



Forces Command

Forces Command 2020 to 2028:

Supporting *Army's Contribution to Defence Strategy*,
enabling *Army in Motion*, mastering *Accelerated Warfare* and upholding *Good Soldiering*

November 2019

Version 5.2
OBJ ID: BQ6570885

The contents of this document is unclassified. For further information please contact the Chief of Staff of Headquarters Forces Command, Australian Army.

FOREWORD

With our joint partners and stakeholders, Forces Command is readying our people and our teams for an operating environment experiencing *accelerated change*. Our preparation now and for the future must consider, in a **scalable and sustainable manner**, all domains of our operating environment, human, maritime, land, air, cyber, information and space, through the full spectrum of cooperation, competition and conflict.

Our 2019 *100 Day Assessment* **analysed** Army's strategic direction and **reflected upon** the ten year history of Forces Command to **inform and align** our operating framework of:

- **Force Generation:** Sustainable teams, *ready now*,
- **Force Transformation:** Army Training System and Workforce, and
- **Force Modernisation:** Integrated and scalable forces, *future ready*

Underpinned by our operating framework Forces Command's *Plan for 2020-2028* focuses on our immediate priorities to set the conditions and enable Forces Commands to support Army achieve its Workforce and Land Force Modernisation 2028 objectives. Central to our operating framework is our **main effort** - interdependent and mutually supporting **training and workforce transformation**. By adapting, simplifying and modernising, Forces Command is enabling the transformation of **Army's Training System** to strengthen our capacity for sustainable force generation and integrated land force modernisation. Key to these efforts is our **support to Army's Workforce 2028 Campaign**, ensuring our people and our teams are ready to achieve their personal, professional and cultural potential.

We have the opportunity, mandate and capacity to ensure that we can **sustain** our current *ready now* posture as well as our ability to **enable Army, in joint partnerships**, to be *future ready* for *accelerating change*. As a unified team, Forces Command shares our ideas, seeks challenges and mitigates risks. Importantly, we continue to find opportunities to exploit success through a shared vision and purpose.



Chris Field, AM, CSC

Major General

Commander Forces Command

14 November 2019

CONTENTS

- **Commander Forces Command Operating Intent**
- **Where have we come from – ‘Always in Motion’**
- **Who are we – ‘Our Operating Culture’**
 - Upholding Good Soldiering
 - Optimising our combat behaviours, leadership and human performance
 - Optimising our framework to manage our key risks to our force and mission
- **What do we do – ‘Our Operating Framework’**
 - Force Generation
 - Force Modernisation
 - Force Transformation
- **What must we do next – ‘Our Main Effort’**
- **Annexes**
 - Forces Command’s 10 Outputs
 - Forces Command Formation and Training Centre Missions and Main Efforts

COMMANDER FORCES COMMAND OPERATING INTENT

- 1.1 **Army's mission** is to *prepare land forces for war to defend Australia and our national interests*. Supporting and enabling Army's mission and intent:

Forces Command's Mission is to enable Army's individual, small team and collective land force generation, modernisation and transformation with joint, interagency, regional, coalition and multi-sector¹ partners in human, maritime, land, air, cyber, information and space domains in order to defend Australia and our national interests.

- 1.2 In achieving our mission, Forces Command, in partnership with Army Headquarters, the 1st Division, Special Operations Command and the Army Joint Staff, implements the *Chief of Army's guidance* and integrates with the *Army Operating System (Means)*, via a framework of three priority lines of effort (**Ways**), that optimise Forces Command's ten interdependent and mutually reinforcing outputs (**Ends**).

