

The Royal Australian Artillery **LIAISON LETTER**

Winter 2020



**The Official Journal of the Royal Regiment of Australian Artillery
Incorporating the Australian Gunner Magazine**

First Published in 1948



RAA LIAISON LETTER

Winter Edition
2020

Incorporating the
Australian Gunner Magazine

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NEXT EDITION DEADLINE

Contributions for the *RAA Liaison Letter 2020 – Summer Edition* should be forwarded to the Editor no later than **Friday 11th September 2020**.

Liaison Letter on-line

The Liaison Letter is on the DPN and can be found on the Head of Regiment - Royal Regiment of Australian Artillery (RRAA) Share Point Page:

<http://drnet/Army/RRAA/PublicationsOrders/Pages/Publications.aspx>

It is also available on the Royal Australian Artillery Historical Company (RAAHC) & Australian Artillery Association websites.

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Contributors are urged to ensure the accuracy of the information contained in their articles. The Royal Australian Artillery, Head of Regiment, Deputy Head of Regiment and the RAA Liaison Letter editor accept no responsibility for errors of fact. The views expressed in the Royal Australian Artillery Liaison Letter are the contributors and not necessarily those of the Royal Australian Artillery, Australian Army or Department of Defence. The Commonwealth of Australia will not be legally responsible in contract, tort or otherwise for any statement made in this publication.

Australian Gunners

(Serving or Retired)



**YOU ARE INVITED TO
CELEBRATE THE**

150th Anniversary of Australian Artillery in 2021



Mark Your Diary

National Events

Where: Canberra, Venues - RAA National Memorial & AWM

WHEN: SUNDAY 1ST AUGUST 2021

Where: Sydney, Venue - Victoria Barracks

WHEN: SATURDAY 6TH NOVEMBER 2021

Note: More detailed information including timings will be provided when available throughout 2020 and 2021

Unit & Association Events

Throughout 2021 as advertised by those individual coordinating organisations.

CANBERRA

1st August 2021

**Commemorative
Service at RAA
National Memorial
Mount Pleasant**

**Synchronised
National Ceremonial
Fire Plan**

**Mount Pleasant & all
RAA Unit Locations**

**Last Post Ceremony
Australian War
Memorial**

SYDNEY

6th November 2021

**Formal Parade & Drum
Head Service**

**Incorporating the
presentation of a new
Queen's Banner**

Followed by

**150th Cocktail Party
Victoria Barracks**

FURTHER INFORMATION

**Contact
RAA HOR Staff
via email at
raa.hor @defence.gov.au**

REGIMENTAL FAREWELLS NOTICE

OFFICERS LEAVING THE ROYAL REGIMENT AFTER 20 OR MORE YEARS OF SERVICE

If you wish to be formally farewelled from the Royal Regiment you must provide your post Army contact details (prior to separation) to the SO to HOR (Major DT (Terry) Brennan).

Whilst it is appreciated transition from military life to civilian life is a very busy period if you do not provide your contact details it is highly probable that you will not receive an invitation to be farewelled. **This not because the Regiment does not wish to farewell you – it is simply that the HOR staff does not have visibility of when you leave the Army or your post-service contact details.**

Eligibility: Full-Time and Part-Time officers who have completed 20 or more years effective service.

Options: Full-Time officers who, after 20 plus years' service, transition to Part-Time service may elect to be farewelled at the end of their Full-Time service rather than wait until they have fully retired – It is entirely up to you. Please advise HOR staff of your intention as part of your transition.

Information required:

- Full-Name
- Postal Address (non-military)
- Email (non-military)
- Mobile (non-military)

SO to HOR can be contacted on:

Email: terry.brennan59@yahoo.com.au and/or

Email: terry.brennan@defence.gov.au

Mobile: 0419 179 974

NOTE: YOU ARE ENTITLED TO ONLY ONE REGIMENTAL FAREWELL

WARRANT OFFICER & SNCO FAREWELLS

For further information on eligibility etc contact the Regimental Master Gunner - WO1 David Nutini.

Mobile: 0408 604 596

Email: david.nutini@defence.gov.au

JNCO & GUNNER FAREWELLS

JNCOs & Gunners who have served for 20 plus years should be farewelled under local unit / sub unit arrangements. HOR staff should be contact to arrange for a Regimental Cypher to be sent to the unit concerned for framing and presentation as a memento of this service.



IMPORTANT NOTICE

The Next
Regimental Officer
Farewells
will be held in February
2021

**IMPORTANT ACTION REQUIRED IF YOU WISH
TO BE FAREWELLED NEXT YEAR CONTACT
SO TO HOR ASAP**

Editors Comment

Hello and welcome to the Liaison Letter 2020 – Winter Edition. There has been great support for this edition, especially in the Professional Papers Section. I would like to especially acknowledge the contributions from the officers of 4th Regiment in this section.

I have received some ‘well intended’ feedback from a few readers regarding the apparent delay in receiving the Summer edition through Australia Post. I always appreciate feedback on any matter.

The Summer edition did not start being delivered into mailboxes until April / May. I make no apology but will explain the background for the delay.

This is primarily due to the generous and most appreciated support that we have received from DPS-Victoria since 2000 being under pressure due to a rationalisation of printing services last year. The cynic in me will always believe that reviews and rationalisation are rarely about enhanced efficiency in the delivery of a service to ‘customers’. Instead they are almost always about cost cutting and cost shifting. I sadly feel this is no different.

To assist me ... with DPS if you no longer wish to receive a hard copy of the journal please let me know.

After submitting my request for the printing and distribution of the Liaison Letter / Cannonball Summer edition I was asked to justify why DPS should support the publication. I provided a comprehensive brief justifying the continued support.

Ultimately the short-term decision was that DPS would support the Summer edition but then would continue to negotiate future support including to this edition. A caveat provided on this interim support was that the task including distribution, would be done only when there were no higher priority tasks. Subsequently I was advised by DPS that they had received higher priority tasking for Operation Bushfire

Assist, and no doubt COVID-19 further impacted on this support.

A further recurring cause contributing to the late production is an inhouse problem. I recall many years ago when I was participating in 15 km route march’s that you only moved as fast as your slowest member. This is the problem I encounter with the Liaison Letter. My point is that for this edition contributions were due by the end of March. It is now almost the end of June and I am still waiting for an important submission for this edition.

The Liaison Letter / Cannonball were available on the RAAHC and AAA websites from late January / early February.

To assist me with my ongoing discussions with DPS if you no longer wish to receive a hard copy of the journal please let me know.

***We are members of a “Regiment”
NOT “Corps”.***

We are members of a “Regiment” NOT “Corps”. I have touched on this topic previously, but I feel it important to revisit it. In recent times I constantly hear serving members, both junior and senior, referring to the Royal Regiment of Australian Artillery as a “Corps”. I draw readers attention to that the Captain General herself approved the title of “Royal Regiment of Australian Artillery”.

In 1997 then LTCOL Frank Colley, CO/CI SOARTY issued a minute with the outcomes of the Regimental Committee meeting that year. The following is a quote:

‘Corps or Regiment? On 19 September 1964, HM Queen Elizabeth II granted the Royal Australian Artillery the title ‘Royal Regiment of Australian Artillery’. The practical application of this honour today is that it is more appropriate to refer to us as a Regiment than a Corps. While the distinction may appear minor, it is important. If it is not applied ruthlessly at the Regiments home, we can hardly be offended at the incorrect reference of other.’

