint Force in an environment of constant change, where regional and global relationships shift between states of cooperation, competition and conflict. This change is accelerating and converging across political, military, economic, social, physical and information environments. As a result, Army needs to be prepared to do more tasks, in more places, more of the time. Just because something has not deployed to date, does not mean that it never will be, or will not be called upon by the Government to respond to a particular contingency. The Army Objective Force, including the elements that you have mentioned, will provide the Government, through the joint force, more options to shape, deter and respond. Army is directed to provide Government a suite of military response options for the full spectrum of potential contingencies, from DACC to peer-on-peer conflict. To do this, Army must have the ability and capabilities to generate effective land power to enable the Joint Force in peace and war, in defence of Australia and its national interests. Army must be able to contribute to joint and integrated forces for global operations, partnering with other armies in our region and respond to disaster, crisis and conflict.</p>
<p>CPL Eamon Hale, 4th/19th Prince Of Wales's Light Horse Regiment - Within the 2nd Division, there is significant change occurring with the shift from supporting and reinforcing the combat brigades to becoming a command in its own right to focus on a civil domestic support role. There is a perception that the historic "round out and reinforce" role of integrating the ARES with the ARA will be reduced significantly under this re-focus to a separate DACC command. Some have even referred to this new ARES role as being that of a "paid SES". For those like myself who serve in combat roles within the ARES, I'm unsure of my future and can see it is effecting morale and commitment within my unit. Whilst there is no doubt as to the value of the DACC role, are you concerned this will widen the gap between the Regular Army and the Army Reserve and what identity do you believe the Army Reserve will have in relation to the Regular Army?</p>	<p>I am very conscious of this perception, but the role of the Second Division has not changed. Rather, domestic response is a new task that the Second Division executes on order. At the moment that task appears more prominent because of recent bushfires, floods and COVID. The aim of the restructure of Second Division is to provide it with enhanced command, capacity and logistics capabilities as a critical component of the Land Force. An enhanced organisational structure that enables that command from a domestic perspective, in addition to providing a reinforcing functions to the Land Force to enable Joint Force to shape, deter and respond. This will strengthen the relationship between units and formations to leverage the total workforce in the provision of land power. The implementation of the Army Objective Force is supporting this by setting the structure to provide the Division increased access to training and new capabilities, as well as better preparing it to execute its directed tasks as a standalone functional command. As One Army, we must be able to contribute to joint and integrated forces for regional and global operations, partnering with other armies in our region and respond to disaster, crisis and conflict.</p>
<p>WO1 SASR - With the ever-so present regional instability and uncertainty, is there a plan to increase the presence of ADF within the near region; 'small to large scale; permanent to intermittent'?</p>	<p>Our posture within the region changes all the all the time, and we are adding new exercises and activities such as Indo Pacific Endeavour and increasing cooperation with Indonesia, as seen in the recent Ministerial visit to Indonesia and in our bilateral training exercise with Indonesia, Exercise Wirra Jaya which will be conducted later this year. Our current deployment to Fiji is also an example of how we increase our engagement in the region</p>
<p>WO1 1 CDO - In your recent letter on Changes to Army Command and Control, you identified the importance of people to people engagement during cooperation and competition. In a rapidly changing environment, cooperation and competition could be regarded as the new 'steady state' outside of conflict. How do you see Army further developing its people in this area to enhance our community and regional engagement to enable the Joint Force?</p>	<p>Good Soldiering is a critical component of our community and regional engagement. It is Army's people who make other military forces and community groups want to partner with us. Our Good Soldiering teaming behaviours bring people together, aligned around a shared purpose and work together to achieve results. The Centre for Australian Army Leadership (CAAL) has developed several lines of effort that support the generation of these behaviours through individual and collective training. I am really excited by what they have been able to achieve in the short time they have been around.</p>

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<p>WO1 Marcel Ouwinga, RSM DSI - While the 2 DIV capability is being strengthened/grown to respond to domestic operations, in terms of priority and apportionment of resources, what are your thoughts on how Army is currently postured to continue to support both domestic and near region operations in the near future while still looking to manage tempo in a high demand environment?</p>	<p>Tempo has been something that has been proactively raised to me by your commanders. We are actively seeking ways to reduce tempo. The change from a Force Gen Cycle to a FORGEN System that distributes readiness more broadly across Army through an increased level of baseline training using the Army Training Management Framework is a key means by which we seek to reduce tempo. The Army Order also helps us to understand risk and preparedness by considering all of the demands on Army, across operations and force generation, modernisation, international and community engagement, and governance, so that people, time and resources can be apportioned across each appropriately. Lastly, in everything we do, we need to try and simplify the Army. Consider what things you can do at your level to remove red tape, lessen double handling, strengthen training outcomes. Also, help your commanders to do this too!</p>