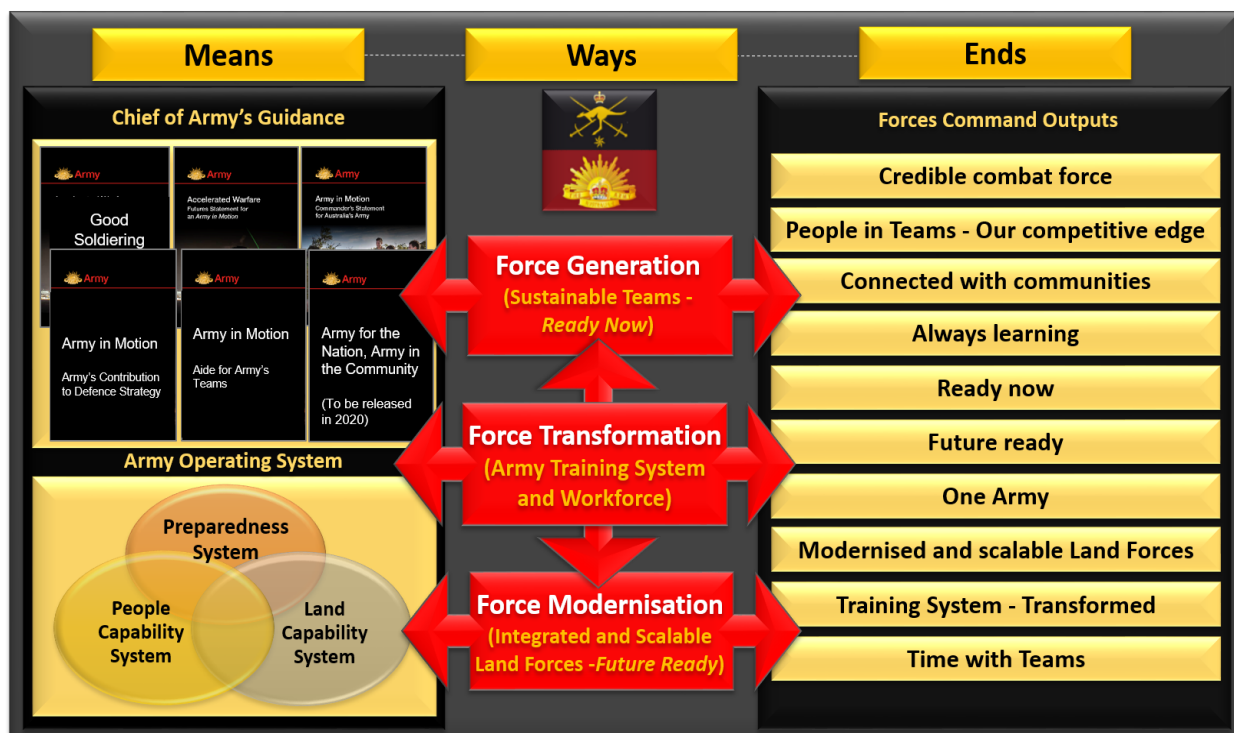


Diagram 1: Forces Command – Operating Intent – ‘Mean-Ways-Ends’

- 1.3 Further details defining the ten Forces Command outputs are contained in Annex A.

¹ Multi-Sector – includes community, business, industry, academic organisations and other iconic institutions.

WHERE HAVE WE COME FROM – ‘ALWAYS IN MOTION’

A credible Combat Force - we are a diverse, trusted and credible combat force, combined and joint-by-design while partnering-by-approach to conduct and influence actions across the full spectrum of cooperation, competition or conflict.

- 2.1 Since our establishment, in 2009, Forces Command has proven to be a robust, *ready now* and agile organisation that has continued to build upon Army's solid foundation of more than a century of service to our communities and nation. Over the last decade, in partnership with the 1st Division and Special Operations Command, Forces Command has deployed more than 21,000 personnel in support of operations and over 14,000 personnel in support of International Engagement activities spread throughout our near region. In addition to these efforts more than 321,000 individuals have been trained in trade or career courses.
- 2.2 There are, however, a range of risks to our mission that require our constant attention, combined with key challenges demanding prioritised development, in particular, **our main effort** to enable transformation of Army's Training System and our workforce.



Exercise TAFAKULA (Tonga) 2019

WHO ARE WE - 'OUR OPERATING CULTURE'

Key points:

Forces Command is a diverse force of over 35,500 full and part-time uniformed and civilian personnel who are employed across 117 units and reside within more than 160 bases and depots across Australia.

Our operating culture – underpinned by *Good Soldiering*, is enabled by our continuous emphasis on the development of our people, through our leadership, combat behaviours and human performance optimisation.

Managing our key operating risks to our mission - focuses on optimising our land vehicle safety, land range safety and cyber worthiness.

Upholding 'Good Soldiering'

People in Teams - Our Competitive Edge. We are resilient and potent military professionals who train and practice our skills deliberately and safely, we remain competent as leaders, and optimise our human performance through maximising the potential of our people and our teams.

3.1 As a large, diverse organisation geographically dispersed across Australia, Forces Command is linked to our community and our nation for our support and sustainment. To achieve our mission, Forces Command maintains a reputation that ensures a broad range of partners seek to support and work with us. We must

nurture our ethics, character and culture to uphold the Army's values of courage, initiative, respect and teamwork. Underpinning all of our efforts for *Good Soldiering* are the competence and professionalism of our leaders and the development of our combat behaviours.