In recent times in broader society we have seen efforts to rewrite history, let’s all work to ensure

this does not attitude does not enter the culture of the Regiment in terms of customs and traditions.

The ‘deafening silence’ continues to echo around to my request seeking information on the current location of the Pagan Cup and Heath Trophy. These competition prizes are connected to the Reserve and have not been “active” for many years. I would ask that the respective 9th Regiment Battery Commanders task someone to physically check their sub unit display cabinets, storage cupboards and locked storerooms etc for the missing trophies.

The ‘deafening silence’ continues to echo around to my request seeking information on the current location of the Pagan Cup and Heath Trophy.

Date Claimer ... Next year will be the 150th anniversary of the establishment of a permanent Australian artillery presence in 1871. There are a range of initiatives small and large, in the planning process. You will hear more about these in due course. I highlight that there are two dedicated ‘national days’ to mark this significant milestone in 2021. These are the 1st August in Canberra and the 6th November in Sydney. There is an advertisement elsewhere in this edition.

I would like to thank those members who have heeded the call and either commenced or renewed their membership of the Gunners’ Fund. Your support for the good work that the Regimental Committee does is most appreciated.

Thank you to everyone who has taken the time to support the Liaison Letter. I look forward receiving your continued support.



DT (Terry) Brennan
Major
Editor

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CAN YOU HELP

The Pagan Cup remains elusive – Any information regarding its whereabouts would be most appreciated. Originally the Cup was linked to AD units in 2 MD. When last competed for (due to the demise of AD in 2 MD) the rules were amended and linked to the Gordon Bennett Trophy (the G-B was amended to battery gunline performance) and the Pagan Cup (rules were amended for the OP). The last record of it being awarded was to 1 Battery, 23 Field Regiment in 1974-75.

Heath Trophy – This was for ‘attendance’ which today can be interpreted as recruiting / retention. HOR staff have no idea where it is currently located.

If any reader knows the whereabouts of these trophies be part of reinvigorating our heritage and let HOR staff know who is in possession of the two awards. HOR appreciates any assistance in locating the awards.

Contact Major Gary Down or Major DT (Terry) Brennan.



AUSTRALIAN WAR MEMORIAL ARTV05167

A GUNNERS FUND SUBSCRIPTION FORM IS LOCATED IN THE ASSOCIATIONS AND ORGANISATION SECTION

Representative Colonel Commandant

Brigadier S (Don) Roach, AM

Greetings fellow gunners,



In closing my remarks for the last Liaison Letter, I looked forward to an exciting and positive 2020 ahead. It has certainly been an unexpected and challenging start to the year for the RAA, for Army and indeed for the

nation. I would like to take the opportunity to commend and thank all members of the Regiment, full-time and part-time, who supported the emergency services and the communities during the bushfires which ravaged the nation. For the RAA we provided both tailored core capabilities in UAS and communications and general personnel augmentation in planning, logistics, response and even animal husbandry forces. Op Bushfire Assist was an outstanding example of mobilisation and the joint provision of support right down to local level. A notable mention of the significant contributions from 9 Regt, 16 Regt and 20 Regt in particular, though the flexibility and commitment from all units and gunners given the disruption to training and personal lives is acknowledged. Well done all.

I and all the Colonels Commandant have stayed in communication with the Regiments during the disruptions of the COVID-19 pandemic. We have all been impressed with the innovative and novel adjustments and approaches to training with the developments and adoption of the programmes available within ADELE and other online training mediums. I particularly congratulate the junior leaders of the Regiment who have ensured the safety and welfare of all their people while motivating them and completing training requirements. Social distancing, remote working and working from home do not lend themselves as well to our business as they do to others and we have sustained ourselves well through this unique period. The management now of the staged and increasing capacity for collective training is well underway and confidence is building as we step right back into core business. The imminent

deployment of a UAS capability from 20 Regt to the north of Australia to support OP Resolute is a marker of how the Regiment has continued to provide capability through the recent challenges.

On personnel issues, another impact of the disruptions of the last few months and the limitations for travel has unfortunately been the postponement of the JNCO and GNR of the year for 2019 trip to the United Kingdom. It is the intention that this will be completed in conjunction with the 2020 award recipients. The School of Artillery has done an outstanding job of keeping the training pipeline progressing in the face of disruption and constraints. We have continued to receive recruits from Kapooka and there have been a total of 18 officers come to the RAA from RMC. The most recent group of six graduated in an early April mid-year graduation with no parade and very muted celebrations; one they will no doubt forever recall.

***... a member of the Royal Family to
present the new Queen's banner ...***

The Regiment was well represented amongst both the Australia Day and Queens Birthday Honours awards this year. My congratulations to all recipients on the due acknowledgement of their service and achievements.

As I am sure you are all aware the planning continues for the 150th anniversary commemorations. I have recently received advice from the Governor General that our Captain General has approved our request for a member of the Royal Family to present the new Queen's banner to the Regiment on 6 November 2021. Planning also continues for the Last Post ceremony to be held at the Australian War Memorial on 1 August 2021. A gunner of special note from the Roll of Honour will be recognised to mark the 150th anniversary day and to recognise and pay tribute to all fallen gunners. There are many additional national and regional supporting activities for the celebration of our milestone and 2021 is certainly shaping to be a great year for the Regiment.

As we continue to lift the tempo and return to the activities of training, of capability development and introduction into service and of support to operations I wish all members of the Regiment a strong and safe return to the new reality that is 2020.

Ubique

Head of Regiment

Brigadier RA (Richard) Vagg, DSC

Fellow Gunners,



It has been a busy year so far for the RAA and things are not slowing down. From providing assistance to disaster relief operations to planning for the rapidly approaching in service date of our new equipment and everything in between, the RAA

has been leading the way to meet the Chief of Army's intent to be Ready Now, and Future Ready.

Our people across the RAA have been working tirelessly to provide assistance to the disaster relief operations that have shaped the start of 2020. From the end of 2019 we have committed personnel and equipment to OP BUSHFIRE ASSIST, with RAA personnel operating at all levels of planning and execution.

COVID-19 has had an impact on everyone around Australia and the world. The response from the Australian population is commendable and the RAA has ensured that it is doing everything it can to stop the spread of the virus while still producing cutting edge training. RAA personnel have been attached to the COVID-19 Taskforce while units are assisting in the production of protective equipment for our frontline workers.

This pandemic has taught us just because it is the way it has always been done, does not mean it cannot fail. This has taken us by surprise but the work being done throughout the RAA to enact training transformation has been inspiring. We have shown that there is always another way to teach and learn and have improved the delivery of training exponentially.

I have previously discussed about the exciting artillery procurement plan that will be executed over the coming years. In the RAA Conference held at the start of the year, detailed planning was conducted for the increasingly reduced timeline to bring these cutting-edge technologies into service. The outcomes from the conference detailed plans to bring into service Land 19-7B Short Range Ground Based Air Defence, Land

8116 Protected Mobile Fires, Land 8113 Long Range Fires and Land 129-3 Tactical Unmanned Aerial System Replacement. All planning integrates Chief of Army's plans for Army in Motion, Accelerated Warfare and the Total Workforce Model.

These projects will ensure that the RAA continues to lead the way in modernisation. It will also allow an unprecedented level of joint and combined arms integration that will elevate all within the RAA to the next level of planning and execution across the full spectrum of operations now and in the future.