<p>MAJ Petar Gojkovic, OC HSW - With the lessons learnt from Domestic Support operations; Will there be improvements or structural changes to force generation procedures and mindset for a domestic deployment? It has seemed for the past two years that the emergent need for a force for domestic operations have been hounded or delayed by the current slow admin and mounting process that was designed for overseas rotations with lengthy force preparation. Equally, the threat needs and expects a 'ready' force with a short NTM; but we concurrently are continuing employment in garrison responsibilities and duties.</p>	<p>I have been very proud of the way that our Army has responded to the domestic tasking demands. I expect, that now state and territory agencies know how competent and useful our people are these demands will continue. The last two years have taught us a lot about mounting, conduct and dismounting for these types of operations. The changes to 2 Div C2 are also going to strengthen our response. With the 2nd Division now housing the JTF629 on a permanent basis, and retaining the state based JTGs, this will ensure that hard won lessons will be retained and procedures, process and systems strengthened.</p>
<p>Members of Defence Force School of Policing - Defence measures, records, and remunerates for capabilities we value – but PACMAN (Chapter 4 Part 3 Division 1 – Language Allowance, Section 5) specifies only one Pasifika and no Australian languages leading to a lack of enterprise-level understanding of our true capabilities. As we become more engaged domestically and regionally, how will Army ensure we actively identify, record and remunerate for these critical skills beyond ad hoc/tactical-level initiatives.</p>	<p>The languages that give rise to Language Allowance are subject to review by the Defence School of Languages with input from the Service Language Managers. Holding a recognised skill in a language does not immediately or automatically result in Language Allowance being payable. This is dependent on being posted to a position that requires the language or being available for short notice capability. These positions and notice requirements are managed by the Languages Other Than English Capability Cell (LCC).</p>
<p>WO2 Cleland, HQ 3 BDE - Can we develop and streamline our Health Support Orders to cover domestic and international operations/exercises, one deployment support plan to cover all?</p>	<p>Health Support Orders (HSO) are managed by HQJOC. There is a standard HSO for domestic operations, however ADF support to the domestic environment varies significantly by task and risk, particularly with regard to COVID-19 and other environmental exposures such as fire and flood. In order to maximise the available force while ensuring the safety of the individual, a risk based approach to ADF support to the domestic environment has been adopted. Under this model, individual MEC, employment restrictions and co-morbidities associated with increased risk of COVID complications, are taken into account to determine the most appropriate location and nature of duties. The JTF then raise a Health Support Plan (HSP) for each activity which will define risks (environmental, physical and psychosocial) and available health support. Given the variance in geographic locations, risks and mission profiles, a standard HSO for international operations and exercises is not possible.</p>
<p>SGT Kathryn Rooney, 5 CSSB - Continued recruiting for SERCAT 5 throughout the pandemic has resulted in a stagnant workforce with no means of accessing basic training at the entry level. Given 2DIV's increased commitment to Domestic Operations and the ever growing need for robust capability, is there a plan to remediate the training losses incurred across the pandemic, particularly at the recruit and IET stages?</p>	<p>Over the past year or so there have been several reasons for course cancellations, primarily caused by lack of uptake due to COVID border restrictions. For ab initio courses 86.4% of required DTR positions were offered with 68.3% of DTR being achieved. This is a reasonable outcome, although longer term workforce and operational commitments will impact force generation if we do not improve attraction and retention of the force. In the specific case relating to 5 CSSB, it is acknowledged that Sydney lockdowns and border restrictions have not meant that trainees have not been able to courses or local courses to be run. Happily, this restriction has will be lifted from the PTRC raise occurring 8 Oct 21 all NSW based trainees who are double vaccinated will be permitted to attend. In FY 21/22 we have 1440 positions available on PTRC with 8 Bde tracking 473 recruits waiting to attend. This means we can attract over 1100 additional SERCAT 5 in this FY through DFR. We know through analysis of historical data, that we have the capacity through all our existing courses to manage the all corps and trade specific course needs of Army - what we do need is greater attendance on courses. I encourage you to work with your people to help them to get on the right courses at the right time. Of course, we will continue to monitor the data to ensure sufficient training opportunities remain available.</p>