Optimising leaders for our people and teams

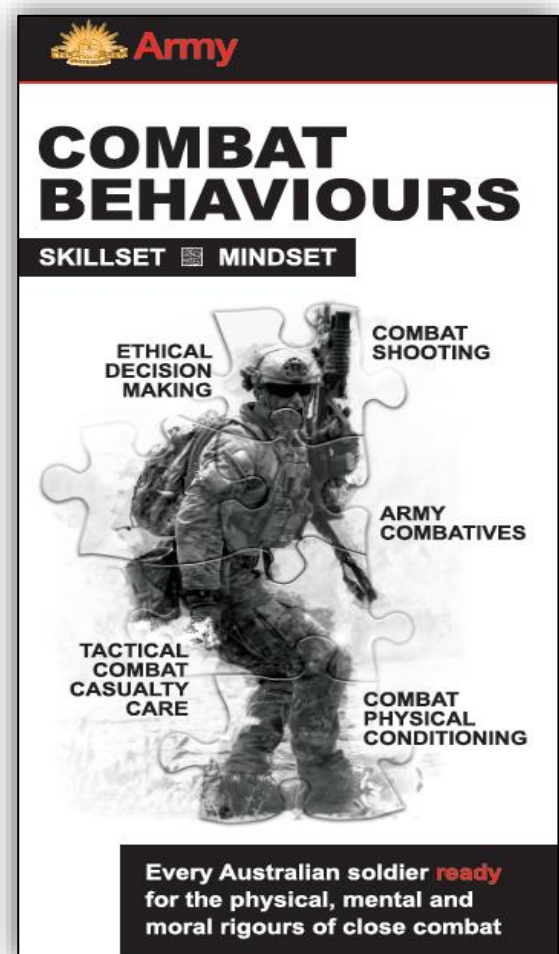
Army's leadership model resonates with Australia's culture of authenticity, competence, diligence and mateship, and is founded on strong organisational character, ethics and shared values.

3.2 **Leadership** is essential to the profession of arms. From inspiring people to conduct extraordinary selfless acts in the face of the enemy, to ensuring the right culture and command climate are maintained in barracks. **Our challenge** is to enhance our approach to leadership to meet both contemporary and anticipated future needs. The Australian Army Leadership Program, established by the Royal Military College – Australia, is to ensure our leaders are *ready now* and *future ready* to master *Accelerated Warfare*.

Combat Behaviours

3.3 The Forces Command **Combat Behaviours** skillset and mindset are designed to develop our soldiers' character and individual skills in order to master an *Accelerated Warfare* environment. In particular, this framework **aids in preparing soldiers with a combat mindset and combat skills appropriate to their personal role on the battlefield**. Our Combat Behaviours are framed on:

- Ethical decision making,
- Combat shooting,
- Army Combatives,
- Tactical Combat Casualty Care and
- Combat Physical Conditioning.



Human Performance Optimisation – ‘People in teams’

Human Performance Optimisation provides a holistic approach to monitoring and improving physical, cognitive and socio-cultural capacities of ‘our people and our teams’.

3.4 Forces Command continues to develop a continuum of Human Performance Optimisation initiatives that progressively build our soldiers’ knowledge and skills from initial entry training, throughout their service in the trained force and during career development. In doing so, our focus is to:

- Trial and evaluate human performance models.
- Develop expertise to modernise Army’s Combat Physical Conditioning program.
- Embrace technology to measure soldier physical conditioning and to proactively prevent injuries to our workforce.



Optimising our ‘management of risk’ to our force

We are resilient, persistent and potent military professionals who evaluate risks, innovate through simplifying processes and ensure safe training.

- 3.5 Being *ready now* is partly about having the right person with the right skills with the right equipment at the right place. *Ready now* is also about the safe behaviours of our people operating their equipment and with appropriate command supervision of the task.
- 3.6 Our *100 Day Assessment* identified **land vehicle safety, land range safety and cyber worthiness² as key areas of focus** to protect our force (people and teams) and mission capabilities. Our approach to optimising these risks is managed purposely via a framework of policy, practices, training, education, accountability and assurance.