While equipment is important, it is the personnel within the RAA who are the key to our continued success.

Preparations have commenced for the 150th Anniversary celebrations of the RAA in 2021. There will be ceremonies and activities held across Australia in recognition of this auspicious event. Key events to include a National Fire Plan of gun salutes from each State, a parade and Drumhead service in Sydney and the laying up of the old Queen's Banner. The 150th anniversary of the RAA is a significant milestone and an event of national significance for both the RAA and Army, which will be recognised appropriately in 2021.

While equipment is important, it is the personnel within the RAA who are the key to our continued success. Firstly, I'd like to congratulate all the RAA members who were recently recognised in the Queen's Birthday Honours list. The outstanding representation across the RAA is testament to the quality of our people, and the achievements of those individuals. Secondly, I'd like to congratulate all the newly-appointed Commanding Officers, Battery Commanders, Regimental and Battery Sergeants Majors, and of course all those who have recently been promoted. Continue to strive for excellence and I look forward to seeing the exceptional outputs from each of you throughout the remainder of 2020.

Ubique



Head of Regiment Coin

Regimental Master Gunner

Warrant Officer Class One D (David) Nutini

“It is a proud privilege to be a soldier – a good soldier...with discipline, self-respect, pride in their unit and their country, a high sense of duty and obligation to comrades and superiors, and a self-confidence born of demonstrated ability”

George S. Patton.



Ladies and Gentlemen of the Royal Regiment, welcome back to work for 2020 and the challenges that this year will present. Like previous years, 2020 is shaping into a busy and challenging year.

Having received the Land Combat Capability Review-Terms of Reference, the Artillery Trade and Training Cell main line of effort is preparing for the Workforce Segment Review and the Establishment Review for the RAA. This review is important to the Regiment if we are to meet the Chief of Army's capability modernisation priorities of Connected, Protected, Lethal and Enabled. Additionally, a review will be conducted across all of Army's Training Centres as part of Training Transformation in order to determine if Army learning systems and strategies are 'fit for purpose' to deliver individual and collective training. The cell will keep you updated with each publication of the Liaison Letter.

The cell continues providing advice to the Commandant CATC on RAA trade, training and policy matters and developing / amending a large portfolio of RAA Learning Management Packages (LMPs). Employment Specs have been updated and signed by the new COMD CATC and will be published on the DWM-A website as this Liaison Letter is published.

This year's first Joint Fire Working Group presented the opportunity to allow the Head of Regiment to announce the 2019 JNCO / GNR of the Year Award Recipients and Citizen GNR of the Year (awarded to 9 Regt, RAA members). Congratulations to the following members:

- 2019 Citizen GNR of the Year – GNR Danielle Smith (9 REGT)
- 2019 GNR of the Year – GNR Michael Neilson (4 REGT)
- 2019 BDR of the Year - BDR Scott Ridley (1 REGT)

I would like to make a quick mention that each recipient of the award receives a RAA watch (valued at approximately \$250.00), certificate and HOR Medallion. Additionally, the GNR/BDR of the Year will travel to the UK for a week-long tour of the SoArty, Larkhill and other RA establishments within London. All expenses are covered by the RAA Gunners Fund which requires support from all members of the RAA in order to maintain such a great reward for outstanding performance of our soldiers. Please speak with your Chain of Command about contributing to the RAA Gunners Fund from as little as \$2.00 a pay.

For those members that may not be aware, 2021 will be the 150th Anniversary of the Royal Regiment of Australian Artillery. Planning has commenced for two key events to be conducted in 2021 as follows:

1st August 2021: Re-dedication Service of the RAA Memorial, Mt Pleasant ACT and National 150 round Gun Salute

6th November 2021: Drumhead Service for the presentation of the new Queens Banner followed by an evening Cocktail Party at Victoria Barracks.

These events will be open to all members of the RAA, guests and associations to attend.

Additionally, to formally recognise the significant event there will also be limited merchandise produced and made available for sale to all personnel if interested. More to follow as the year progresses.

Finally, I would like congratulate the newly appointed Commanding Officers, Regimental Sergeant Majors, Master Gunners, Battery Commanders and Battery Sergeant Majors and wish them every success in their appointments. I would also like to congratulate the members of the Regiment who were recognised in the 2020 Australia Day Honours and Awards. Good Soldiering.

Ubique

Regimental

New Commanding Officers

LIEUTENANT COLONEL BENJAMIN GRAY

School of Artillery



Lieutenant Colonel Gray attended the Australian Defence Force Academy (ADFA) from January 2000. He entered the Royal Military College in January 2003 and graduated to the Royal Regiment of Australian Artillery in December 2003.

His first posting was to the 8th/12th Medium Regiment in Darwin, where he fulfilled the roles of Troop Commander, Signals Officer, Platoon Commander (Rifle Company Butterworth) and Joint Fires Team Commander.

He was posted to the 16th Field Battery in Tasmania in 2008 and 2009 where he fulfilled the role of Executive Officer. Following this he was posted to ADFA in 2010 and 2011 as a Divisional Officer. In 2012, he was posted back to the 8th/12th Regiment, Royal Australian Artillery, as the Adjutant. At the end of 2012 he was promoted to Major and selected to command the 103rd Battery in 2013. In 2014 he was appointed as Operations Officer of the 8th/12th Regiment.

In 2015, he attended Australian Command and Staff College. Upon graduation he was posted to the School of Armour as the Senior Instructor of Combat Command Wing for 2016-2017. Following this he was promoted to Lieutenant Colonel and posted to Headquarters Joint Operations Command as the Deputy Director Joint Effects – Plans. He assumed command of the School of Artillery, the Australian Defence

Force's Joint Fires Centre of Excellence, in December 2019.

Lieutenant Colonel Gray has significant multi national and international engagement experience having participated in military exercises in Singapore, Malaysia and Mongolia. Lieutenant Colonel Gray has been fortunate to deploy to Operation Anode II (Solomon Islands) in 2006, as the Combat Team Patrol Master and Intelligence Officer, Operation Slipper (Afghanistan) as the Battle Captain of ISAF Special Operations Forces HQ in Kabul in 2011/2012, and Operation Aslan (South Sudan), the Australian contribution to the United Nations Mission in South Sudan, as the Chief of Staff of the Sector Juba (Regional Protection Force).

Lieutenant Colonel Gray possesses a Bachelor of Arts majoring in History and Politics from the University of New South Wales, a Master of Arts in Defence Studies from the University of New South Wales, and a Master of Military and Defence Studies from Australian National University.

Lieutenant Colonel Gray is married to Sally, who is a primary school teacher, and they are the proud parents of their son, Maxwell. He enjoys all forms of history and strategy, a variety of outdoor pursuits and is a Rugby Union enthusiast.



LIEUTENANT COLONEL PETER ALLAN, CSM

4th Regiment, RAA



Lieutenant Colonel Peter Allan grew up in Zimbabwe before completing his education in Perth. Subsequently, he entered the Australian Defence Force Academy in January 1999 before graduating from The Royal Military College in 2002, to

the Royal Regiment of Australian Artillery.