<p>WO1, SASR - With the uncertainty of border mobility is there a plan to re-introduce regional training centres, with geographically located Unit's/ Brigades applying a self-help philosophy?</p>	<p>The uncertainty of border closures has demonstrated the need for greater resilience across our training system and the need for a more distributed approach to preparedness and force generation. Under our Future Ready Training System Program, we are considering how we may adjust our structures to establish regional training hubs and to deliver facilities that enable our concept for Home Station Training. The establishment of ALTC Regional Driver Training and Safety Teams as well as Distributed Maintenance Training are examples of our initial steps in this transformative process. Equally, we will trial the delivery of Part Time Recruit Courses in multiple states to help inform how we might be able to assure training and scale in time of crisis. Some of these steps are hard to execute and will challenge our approach to the way we are operating, but they are critical to meeting our strategic challenges.</p>

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<p>CAPT Linda Waldron, SO3 TRG Systems, DCSTC - "Army is also simplifying our training systems, enhancing the skills and qualifications of our workforce, and learning how to deliver more effective online or blended learning." I am very interested in the above comment and keen for greater elaboration. What initiatives are under discussion for simplifying TRG SYS? How can we make SADL processes more agile without detriment to robust compliance processes? Will ADELE continue to be the main platform for online or blended learning or are there other platforms/approaches under consideration?</p>	<p>The simplification of our Training System extends beyond just the SADL. What we are seeking to do is build a training system that is accessible, relevant, realistic and scalable. We must be able to educate, train and develop individuals and teams to be able to perform in the workplace in the most effective and efficient manner possible, across a range of contexts and environments. Yes, the optimisation of the 'how' and 'why' of training will challenge our current approaches and systems. How we integrate all the elements of a robust training system is key to 'simplifying' our overall approach to training and development.</p> <p>As part of the work of DG TRADOC and the Future Ready Training System Program, we are working towards understanding how the systems elements work together and how we can simplify areas that can cause friction and how we can facilitate a more agile approach to the design and development of training solutions as required. The Agile Design proof of concept undertaken by Learning Technologies is a good example of this. We will continue to work with the Australian Defence College (ADC) to ensure that improvements to the SADL processes reflect this nuanced approach. In 2022, we intend to reinvigorate Levels 3 and 4 evaluation as a means of assuring capability. In response to your last question, ADELE is our enterprise Learning Management System and any change to approach or platform must be considered in consultation with the broader Defence Enterprise and Cyber assurance, as there are always wider enterprise implications and 2nd/3rd order effects that must be addressed. This does not mean that ADELE is not without options for continuous improvement or ongoing development, and a consistent and pragmatic approach will deliver best results for the organisation.</p>
<p>WO2 Corey Dennings, Telecommunications Systems Manager, DFSS - Previously Adventurous Training Wing under command of ARTC conducted UATL (Unit Adventurous Training Leader) and ATLI (Adventurous Training Leader Instructor) courses for many "disciplines" and supported unit-level training in form of admin help and Technical Authority to the Adventurous Training capability. Recently, command was handed over to HQ RMC-A and since, there has been no official outcome of the future of Adventurous Training Wing or the possibility of producing UATLs to conduct unit-level training. Can Army expect to see the return of Adventurous Training Wing to conduct Adventurous Training courses and improve the capability?</p>	<p>Adventure Training (AT) is a vehicle for the development of resilience and leadership. Adventure Training Wing (ATW) was directed to reorganise under the Centre for Australian Army Leadership (CAAL), HQ RMC-A to enhance resilience and leadership development within Army. The purpose of this reorganisation, is to redefine AT capability, rationalise Fundamental Inputs to Capability for AT across the ADF and to develop options for a new model that is more efficient and readily accessible to units. The desired end state is to optimise the performance of individuals and teams by building individual resilience in the physical, cognitive and psychological domains and equipping leaders with the skills to strengthen team resilience. It is likely this will see a hybrid ADF and civilian AT industry partnerships and a greater use of the total workforce system. This will allow the training system to be scalable, available, responsive and cost effective while meeting the Landworthiness obligations.</p>