| Risks | Policy and Practice | Training and Education | Accountability and Assurance | Our Risk Management Culture |
|--|--|---|---|--|
| Vehicle Safety - Enable improvement in our vehicle operations and driver safety | <ul style="list-style-type: none"> Enable best practice driver Safety policy and procedures Seek advanced technology to support drivers and commanders | <ul style="list-style-type: none"> Modularise the driver training continuum Enhance driver skills, knowledge and attitudes of the total workforce | <ul style="list-style-type: none"> Enable Training Centre oversight of exported driver training | <ul style="list-style-type: none"> Think Force Protection Leadership is accountable Supervision at all levels Learn from experience Understand the chain of responsibility Value safe behaviour Double down on what works |
| Land Range Safety - Continue to develop and enable the ‘right’ land range safety culture | <ul style="list-style-type: none"> Continuous review and implementation of simple Land Range Safety and Ammunition Handling policies | <ul style="list-style-type: none"> Use technology to enable Range safety training and assurance packages; refresher and recertification training | <ul style="list-style-type: none"> Implement annual recertification and currency requirements Develop Land Range Safety Management Tools | |
| Cyber Worthiness - Reduce the risks from cyber threats | <ul style="list-style-type: none"> Prioritise certification and accreditation of our systems Reduce standalone networks vulnerabilities | <ul style="list-style-type: none"> Accelerate total workforce Cyber education activities and exercises | <ul style="list-style-type: none"> Grow Information Technology Security Managers and Security Officers Develop a robust Cyber Incident Response Plan Develop the Cyber workforce | |

Diagram 2: Summary of Forces Command Key Risk Management Framework

² Cyber Worthiness is the desired outcome of a range of policy and assurance activities that allow the operation of Defence platforms, systems and networks in a contested cyber environment.

WHAT WE DO – ‘OUR OPERATING FRAMEWORK’

Force Generation – ‘Sustainable teams - *Ready Now*’

Key points:

We are developing a **simplified and sustainable approach to Force Generation**, via Plan CB White, that aims to enable ‘**Time with Teams**’.

We continue to focus on growing and maintaining sustainable options for Army’s continuous **persistent engagement** within our region, via the *Pacific Support Team*.

We continue to support, enable and **sustain our connections to the communities and cultures in which we live and work**.

- 4.1 **Our Force Generation challenge** - involves a complex orchestration of the individual training continuum, the conduct of collective training and other directed preparedness outcomes which support operations, directed contingencies, international engagement tasks or our domestic communities. **Our current operating tempo** and collective effort to simultaneously balance tasks of *ready now* to enable the Joint Force while preparing our forces to be *future ready*, as illustrated in diagram 3, remain under tension.

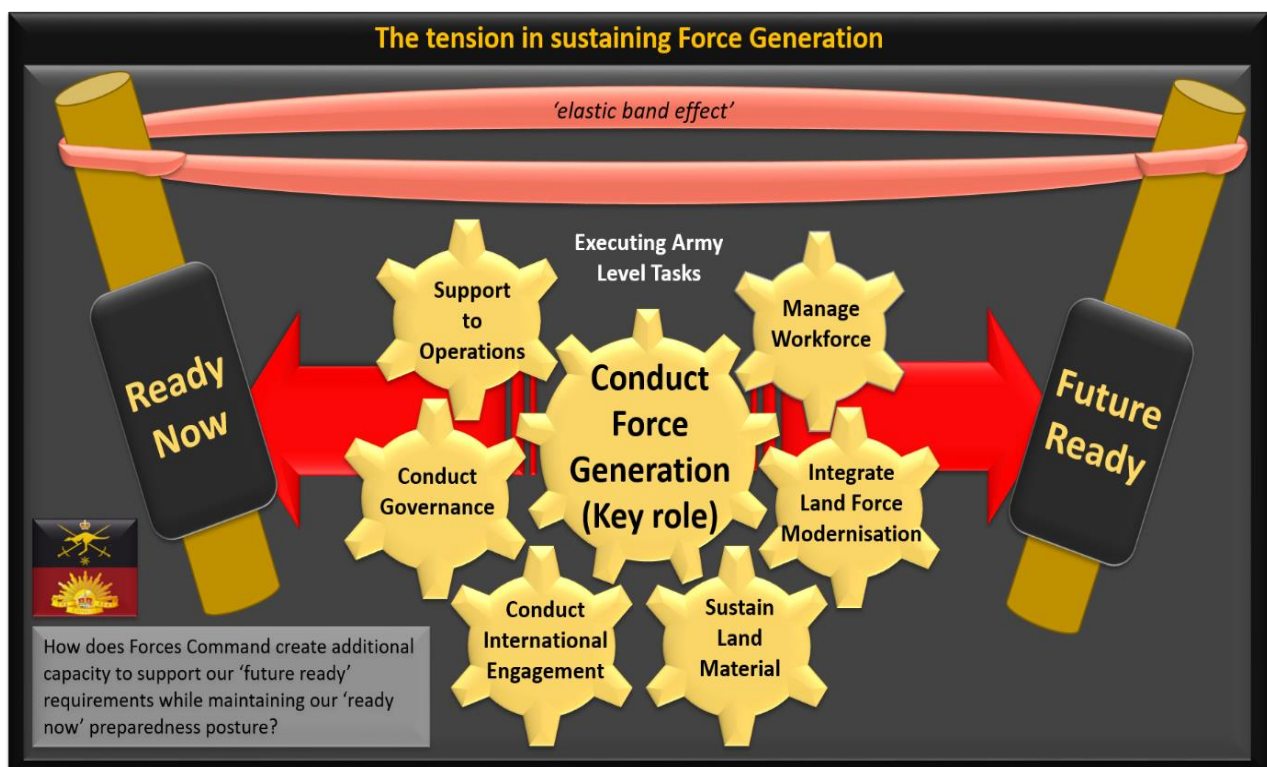


Diagram 3: Sustaining ‘ready now’ requirements with our need to be ‘future ready’