Lieutenant Colonel Allan has served in command positions within all three Combat Brigades, where he has gained a unique insight into the different geographic and cultural drivers and priorities relevant to each formation. Promoted to Captain in 2007, he joined 4 Regt, RAA as a Forward Observer and immediately deployed on Operation ASTUTE as the United Nations Police Liaison Officer with the Timor Leste Battle Group. In this role he gained experience in inter-agency planning, and highlighted the importance of synchronising disparate non-military organisations, to achieve desired outcomes. In 2009 Lieutenant Colonel Allan posted to 2/10 Field Regiment as the Adjutant, gaining an appreciation of the workforce and capability within the Army Reserve.

In 2010, he deployed on Operation SLIPPER with Mentoring Task Force 1 as a Forward Observer. In 2012, he returned to Operation SLIPPER in a training role, where he was responsible for the planning and delivery of training to Afghan Artillery Officers in the application of fires up to Divisional level. Promoted to Major in 2013, he was appointed as Battery Commander 104 Battery and then Operations Officer at 1 Regt, RAA. These roles involved the synchronisation of lethal and non-lethal effects across the battlespace in support of the targeting process in a digitised environment.

Post Australian Command and Staff College Lieutenant Colonel Allan served as Brigade Major of the 7th Combat Brigade. This role exposed Lieutenant Colonel Allan to the high-tempo immersion in the planning and execution of operations at the formation level. The highlight of this posting was the short-notice

planning, preparation and deployment of the contingency force for Operation Fiji Assist. As the lead planner for the Brigade this conferred invaluable experience in deploying troops on short notice in support of complex national strategic objectives. Post this appointment Lieutenant Colonel Allan served within the Directorate Force Structure – Army as the SO1 Establishments and SO1 Organisation. This posting was a unique opportunity to understand the strategic drivers of Army's personnel and organisational establishment.

Lieutenant Colonel Allan holds a Masters in Military and Defence Studies from the Australian National University. In 2018 Lieutenant Colonel Allan was awarded the Conspicuous Service Medal for his achievements as the Brigade Major of 7th Combat Brigade.

Lieutenant Colonel Allan is married to Emma-lee, and they have two young children; Charlotte (5) and Vivienne (2). Lieutenant Colonel Allan has a Son from a previous marriage, Benjamin (15). His interests include travelling abroad, spending time with his family and time permitting; fly fishing.

LIEUTENANT COLONEL DAVID ALAN CAREW

9th Regiment RAA



Lieutenant Colonel Carew assumed command of the 9th Regiment, Royal Australian Artillery on 20 January 2020.

He joined the Army in 1999, graduating from the Royal Military College at

Duntroon in 2000 to the Royal Regiment of Australian Artillery and posted to the 4th Field Regiment.

Lieutenant Colonel Carew's Regimental service has included 4th Field Regiment, 131st Surveillance and Target Acquisition Battery, 8th/12th Medium Regiment, 20th Surveillance and Target Acquisition Regiment and 1st Regiment. It was during these postings that Lieutenant Colonel Carew gained operational experience, deploying on Operation RELEX II as a Platoon

Commander, Operation CATALYST as a Joint Terminal Air Controller, Operation ASTUTE as the Intelligence, Surveillance and Reconnaissance Staff Officer on the Joint Task Force Headquarters and Operation SLIPPER in 2007 as the Second-in-Charge of the Unmanned Ariel Detachment and 2012 as the Chief of Joint Fires.

Lieutenant Colonel Carew has conducted a range of training and staff appointments beginning in 2008 when he was posted to Royal Military College of Duntroon and undertook the positions of Officer Commanding Kokoda Company and Second-in-Charge 3rd Class. In July 2009 he was posted to the Office of the Vice Chief of the Defence Force as the Aide-de-Camp. Lieutenant Colonel Carew was promoted in January 2011 and assumed the position of Battery Commander, Operational Support Battery, 1st Regiment.

In 2012 Lieutenant Colonel Carew became Battery Commander of 105th Battery and in 2014, Lieutenant Colonel Carew attended Australian Command and Staff College and upon graduation took up an exchange position with United Kingdom Defence Intelligence. On return to Australia in 2017 and on promotion to Lieutenant Colonel, Lieutenant Colonel Carew took up the position of Deputy Director Land Systems within Weapons and Technical Intelligence branch, Defence Intelligence Organisation. In October of 2018, Lieutenant Colonel Carew was deployed to Headquarters Resolute Support in Kabul where he worked for the Commander of Headquarters Resolute Support and United States Forces – Afghanistan, General Miller in his Commanders Action Group.

Lieutenant Colonel Carew is married to Debbie who works for the Defence Community Organisation and they have two boys, Lachlan who is fifteen and Ethan who is twelve. Lieutenant Colonel Carew interests include Rugby Union, fitness and the outdoors.



LIEUTENANT COLONEL WADE G. COOPER

20th Regiment RAA



Lieutenant Colonel Cooper is a proud Sandgroper, growing up in the rural wheatbelt town of Cunderdin. He entered the Royal Military College in 2002, and graduated to the Royal Regiment of Australian

Artillery in 2003. His first posting was to the 1st Field Regiment where he served as a Troop Commander and Gun Position Officer. In late 2005, he was posted into the 131st Surveillance and Target Acquisition Battery, where soon after he deployed to Iraq as an unmanned-aerial vehicle (Skylark) troop commander. In 2007, he posted to the 1st Recruit Training Battalion as a platoon commander.

On promotion to Captain in 2008, he posted to the 8th/12th Medium Regiment where he served as a Forward Observer. During this time, he completed a Rifle Company Butterworth rotation in Malaysia, as well as deploying with the 5th Battalion to Timor-Leste where he served as the Current Operations Battle Captain.

In 2010, he served as the Battery Captain of the 103rd Medium Battery. Later that year he deployed to Afghanistan as a Forward Observer and artillery mentor. In 2012, he posted to Duntroon where served as an instructor in I and II Class, and later within the Military Arts and Training Wing.

On promotion to Major in December 2013, he assumed command of the 103rd Battery, 8th/12th Regiment. In 2015, he was appointed as the Operations Officer of 8th/12th Regiment. In 2016, he attended the Australian Command and Staff College (Joint) course in Canberra, where he was awarded the Governor-Generals sword. In 2017, he commenced his posting at the Brigade Major for the 1st Brigade.

On promotion to Lieutenant Colonel in October 2018, he served as a staff officer within Force Design Division, Australian Defence Force Headquarters. Lieutenant Colonel Cooper assumed command of 20th Regiment, RAA, in December 2019.

Lieutenant Colonel Cooper has completed a Bachelor of Business Administration through the University of Southern Cross in 2010, and a Master in Military and Defence Studies through the Australian National University in 2016. Currently, he is undertaking a Doctorate in Public Leadership through the University of New South Wales.

New Regimental Sergeant Majors

WARRANT OFFICER CLASS ONE MATTHEW MILLER, CSM

4th Regiment RAA



Warrant Officer Class One Michael Kelly enlisted in the Army Ready Reserve Scheme on 25 January 1994 and transferred to the Australian Regular Army on 4 May 1995. From the 1st Recruit Training Battalion, he was allocated to the Royal Regiment

of Australian Artillery.

Warrant Officer Class One Matthew Miller was born and educated in Queensland, and enlisted into the Australian Ready Reserve in February 1996. Upon completion of his recruit course he was allocated to the Royal Australian Artillery.