<p>WO2 Corey Dennings, Telecommunications Systems Manager, DFSS - There have been rumours circulating in the UATL community that Adventurous Training is not supported by higher headquarters (RMC-A) to conduct re-certification or export UATL courses. Can you ensure that there is there a plan to provide the UATL community with a clear understanding of the continued capability that Adventurous Training can provide to Australian Army soldiers to develop the qualities that Army requires of them? (Teamwork, Resilience, Courage to name a few).</p>	<p>Previously, emphasis has been placed on qualifying significant numbers of UATLs to enable decentralised execution of Adventure Training (AT) by units. Despite significant training effort, the majority of qualifications expire without significant use, and only a minority of UATLs maintain currency. Due to the nature of the qualification, the use of UATLs often requires release of personnel from competing activities. It is therefore difficult to generate sufficient mass for regularly activities that maintain or regulatory requirements. The purpose of AT and by extension the role of ATW has not evolved to maintain relevance for an Army that seeks to build a future ready training system which can develop resilient pre-combat veterans for accelerated warfare. Risk and governance over AT activities is not well understood, or managed and accepted at the appropriate level and as such the number of incidents requiring investigation rose to unacceptable levels.</p> <p>While AT is conducted at scale across Army, the current delivery of AT is not learner focused or nested with broader organisational initiatives, i.e. implementation of Good Soldiering and Australian Army Leadership Program. The CAAL has been tasked by COMD FORCOMD through Director General Army Leadership to transform AT to deliver more readily accessible, tangible benefits to the force. Centre for Australian Army Leadership has taken the lead on a review of ADF Adventurous Training, to ensure it is delivered to Army and the wider ADF in an efficient and cost effective manner, integrated with ACOSTC and easily accessible to FORCOMD units. This will result in Adventurous Training that is conducted in a manner which deliberately develops resilience and leadership in individual and collective settings.</p>
<p>Training Transformation is a critical component of Army's ongoing Workforce Transformation. How will Army's C2 changes enable and empower our TEs to respond more dynamically and collaboratively to changing learner and workplace expectations?</p>	<p>Workforce and Training Transformation are Army's priority. We have made some positive progress in this area and it will take time and commitment to transform to achieve a Future Ready Army or the AOF. The C2 changes we are considering, including the Colleges and Faculties concept, are about the structural changes needed to be more responsive to the strategic requirements, changing demographics, learner needs and workplace expectations. Currently, our TCs and TEs operate primarily at a tactical level, providing great support to our units and formations in achieving ready now, however this is in a 1990s delivery and organisational construct. In some areas, our current organisation and delegations make it difficult to adapt as quickly as our strategic circumstances demand. Our future soldiers and officers will learn differently, and our future teams will need to train and fight differently. As an Army from and in the community, our people want and expect modern and fit for purpose learning opportunities. Training Transformation is addressing some of these issues by considering how we can future proof the workforce and training system by making it more agile, responsive and accessible at the point of need by our people and teams.</p>

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<p>SGT Zychowski, ASO - With training establishments being your highest staffing priority and training transformation being accelerated for the modernisation for Army, what type of modernised training is being looked at for staff instructing in training establishments? Is there benefit in looking at formalising a certificate or diploma level education qualification prior to being posted into a Training Establishment so that an industry standard training package can be created?</p>	<p>Over the past two years the Army’s Instructor Development Continuum (IDC) has been reviewed and modified to support an adaptive Army Training System. Changes to the Foundation Instructor Training (delivered through RMC-A) now better prepares all leaders in Army to deliver training in a regimental environment. Additionally, a Military Instructor Course (MIC) has been introduced to upskill leaders posted to training establishments in contemporary learning methodologies and technologies. Both course are designed with the latest educational thinking are amongst some of the best instructional training available. Our educational Corps providing the right contextualisation of contemporary framework to develop our people for such roles through this continuum. The IDC produces the instructional effect required by Army in its mission to train for war. This unique requirement and capability need of our Army instructor workforce differs from that of its civilian “equivalent” and therefore the investment in civilian training from the Australian Qualifications Framework is not warranted for everyone. We can continue to rely on the expertise of the Royal Australian Army Education Corps to support our instructors.</p>
<p>LT Samuel Cox, S35 Ops Branch, RMC-A - Every leader is encouraged to self-evaluate and reflect on their actions/approach. How often do you reflect and what style/method of evaluation do you use?</p>	<p>At the end of each week I compile reflections from the activities and engagements that have occurred that week. These reflections might include what went well or badly or conversations or engagements of note. These reflections represent not only a great historical record of my time as CA, but are also helpful in ensuring I stay connected with what I can improve on. We should all aspire to being life-long learners, me included!</p>