- 4.2 **Our way forward** – focuses on **our main effort** of Training Transformation, in developing an agile training system to support current tasks and meet the challenges of mastering *Accelerated Warfare*. These transformation efforts provide Forces Command the opportunity to develop a simplified and sustainable approach to Force Generation that aims to enable ‘Time with Teams’ and uphold *Good Soldiering*, via *Plan CB White*³. Plan CB White is a Forces Command plan that synchronises and resources our individual, small team and collective Force Generation requirements.
- 4.3 **‘Time with Teams’** - our junior leaders must feel their garrison and barracks life is predictable, family and work colleague centric, valued and busy with purpose in order for them to be able to reach their personal, professional and cultural potential. *Good Soldiering* requires a values-based mission command approach, empowering leaders and followers to develop optimal Army teams. Maximising the time our people spend with their teams offers our people the opportunity to fully realise their personal, professional and cultural potential.

Our integration with International Partners

- 4.4 Forces Command continues to focus on developing and maintaining options for Army to sustain and grow persistent engagement to enhance our alliances and assure support across our region via the *Pacific Support Team*. We currently enable, on an annual basis, more than 350 international students on courses in Australia from over 40 nations and more than 110 exercises or activities, inclusive of Mobile Mentoring Teams, involving over 25 different nations and over 1,500 Forces Command personnel deploying regionally.
- 4.5 In maintaining these partnerships, in consultation and conjunction with the 1st Division, Special Operations Command and other joint or government agencies, we balance our capacity to sustain tempo to ensure our efforts are enduring and evolve our activities to ensure that our partnering efforts remain relevant.

³ CB White – General Sir Cyril Brudenell White, KCB, KCMG, KCVO, DSO (1876-1940) was a founding member of the Australian Army from 1901 responsible for mobilising the first contingents of the 1st Australian Imperial Force.

Our connection to our local communities – *Army for the Nation – An Army in the Community*

4.6 We are from and of our communities. Forces Command continues to work in support of our local communities in Australia and overseas. We strengthen our communities and build our own resilience, including attracting, developing, recuperating and retaining soldiers, by listening, engaging and partnering with the multiple sectors across our communities. These include local people, educational and sporting organisations, veteran associations and business enterprises. These partnerships also offer us opportunities to learn new skills and knowledge. The relationship between every Formation and Training Centre and their local community is unique and needs nurturing and engagement.



Army Aboriginal Community Assistance Program Construction Project in Laura, Northern Queensland 2016

Force Modernisation – ‘Integrated and Scalable Land Forces - *Future Ready*’

Key points:

To be ***future ready*** our **organisational structure**, in particular our workforce, is adaptable to **scale rapidly** if required.

Over the next three years we prioritise development of:

- Army’s **Training System**
- our **land information warfare capabilities**
- depth to our **land command, control and communications network** across all combat functions
- our **protected manoeuvre and fires force elements** (land and littoral), and
- **trials for new structures and emerging technologies**, including **command and control relationships** with the 1st Division and Special Operations Command.

4.7 **Our Force Modernisation** - underpinned by evaluation, designates specific efforts within Forces Command to support realisation of *Army Objective Force 2028*. **Our challenge** is to master *Accelerated Warfare* and embrace technological change with a joint warfighting philosophy linked to future investment, while developing our scalable, relevant, adaptable and survivable force structures.

Optimising our ‘*future ready*’ structure and our capacity to scale

Accelerated Warfare requires Army to do more tasks, in all domains, more of the time. Army must increase our capacity and be ready to grow to **win** in conflict from a warm start.

4.8 Our structures must have capacity to **scale**. We must enable force generation of capability that is both sustainable, in particular our total workforce, and adaptable so that it is feasible for us to scale rapidly if required. Critically the **Army Training Enterprise** is our **highest priority** Capability Establishment Review in 2020, as its outcome will shape many of our force generation, modernisation and transformation efforts over the next three years and beyond.