After completing his initial employment training, Warrant Officer Miller was posted to the 1st Field Regiment as a gun number. Upon completion of his one year full time service, Warrant Officer Miller transferred to the Australian Regular Army. Whilst posted to the 1st Field Regiment, Warrant Officer Miller became a qualified artillery signaller, operator command post and finally a forward observer assistant. Warrant Officer Miller was then posted to the 8th/12th Medium Regiment in 2004 before a posting to Army Recruit Training Centre as a recruit instructor in 2005.

Warrant Officer Miller was posted on promotion to sergeant upon returning to the 8th/12th Medium Regiment in 2007 where he was

employed as the Signal Sergeant of 101st Medium Battery. Shortly thereafter he assumed the role of Operator Command Post Sergeant until early 2009 when he was posted overseas to the 1st Royal Horse Artillery, United Kingdom prior to deployment on Operation HERRICK 11.

At the completion of his deployment, Warrant Officer Miller was posted to Royal Military College – Duntroon as an instructor in II Class and Drill Sergeant for Kapyong Company. Warrant Officer Miller was then posted to the 1st Regiment, Royal Australian Artillery on promotion where he has filled all appointments up to Battery Sergeant Major. He then posted to Headquarters 1st Division focusing on digital systems integration at the strategic level and Joint Targeting. Warrant Officer Miller then posted to Capability Acquisition and Sustainment Group as the Master Gunner Indirect Fire Systems with a heavy focus on Land 17 projects. More recently Warrant Officer Miller was appointed Regimental Sergeant Major of 4th Regiment, Royal Australian Artillery.

Warrant Officer Miller's deployments include: Rifle Company Butterworth in 1999; East Timor with the 6th Battalion Group as part of the Civilian Military Co-operation Detachment, on Operation TANAGER in 2000; and Operation CITIDEL in 2003; Afghanistan on Operation HERRICK 11 in 2009 with the 1st Royal Horse Artillery; and Operation SLIPPER in 2012 as an instructor for the Artillery Mobile Training Team.

Warrant Officer Miller's honours and awards include: Conspicuous Service Medal, Australian Active Service Medal (East Timor Clasp, Afghanistan Clasp), the Australian Service Medal (East Timor Clasp), the Defence Force Long Service Medal, the Australian Defence Medal, the Afghanistan Campaign Medal, the International Security Assistance Force Medal and the United Nations Transitional Authority East Timor Medal, and Silver and Bronze – Army Commendation.

Warrant Officer Miller and his wife Rachel have two daughters: Lauren (2012) and Caitlin (2014). His interests include running, squash, travelling, and four-wheel driving.

WARRANT OFFICER CLASS ONE BRETT THOMAS DONALDSON

8th/12th Regiment RAA



Warrant Officer Class One Brett Donaldson enlisted into the Army on 21 July 1997 and was allocated to the Royal Regiment of Australian Artillery.

On completing initial employment

training, Warrant Officer Donaldson was posted to the 4th Field Regiment where he served during his formative years as a gun number, driver and signaller. He was promoted to lance bombardier, and subsequently bombardier, in 2001 and fulfilled the roles of number seven and detachment commander within the 107th Field Battery. He undertook his first operational deployment in 2003 when he deployed to East Timor as the second in command of a civil military liaison team.

In 2004, Warrant Officer Donaldson was posted to the Army Recruit Training Centre as a recruit instructor. In 2005, Warrant Officer Donaldson was promoted to sergeant and returned to the 4th Field Regiment as a troop sergeant and the Operator Command Post Sergeant of the 108th Field Battery.

In 2009, Warrant Officer Donaldson was promoted to warrant officer class two and deployed to Afghanistan as the Troop Sergeant Major of the Australian contribution to Operation HERRICK XII. On return to Australia, he was posted to the 1st Regiment, Royal Australian Artillery, as the Troop Sergeant Major of 'A' Battery. In 2012 he deployed to Afghanistan with Mentoring Task Force Four as a gunline and artillery command post advisor and mentor to the Afghan National Army.

In 2013, Warrant Officer Donaldson was appointed as the Battery Sergeant Major of Operations Support Battery, 1st Regiment, Royal Australian Artillery and subsequently the Battery Sergeant Major of the 104th Battery. In 2016 he posted to the Headquarters 1st Division/Deployable Joint Force Headquarters and he was involved in the reestablishment of the

Joint Task Force Joint Fires and Effects Coordination Centre.

In 2018, Warrant Officer Donaldson was appointed as the Master Gunner of the 1st Regiment. In 2019, he deployed to the Sinai Peninsula as the Regimental Sergeant Major of the Australian Contingent of the Multi National Force and Observers. Warrant Officer Donaldson commenced his appointment as the Regimental Sergeant Major of 8th/12th Regiment, Royal Australian Artillery, with effect January 2020.

WARRANT OFFICER CLASS ONE REECE HAY

20th Regiment RAA



Warrant Officer Class One Reece Hay was born on 03 September 1972 in Nyngan, New South Wales. He enlisted into the Army on 24 January 1990. At Kapooka, he was allocated to the Royal Regiment of Australian Artillery.

On completion of his initial employment training, Warrant Officer Class One Hay was posted to the 131st Divisional Locating Battery. During his time in the unit, Warrant Officer Class One Hay served as a soldier and Detachment Commander within both Radar and Surveillance Troops.

As Warrant Officer Class One Hay progressed through the ranks, he was posted to The 1st Divisional Intelligence Company, 4th Regiment, Royal Australian Artillery, 16th Regiment, Royal Australian Artillery, School of Artillery, Headquarters Combined Arms Training Centre and Headquarters Forces Command, Aviation Branch.

In 2006, Warrant Officer Class One Hay represented the Australian Army as an international student on two courses in the United States of America. He attended the Marine Artillery Operations Chief Course over a three-month period at Fort Sill, Oklahoma. This was followed by a further three months on the job experience with the 11th Marine Regiment at Camp Pendleton in California. He returned later in the year to undertake ScanEagle Unmanned

Aerial System training in Clovis, New Mexico prior to deploying with the Australian Army's new ISR capability to IRAQ.

In 2019, Warrant Officer Class One Hay posted to 20th Regiment, Royal Australian Artillery as the Standards Warrant Officer. On 20 Jan 2020 appointed as the Regimental Sergeant Major.

During his time in the Army, Warrant Officer Class One Hay has deployed on operations in East Timor (1999), Border Protection (2002), Iraq (2006) and Afghanistan (2010). Awards include: the Australian Active Service Medal with clasps for East Timor, Iraq and ICAT, the INTERFET Medal, Afghanistan and Iraq Campaign Medals, Defence Long Service Medal, Australian Defence Medal, NATO Medal with clasp ISAF and the Army Combat Badge.

Warrant Officer Hay is single, but in a long term relationship with his partner Julie. He is an avid rugby union supporter who enjoys watching and participating in most sports.

BUDDING GUNNER HISTORIANS
Help is Available

The Regiment's History Committee will provide advice to all budding historians who are writing and intend to publish any aspect of the Regiment's past.

Simply pass your draft through your unit commander for forwarding to Regimental Committee staff. A History Committee member will contact you.

The earlier in the planning and writing process you make contact with the Regiment's experienced historians the better. Kicking off in the right direction saves a lot of effort!

The History Committee will not re-write or publish your work for you. It will provide invaluable advice on methods and resources.