<p>CPL Sam Brown - Is Australia looking to re-engage with the international community by raising its commitment to peacekeeping operations? If not, why not?</p>	<p>Sam, policy deliberations and Cabinet deliberations of this kind are normally subject to strict controls, so the government’s intentions for peacekeeping is not something we can comment on one way or the other except to draw your attention to DFAT’s statements on peacekeeping which says: ‘Acknowledging the strain on the peacekeeping system, we pledged at the September 2015 Leaders’ Summit on Peacekeeping to provide strategic air lift support for UN peacekeeping operations in crisis situations, where and whenever we can. We also pledged to build the capacity of UN troop contributing countries in our region and increase regional expertise on countering improvised explosive devices.’ That said, the Australian Army has continued to engage with the international community despite COVID restrictions, this engagement has included continuing training activities involving foreign partner participation and engaging in virtual forums where appropriate.</p>
<p>CPL Rob Foulkes - Why have we seen specialist capabilities (combat shooting, engineer searchers, MP CPERS handling) training non-specialist personnel via “crash courses”, then subsequently deploying those newly trained and less-proficient personnel on operations? For clarity, this has happened repeatedly over the last 10 years. Some examples are: 3 CER training 3 RAR to search for IEDs, then dropped from ORBAT. 1 RAR training service support staff on combat shooting, who were then deployed as “guardian angels”. OP Resolute saw MPs train clerks/truckies/Q-staff to conduct CPERS handling when an MP Bn was clearly better suited.</p>	<p>Rob, I am not familiar with all these particular cases. I think in many instances it was the choice of individual decision-makers at the time, and often the commanding officer of the deployed contingent. Whether the decisions to do so makes sense or not depends on the reasons made for the decision in each case, and I can’t speak for those who made the decisions. On the whole though, your concern resonates with me and the pattern doesn’t seem quite right; but I say that not being aware of the reasons for each decision. As a general rule the Army’s approach is to seek to send the right capability for the task at hand. Like everything, I am sure there will be cases when the Army gets it wrong, you may well have identified some examples here.</p>
<p>CPL Ross Warwick - Is there a plan in place to conduct RCB-style rotations in partner Pacific nations such as East Timor, Philippines and PNG, to counter growing Chinese influence in the region? If not, why not?</p>	<p>Ross, the Rifle Company Butterworth is an arrangement with Malaysia that came about as a function of Australia’s membership of the Five Power Defence Arrangement. It has a very long history, and it is a very particular agreement between Malaysia and Australia within a particular context. Australia’s bilateral relationships with other countries are all unique. And the agreements Australia has with other countries are all based on quite different circumstances. Another country would not only have to agree to an arrangement similar to the Rifle Company Butterworth, but it would have to invite Australia to do so. And whether the other country would agree with Australia’s particular rationale for setting up a RCB-like arrangement would depend on a whole range of factors that are entirely for that other sovereign country to decide. You might ask, ‘well why don’t we suggest the idea and see.’ If the Australian government has made these kinds of offers to other countries or intends to make these kinds of offers to other countries is something that would rarely be made public, largely because discussions of that kind are done privately between countries for reasons I think you would appreciate. Needless to say though, even the suggestion of an idea of permanently basing Australian troops on a foreign country’s soil is very sensitive and it is not something that any country would take lightly. All that notwithstanding, such an arrangement might not even be a good idea in many circumstances. Each relationship and each country’s circumstances are quite unique and each relationship has to be dealt with on its own terms. All that notwithstanding, Australia does work very closely with its partners and allies in the region and the Army plays a pretty significant role. The Army participates in many engagement programs with partner nations, which build capacity, trust, and more.</p>
<p>CPL Ross Warwick - Can we stop / reduce deploying reservists when we have better trained, highly experienced full-time soldiers who are screaming for deployments? Reservists make absolutely no sense to use, they are less experienced and cost more.</p>	<p>Ross, it is true that circa 2017 the Army’s policy was to promote increased reservist engagement by giving part-time high performing soldiers and officers opportunities for deployment. Part of the rationale was to reduce the demands on the full-time force and continue to develop the six reserve brigades that were paired with the full-time brigades as part of Plan Beersheba. This approach to operational deployments was intended to enable the Army to grow and sustain operational experience in the part-time force. Since that time, the strategic circumstances have changed, and the ADF’s aptly named total workforce system has developed further, offering more flexibility for all ADF members, full and part-time. A part-time soldier is not necessarily either less experienced or more costly. While I understand the disappointment people feel at the prospect of missing out on the opportunity to deploy on operations, the reasons for deploying a reservist over a full-time soldier varies. At times reservists might possess a unique set of skills that are otherwise unavailable in the full-time force. At other times a commanding officer might consider, given the weight of all their demands and other factors, that the deployment of a reservist might be the right thing to do. To this end, while there is no longer a policy to include reservists with every contingent deploying on operations, there are no plans to abandon the idea of reservists deploying on operations when it makes sense to do so.</p>