Our support to Army's integration of land force modernisation

4.9 Forces Command supports Army's Land Capability Modernisation priorities of a **connected, protected, lethal and enabled land force** as depicted in diagram 4 below:

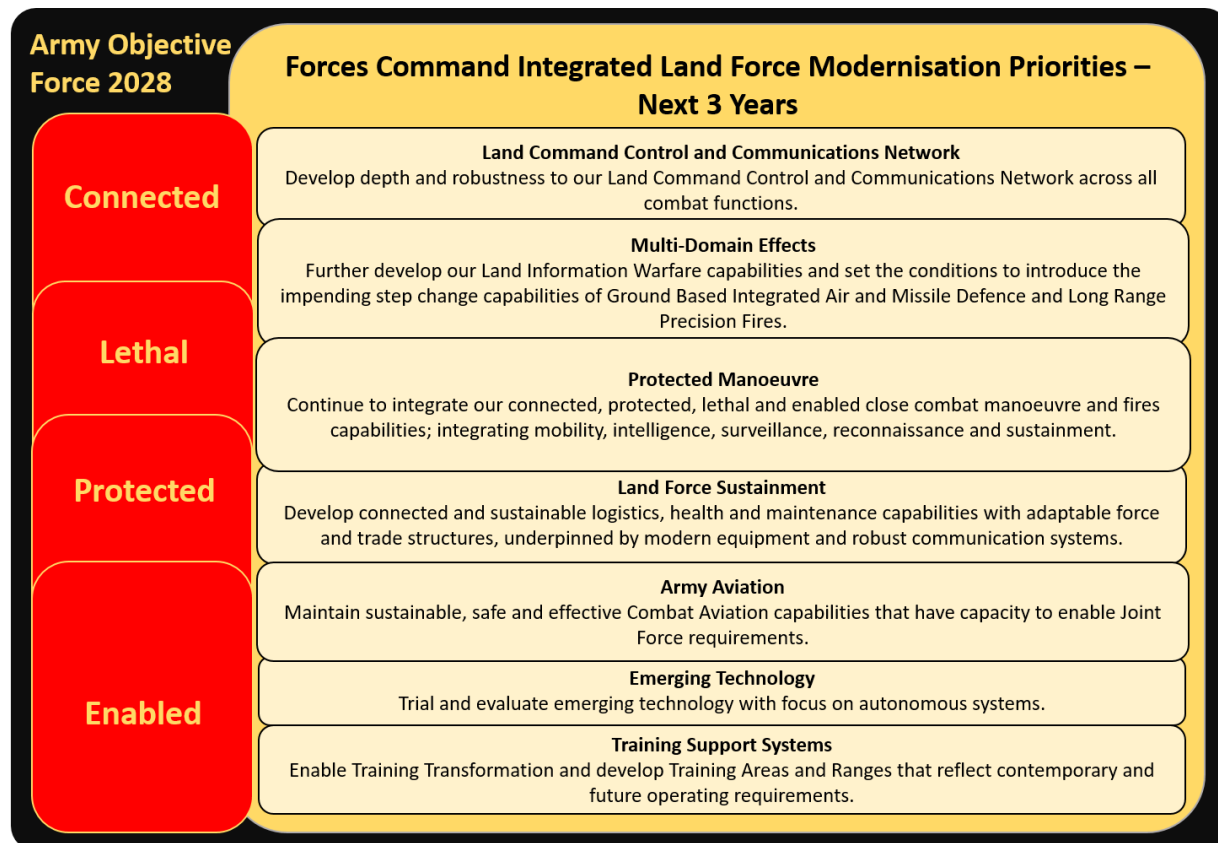


Diagram 4: Forces Command Land Force Modernisation Priorities – Next Three Years

Our support to Innovation

4.10 All Formations and Training Centres continue to nurture and reinforce a culture of innovation through the identification of emerging best practice to achieve modernisation objectives and to simplify processes. Forces Command continues to utilise the conduct of Formation or Regional level Good Idea Expos as the central framework to generate the opportunity for our units to connect their ideas with potential resources.

Modernising our Estate Infrastructure, Facilities, Training Areas and Ranges

4.11 The current management and future development of more than 160 bases and depots, as well as the millions of hectares of training areas that Forces Command utilises for the conduct of Force

Generation, is a significant challenge. **Our way forward** - is to review how we can most appropriately support Army achieve the best possible modernisation of its interests in the Estate, Facilities, Training Area and Range requirements as they relate to the Joint Capability requirements. Furthermore, like the other services, Army requires some force elements to directly execute effects from our garrisons and barracks. This concept of **‘fighting from our bases’** must be considered when analysing Army’s future base infrastructure, training area and range requirements.