OFFICER, WO & SNCO FAREWELLS

If you have 20 or more years full-time and/or part-time service & have not been farewelled & still wish to be, please contact Major DT (Terry) Brennan for officers & WO1 DT (David) Nutini for WO & SNCOs. Alternatively, if you are aware of anyone who was overlooked no matter how long ago and they still wish to be invited please pass on their contact details. It is never too late to attend the Regimental farewells.

Senior Officer Appointments 2020

Correct as at 4 February 2020

Full-time

- Lieutenant General Gregory Charles **BILTON** AO, CSC - Commander JOC
- Major General David Peter **COGHLAN**, AM - Head of Armoured Vehicle Division, CASG
- Major General Craig Dennis **FURINI**, AM, CSC - Commander Operation Sovereign Borders
- Brigadier David John **KELLY**, CSC - Chief of Staff, Army Headquarters
- Brigadier Richard Anthony **VAGG**, DSC - Director General Systems & Integration, AHQ & Head of Regiment
- Colonel Nicholas K **BOLTON** - Senior Advisor Strategic Policy & Intelligence – Representative Staff Seoul
- Colonel John Angus **DOUGALL**- Director Clothing Systems Program Office
- Colonel David Mark **EDWARDS** CSC - Director JPME / Director of Studies – Army, Australian Defence College
- Colonel Nicholas James **FOXALL**, AM - Commander Task Group TAJI (IRAQ)
- Colonel Bede Thomas **GALVIN**, CSC - Student, Centre for Defence Strategic Studies Course, ADC
- Colonel Andrew Mark **HAEBICH**, CSC - Director Joint Experimentation, HQ ADF
- Colonel Damian John **HILL**, AM - Director Force Development & Validation, HQ ADF
- Colonel Michael Robert Carver **KENNEDY**, AM - Director Career Management Support - Army
- Colonel Andrew R **LANGFORD** - Director Combat Support Program, AHQ
- Colonel Douglas W **MALLETT**, AM - Student, Centre for Defence Strategic Studies Course, ADC
- Colonel John Brendan **McLEAN**, CSC - Project Director Protected Mobile Fires (Land 8116), CASG

- Colonel Sean Thomas **RYAN** - Chief of Staff, Australian Defence College
- Colonel Corey Jason **SHILLABEER**, CSC - Colonel Effects, Headquarters 1st Division
- Colonel Griffith C **THOMAS** - Director Personnel Policy - Army
- Colonel Nicholas **WILSON** - Director Joint Land Collective Training, HQ FORCOM
- Colonel Charles Peter Howard **WELLER**, CSC and Bar - Syndicate Director, Defence & Strategic Studies Course, ADC
- Colonel Brandon Ashley **WOOD** - Senior Advisor Strategic Policy & Intelligence – Representative Staff Tel Aviv

Reserve List – Active Part-Time

- Brigadier Tim O'Brien (Reserve List) - DGRES FORCOMD
- Colonel Warwick A **YOUNG**, OAM (Reserve List) - Deputy Commander, 5th Brigade

Reserve List &/or Serving on DA26

- Major General Michael Peter **CRANE**, AM, DSC (Reserve List) - Safe Base Review, Defence Security Authority
- Brigadier Neil Thomas **SWEENEY**, AM (Reserve List - DA26) - Headquarters 2nd Division
- Brigadier Philip Douglas **WINTER**, AM, CSC (Reserve List - DA26) - Director General ADF Sports Cell, Joint Capabilities Group
- Colonel Michael Rodney **AHERN**, CSC (Reserve List)
- Colonel Stuart Nicholas **KENNY**, DSM, CSC (Reserve List)
- Colonel Andrew Alfred **PLANT**, CSM (Reserve List - DA26) - Director Training, Australian Army Cadets, AHQ
- Colonel Scott E **CLINGAN** (Reserve List - DA26) - Strategic Events, Visits & Protocol, AHQ
- Colonel Stephen T **GOLTZ** (Reserve List - DA26) - JFECC Projects, Headquarters 1st Division
- Colonel Stephen Michael **SADDINGTON** (Reserve List - DA26) - Joint Information Warfare, Joint Capabilities Group

Senior Soldier Appointments 2020

Tier C

- WO1 David **LEHR** – RSM 1 Div

Tier B:

- WO1 Tony **KENNEDY** – RSM CATC
- WO1 David **NUTINI** – RMG CATC
- WO1 David **MCGARRY** – JOSS NSW
- WO1 Anthony Hortle – JOSS SA

Tier A:

- WO1 Stephen **SCHUMANN** – RSM SOARTY
- WO1 Craig **WOODHALL** – MG SOARTY
- WO1 Luke **BURGESS** - MG NETT SOARTY
- WO1 Brett **DONALDSON** – RSM 8/12 Regt
- WO1 Brendan **COLLES** – MG 8/12 Regt
- WO1 Matthew **MILLAR** – RSM 4 Regt
- WO1 Daniel **STEWART** - MG 4 Regt
- WO1 Michael **KELLY** – RSM 1 Regt
- WO1 Shaun **JOLLEY** – MG 1 Regt
- WO1 David **GRUNDELL** – RSM 9 Regt
- WO1 Nestor **CASAS** – MG 9 Regt (ARES)
- WO1 Reece **HAYS** – RSM 20 Regt
- WO1 Melvyn **WOOD** – MG 20 Regt
- WO1 Gavino **MURA** – RSM 16 Regt
- WO1 William **GAYTHWAITE** – RSMIG 16 Regt
- WO1 Simon **THOMPSON** – RSM ARTC
- WO1 David **RAYMENT** – WO&NCO Academy SEQ
- WO1 Jamie **CORNWALL** - WO&NCO Academy SEQ
- WO1 Benjamin **GILBERT** – DSCMA
- WO1 Philip **GRIEVES** – HQ FORCOMD
- WO1 Paul **BOSWELL** – MG Joint Fires AHQ
- WO1 Nathan **COLE** – HQ 3rd Brigade
- WO1 Scott **CASWELL** – MG P&EE Pt Wakefield
- WO1 Anthony **CHARLES** – MG IFS CASG
- WO1 Jason **JARVIS** – US Sergeant Major Academy – FT Bliss
- WO1 Robert **EGART** – Training WO 1st Combat Engineer Regiment
- WO1 **PAUL HOLSTEIN** – CATC
- WO1 Richard **ANDERSON** – CATC

Honours & Awards

AUSTRALIA DAY 2020

OFFICER (AO) IN THE MILITARY DIVISION OF THE ORDER OF AUSTRALIA

Lieutenant General Gregory Charles BILTON AM CSC

FOR DISTINGUISHED SERVICE IN THE APPOINTMENTS OF DEPUTY COMMANDING GENERAL OF THE UNITED STATES ARMY IN THE PACIFIC, DEPUTY CHIEF OF JOINT OPERATIONS AND COMMANDER FORCES COMMAND.



Lieutenant General Bilton's exceptional strategic leadership and diplomacy has strengthened Defence's relationships with our major allies and regional partners across the Indo-Pacific region, prepared Army for the introduction of new and transformative capabilities and

led the modernisation of Army's training. His actions have significantly contributed to the advancement of Australia's national interests. His service represents the highest ideals of the Australian Defence Force and reflects great credit upon himself and the Australian Army.

MEMBER (AM) IN THE MILITARY DIVISION OF THE ORDER OF AUSTRALIA

Colonel Nicholas James FOXALL

FOR EXCEPTIONAL SERVICE IN COMMAND AND LEADERSHIP AND SIGNIFICANTLY ENHANCING THE OPERATIONAL EFFECTS AND CAPABILITIES OF THE AUSTRALIAN DEFENCE FORCE.