Force Transformation – Army’s Training System and Workforce

Key points:

Our Force Transformation, our main effort, challenges the status quo to evolve how we think, equip, train, organise and prepare to be sustainably *ready*. There are two critical roles:

- **Transform (adapt, simplify and modernise) the Army Training System** – strengthening our capacity to generate, cognitively agile, physically capable and professional individuals and teams to master *Accelerated Warfare*.
- **Transform (adapt, simplify and modernise) our Workforce** - ensuring that we are agile, highly skilled and scalable to operate to our personal, professional and cultural potential.

Transforming – Army’s Training System

Training Transformation supports development of our most important capability – **our people in teams**. It requires aggregated, coordinated, sustained investment, with integrated project management. Fundamental to the success of transforming our training system is modernisation of our current practices and the alleviation of the persistent challenges that preclude the full potential of our workforce.

- 4.12 **Our Current Training System** - is based on an industrial age approach to training, featuring: large centralised individual residential courses; a restricted use of technology for learning; a cycle of repetitive, graduated, predictable field exercises in constrained land-centric training areas; and a bias towards

conducting training activities (performance) rather than achieving learning outcomes (effectiveness).

4.13 **Our Response** - Army requires a Training System that is realistic, challenging and accessible if it is to prepare Army's individuals and teams to master *Accelerated Warfare*. Forces Command leads Army's Training System Transformation by focusing on four key Lines of Effort:

- **Individual Training for our people (Priority of Effort)** - with blended learning technologies, improved quality and clarity of content and enhancing instructor excellence to match new methodologies.
- **Collective Training for our teams** - with simulation enabled exercises, greater instrumentation and an evolved design focus for *future ready*.
- **Training Environment** – upgrading Training Areas for urban operations, extending the use, repetition and integration of live-virtual-constructive simulation, adjusting tactics to a contemporary and highly capable training adversary and improving relevance and access to doctrine.
- **Training Assurance** – with development of a Human Resource Information System to provide improved workforce visibility and competency management.

Transforming - Our Workforce

We are One Army - we prioritise the development of our workforce in order to allow every person the opportunity to fully realise their own personal, professional and cultural potential, particularly as leaders and followers.

4.14 **Our workforce challenges** - Army experiences pressures in sustaining our workforce. In the future these pressures will be exacerbated by technological advances, a more competitive employment environment for technically skilled personnel and an adjusting national demographic.

- 4.15 **Our way forward – ‘transforming our people capability’** –via our support to *Army’s Workforce 2028 Campaign Plan* that aims to ensure that our workforce is agile, highly skilled and scalable. This campaign is supported by a framework that is focused on our people capability:
- **Army’s People Capability System.** Forces Command supports Army in reforming the workforce generation model. Specifically, our approach enables workforce ‘structure’ flexibility and supports retention by **empowering unit leadership** focused on:
 - Utilising a Total Workforce Model and a ‘Unit Affiliation focus’ to enable transition between service categories.
 - Modernising our Army Employment Category Management with particular focus on simplifying our current distribution, maintenance and health trades.
 - Enabling a wider demographic opportunity to serve.
 - Simplifying trade recognition and adapting recruiting processes.
 - **Career Management.** Army plans to transform *Army Career Management* by 2028, delivering a service category agnostic, adaptive and sustainable workforce through more flexible and innovative workplace practices. Forces Command is central to this process via the development of innovative workplace practices, to enable a workforce able to adapt to change.
 - **Army’s Value Proposition.** Army’s value proposition is dual purpose; it must enable our organisational needs and support our people to serve to their personal, professional and cultural potential. Forces Command plays an important role, introducing flexible unit establishments and funds available for commanders to have greater ability to select and maintain their workforce composition from a variety of service categories.
 - **Human Resources Capital Management and Data Analytics.** We must, as leaders, understand our workforce’s characteristics and behaviours through an intuitive workforce reporting and analytic capability. As these tools are developed, it is critical for Forces Command to access information, and tools to aid commanders make workforce decisions using accurate, up to date and well analysed information.

FORCES COMMAND'S 10 OUTPUTS

- (1) **A credible Combat Force.** We are a diverse, trusted and credible combat force, combined and joint-by-design while partnering-by-approach.
- (2) **People in Teams - our competitive edge.** In maximising the potential of our people and teams we are resilient military professionals who deliberately train safely and practice our skills, remain competent as leaders and optimise our human performance.
- (3) **Connected with communities.** We are from and of our communities. We actively work to learn from and strengthen ourselves by remaining socially connected with and supportive of our local communities.
- (4) **Always learning.** When we fail we learn quickly, with a positive attitude towards developing pathways to success.
- (5) **Ready now.** We are *ready now* and always ready to force generate fighting power and conduct influence actions during phases of cooperation, competition and conflict for Army through raising, training and sustaining joint and integrated forces, within readiness notices, to deploy for contingencies or planned operations.
- (6) **Future ready.** We are *future ready*, postured to observe, listen, learn and adapt to enable our workforce, our people in teams, to reach their professional and personal potential.
- (7) **One Army.** We are *One Army*, enabling versatile, agile and adaptive individual, small team and collective land forces, encompassing a diverse, skilled, flexible and resilient uniformed and civilian permanent and part-time workforce, to achieve Army's mission.
- (8) **Modernised and scalable Land Forces.** We are agile in continuously adapting our workforce, concepts, capabilities and our capacity to scale our force structures for a given task for a set period of time.
- (9) **Training system - Transformed.** The foundation of our versatile, agile and continuous adaptation is training transformation. We modernise and simplify the Army Training System to increase our capacity, to create space for Army to listen, think and learn while enabling enhanced force generation and force modernisation.
- (10) **Time with teams (sustainable Force Generation).** Plan CB White creates efficiency in individual, small team and collective Force Generation. Our people must feel their garrison life is predictable, family and work colleague centric and busy with purpose.

FORCES COMMAND FORMATION AND TRAINING CENTRE MISSIONS AND MAIN EFFORTS

| MISSION | MAIN EFFORT |
|---|---|
| HQ Forces Command is to enable Army's individual, small team and collective land force generation, modernisation and transformation with joint, interagency, regional, coalition and multi-sector partners in human, maritime, land, air, cyber, information and space domains in order to defend Australia and our national interests. | Force Transformation – Enable Army's Training Transformation and support Army Workforce 2028 Campaign Plan |
| 2nd Division is to generate sustainable land forces for Army in order to support operations in defence of Australia and its national interests. | Individual training in support of operations and international engagement including the Pacific Support Team |
| Royal Military College – Australia is to design, develop, deliver and assure ab initio and on-going foundation warfighting and leadership training in order to generate robust, versatile and adaptive soldiers and officers for Army and the Joint Force in defence of Australia and our national interests. | Train and educate trusted, credible and adaptive leaders. |
| Army Logistics Training Centre is to design, develop, deliver and assure individual logistics training, manage trade structures and doctrine in order to generate robust, versatile and adaptive logisticians for Army and the Joint Force in defence of Australia and our national interests. | Train and educate trusted, credible and adaptive logisticians |
| Combined Arms Training Centre is to design, develop, deliver and assure combined arms training, manage trade structures and doctrine and govern Land Range Safety in order to generate robust, versatile and adaptive combat forces for Army and the Joint Force in defence of Australia and our national interests. | Train and educate trusted, credible and adaptive combat leaders |
| Defence Command Support Training Centre is to design, develop, deliver and assure individual multi-discipline specialist training, lead Defence Cyber Operations Training, manage trade structures and doctrine in order to generate robust, versatile and adaptive personnel for Army and the Joint Force in defence of Australia and our national interests. | Train and educate trusted, credible and adaptive personnel for the workforce. |

| MISSION | MAIN EFFORT |
|---|--|
| Army Aviation Training Centre is to design, develop, deliver and assure a trained workforce, contemporary doctrine, Test and Evaluation, and employment category management in order to enable safe, effective and sustainable Combat Aviation capabilities for Army and the Joint Force in defence of Australia and our national interests. | Train and educate trusted, credible and adaptive personnel for the workforce. |
| Army Knowledge Centre is to manage and communicate Army Knowledge and deliver simulation support in order to enable the professional development, lessons capture and education of Army and the Joint Force in defence of Australia and our national interests. | Management and communication of Land Doctrine. |
| Combat Brigades are to command and generate sustainable combined arms teams to conduct full spectrum land operations in order to enable the Joint Force defend Australia and our national interests. | Conduct Force Generation Priority of Effort: READY: Support to Operations, Contingent Forces and International Engagement READYING: Force Generation - Collective Training RESET: Enable Individual Training |
| 6 Brigade is to generate specialist combat support effects across the spectrum of operations in order to support the Joint Force and Whole of Government outcomes. | Enable contributions to the joint force in support of operations, contingencies and international engagement |
| 16 Aviation Brigade is to generate safe, effective and sustainable combat aviation capabilities in order to enable Joint, Land and Special Forces defend Australia and our national interests. | Conduct Force Generation to support operations and contingencies |
| 17 Sustainment Brigade is to generate theatre level capabilities for full spectrum operations in order to enable the Joint Force defend Australia and our national interests. | Conduct Force Generation to support operations, contingencies and International Engagement |

NOTES