Colonel Foxall demonstrated exceptional service to the Australian Defence Force over multiple postings across staff and command positions. His achievements had significant impact to operations, including Operations PHILIPPINES ASSIST, APEC ASSIST 2018 and ATLAS. This included the re-establishment of effects as a driver in the conduct of joint

operations, and leading communications and fires architecture interoperability requirements. His

leadership and dedication to duty have profoundly enhanced the Australian Defence Force's operational effects.

DISTINGUISHED SERVICE MEDAL (DSM)

Colonel Stuart Nicholas KENNY CSC



FOR DISTINGUISHED LEADERSHIP IN WARLIKE OPERATIONS AS THE CHIEF OF PLANS FOR TRAIN, ADVISE, ASSIST COMMAND - SOUTH, OPERATION RESOLUTE SUPPORT, AFGHANISTAN FROM JANUARY 2018 TO JANUARY 2019.

CONSPICUOUS SERVICE CROSS (CSC)

Colonel Michael Rodney AHERN



FOR OUTSTANDING DEVOTION TO DUTY AS COMMANDER AUSTRALIAN CONTINGENT, OPERATION ASLAN AND SENIOR MILITARY LIAISON OFFICER FOR JUBA WITHIN THE UNITED NATIONS MISSION IN SOUTH SUDAN FROM JUNE 2018 TO JANUARY 2019.

CONSPICUOUS SERVICE MEDAL (CSM)

Lieutenant Colonel Charles Christian SLINGER, NSW



FOR MERITORIOUS ACHIEVEMENT AS THE STAFF OFFICER GRADE ONE AIR AND MISSILE DEFENCE, COMBAT SUPPORT PROGRAM, ARMY HEADQUARTERS.



QUEENS BIRTHDAY 2020

MEDAL (OAM) IN THE MILITARY DIVISION

WARRANT OFFICER CLASS ONE TONY LIONEL KENNEDY

FOR MERITORIOUS SERVICE TO THE AUSTRALIAN DEFENCE FORCE IN PERSONNEL MANAGEMENT, TRAINING AND LEADERSHIP.



Warrant Officer Kennedy displayed exceptional initiative and leadership across three highly demanding appointments. His devoted service has improved soldier technical and leadership skills, transformed Army's artillery capability, improved trade and pay sustainability and made one of Australia's largest military bases more safe and

secure. His consistent and meritorious performance of duty have brought great credit upon him, his Corps and the Australian Army

DISTINGUISHED SERVICE MEDAL (DSM)

LIEUTENANT COLONEL MATTHEW TROY SMITH

FOR DISTINGUISHED LEADERSHIP IN WARLIKE OPERATIONS AS COMMANDING OFFICER TRAINING TASK UNIT, TASK GROUP TAJI VIII IN IRAQ FROM DECEMBER 2018 TO JULY 2019.



Throughout the Task Group Taji VIII rotation, Lieutenant Colonel Smith demonstrated an unrelenting focus on the mission in support of the Iraqi School of Infantry. Through strong leadership and personal drive he enabled the Training Task Unit to deliver a high level of training to three Iraqi Army

Brigades from the 6th Infantry Division, 17th Infantry Division and a separate Guard Battalion, training in excess of 6000 soldiers and officers.

BAR TO THE CONSPICUOUS SERVICE CROSS (CSC AND BAR)

COLONEL BEDE THOMAS GALVIN CSC

FOR OUTSTANDING ACHIEVEMENT IN THE DESIGN AND EXECUTION OF ARMY AND AUSTRALIAN DEFENCE FORCE COLLECTIVE TRAINING.



Colonel Galvin's personal leadership, analytical skill and collaboration as Director Joint Land Collective Training has led to substantial improvement in Army, joint, whole-of-government and Coalition training outcomes. His novel approach to implementing multi-echelon training has ensured the most effective and efficient use of resources to realise training outcomes to best position Army and the Australian Defence Force to operate effectively in an accelerated warfare environment.

CONSPICUOUS SERVICE CROSS (CSC)

LIEUTENANT COLONEL STEPHEN ANDREW JENKINS DSM

FOR OUTSTANDING ACHIEVEMENT IN THE PROVISION OF NON-LETHAL EFFECTS, JOINT FIRES AND EFFECTS COORDINATION CAPABILITIES WITHIN THE AUSTRALIAN DEFENCE FORCE.



Lieutenant Colonel Jenkins demonstrated exceptional service, outstanding devotion to duty, and unfaltering professional endeavour in the development of advanced thinking, planning and execution of lethal and non-lethal effects throughout the Joint Warfighting Series, Operation APEC 18 ASSIST and the Australian Defence Force's Joint Task Force 637 enhanced regional engagement endeavours. He significantly advanced the digital integration between tactical, operational and strategic systems, enhancing Defence capability.

MEDAL (OAM) IN THE CIVILIAN DIVISION

MR THOMAS GRAHAM HAMPTON

FOR SERVICE TO VETERANS.



AUSTRALIA DAY MEDALLIONS – 2020

Each year the National Australia Day Council invites the Department of Defence to participate in celebrating Australia Day by awarding Australia Day Medallions to our personnel.

- Warrant Officer Class Two Steven Wilson – 4th Regiment RAA
- Warrant Officer Class Two Andrew Cartwright – 9th Regiment RAA
- Bombardier Jasmine Rayner – 9th Regiment RAA

COMMENDATIONS

Silver

- Major Christopher D’Aquino – 4th Regiment RAA

Bronze

- Warrant Officer Class One Daniel Stewart – 4th Regiment RAA
- Warrant Officer Class Two James Thomas Wilson – 8th/12th Regiment RAA

EWEN & MATTNER AWARDS

EWEN AWARD FOR RAA JNCO OF THE YEAR 2019 - LBDR SCOTT RIDLEY



LBDR Ridley enlisted into the Australian Army Reserve as a rifleman in June 2011. After nearly six years in this role, LBDR Ridley transferred to full time service in January 2017 as an

Artillery Observer. Following his initial employment training he was posted to 1st Regiment Royal Australian Artillery (RAA)

where he briefly filled the role of a Joint Fires Team (JFT) Signaller before assuming the position of JFT 2IC. Despite his limited experience, he performed his duties to an excellent standard and gained the confidence of his commanders and peers. His exemplary performance merited promotion to LBDR in January 2018. LBDR Ridley was given command of a JFT during this period, and was in charge of their training and welfare throughout the year. From July – September 2018, LBDR Ridley was sent on Operation AUGURY in the Philippines, where he fulfilled his duties as an Instructor and Simulator Manager as part of the Urban Joint Fires and Airspace De-confliction Team. He performed to such a high standard that he was awarded a Commendation from the Officer Commanding Land Mobile Training Team, JTG 629. In January 2019, LBDR Ridley completed his Subject 4 for Bombardier, and was given command of all 105th Battery (105 Bty) JFT soldiers in the absence of other commanders, due to operational and manning requirements.

LBDR Ridley’s performance at 1st Regiment RAA has been outstanding. His technical knowledge and skills have consistently proven to be above that expected of a LBDR with just two years of experience within the trade. The responsibility placed on LBDR Ridley throughout 2019 was an opportunity which he seized, making him a lynchpin within his Battery, providing excellent training to both the 105 Bty JFTs, and supported manoeuvre units. LBDR Ridley’s role as a JFT Commander included the management and administration of the soldiers under his command, as well as implementing and supervising their training requirements.

With the majority of 1st Regiment RAA deployed to Iraq, 105 Bty and 104 Bty were merged. LBDR Ridley stepped forward as the only JFT NCO and took charge of the remaining personnel, along with two Batteries of JFT equipment. In that environment, LBDR Ridley took on a role with responsibility for significantly more equipment and personnel than would be expected of a JNCO of his seniority. In this capacity LBDR Ridley performed to an exceptional standard, demonstrating leadership

and management skills that would normally be observed in a high performing SNCO. LBDR Ridley has also been exceptional in his mentorship of junior soldiers within the Regiment, including those outside of the JFT stream.

Throughout 2019, LBDR Ridley showed great initiative; organising combined arms training for the JFTs with their supported manoeuvre units. This included small arms and combat shooting with 6 RAR, and explosives/breaching training with 2 CER. LBDR Ridley's initiative and ability to develop networks external to the Regiment highlights his interpersonal skills and drive for professional improvement.



In addition to LBDR Ridley's normal work requirements, he has been a pivotal member in the transformation of the 1st Regiment RAA Gunners' Club as the Café member. The success of the Gunners' Club in 2019 can be attributed to the hard work put in by LBDR Ridley and his committee. Through his dedication, the money raised has been able to supplement numerous Regimental activities and functions, contributing to the growth in morale and Esprit De Corps within the Regiment.

LBDR Ridley's technical competence and excellent communication skills have made him widely respected by the chain of command. As a JNCO he provides a role model for his peers and

subordinates, and his distinguished efforts are in keeping with the finest traditions of the Royal Regiment of Australian Artillery, and the Australian Army.

MATTER AWARD FOR RAA GNR OF THE YEAR 2019 - GNR MICHAEL NEILSON



GNR Neilson enlisted into the Australian Army in October 2015. After his initial employment training as an Artillery Observer, he was posted to 4th Regiment RAA. During 2019 GNR

Neilson has performed the role of a Joint Fires Observer in 107th Battery. GNR Neilson has achieved excellence in his performance on two highly competitive courses in 2019, in support to combined arms training within 3rd Brigade and throughout his deployment on Operation AUGURY – Philippines.

During 2019 GNR Neilson completed his Subject 4 BDR and JTAC Courses. On his Subject 4 BDR Course he performed to an excellent standard by constantly performing above his peers and setting the example in leadership and Army values. This was recognised when he received Trainee of Merit on the Course. One week after returning from deployment GNR Neilson attended the JTAC Course. During the course it was noted by the staff that GNR Neilson was performing well above other trainees and therefore was nominated as the Trainee of Merit. GNR Neilson's performance on the JTAC Course was further amplified by the fact that the course had a number of Officers, members from Special Forces and the Royal Australian Air Force as trainees. GNR Neilson's performance on both these courses was exemplary and demonstrates his high standards and intelligence.

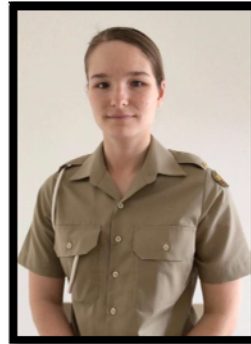
During 2019 GNR Neilson has been responsible for supporting and providing training for 1RAR,

3RAR and 2 Cav Regt. GNR Neilson was given the lead to plan and execute a combined arms training activity with 161 Recon Sqn, 1 Avn Regt. GNR Neilson performed this role to a standard exhibiting qualities expected of a SNCO. He demonstrated the capability to conduct key liaison and exercise planning to allow complex scenarios to be achieved in a timely and effective manner. GNR Neilson's conduct during this period enabled the exposure and training of the employment of Attack Aviation to a number of units within the Bde. He was also able to effectively train a number of JFOs from across 4th Regiment on the conduct of Close Air Support with Attack Aviation. Following this activity GNR Neilson was instrumental in supporting 1RAR in the conduct of Exercise BROLGA RUN 19 within the Battlegroup JFECC, which involved the integration of 161 Recon Sqn. During this time GNR Neilson continued to perform at a level expected of a SNCO and all reports from 1RAR were that the Bn would fight to work with GNR Neilson again.

GNR Neilson deployed on Operation AUGURY during 2019 where he performed to an excellent standard by providing innovative training and directly increased the capability of the Philippine Army. He was also responsible for the conduct of Joint Fires training in a combined arms environment for warlike operations being conducted in the Philippines.

GNR Neilson is a natural leader and highly motivated soldier who is able to willingly motivate his peers to achieve a designated aim. His dedication to fitness is immense, consistently arriving before work and remaining after hours to complete physical training to enhance his performance as a JFO. GNR Neilson has earned the respect of superiors and is often sought out by JNCOs and SNCOs for advice on technical matters within the Regiment. He exemplifies the traditions of the RAA and consistently performs to the highest standards. He is a role model as a soldier, displaying superior potential with distinguished efforts in keeping with the finest traditions of the RAA and the Australian Army.

CITIZEN GNR OF THE YEAR 2019 - GNR DANIELLE SMITH



GNR Smith enlisted into the Australian Army in June 2018. After her initial employment training as a Recruit she was posted to 5/11 Light Battery as a Gunner in March 2019.

On arriving in the Battery GNR Smith

decided that she was keen to attend the Mortar Basic Course at the earliest opportunity to ensure that she could contribute as much as possible. During her training, she excelled in all aspects of the course. Furthermore, she set an extremely high standard for both her peer group on the course and for those who had gone before her; both as Instructors and those who had many years of experience on the weapon system. Her dedication, commitment and determination to be the best at everything she undertakes is extremely inspiring and infectious. During a Live Fire Exercise (and as the newest recruit) when put in a position where she could demonstrate speed, agility, and accuracy, she was often first ready with all drills, procedures and checks complete in all respects with her weapon system, whilst maintaining the highest standards of military discipline, dress, bearing and tactical outlook.

On attending a Battery Commander's skill at arms range practice and water assault course field exercise at Canungra Field Training Area, she was often the first soldier ready in all respects for training and would apply herself in every detail to ensure she could maximise the value of the training being delivered. On the assault course, GNR Smith encouraged her team mates and often assisted them when signs of fear and trepidation were becoming evident. She would also stop to encourage her team mates and ensured that they pushed themselves to their limits.

Her attendance at Battery weekly parades, weekends and exercises has been exemplary and she is always eager to learn and gain more skills.

She always has a positive attitude, even when the going gets tough.

GNR Smith's attitude, resilience and professional values and ethos have not gone unnoticed. She has been observed by many of the staff from across the Regiment to be both dedicated and committed. Her 'can do' attitude is both inspiring and refreshing for someone who has so recently joined the Reserve, and yet she still manages to hold down a full-time career as a Registered Nurse as a civilian working as a Trauma Nurse.



As a young soldier who is willing to constantly accept all tasks with a positive outlook and then deliver excellent results, GNR Smith has certainly raised the bar in her Battery. Her attention to detail is without doubt of the highest order, well planned and initiated at every level, and delivered both professionally and in the finest traditions of the ADF. Her ability to provide advice and mentor as well as impress her high standards on others is commendable and a highly desirable trait to have in any soldier. As a role model within 5/11 Battery, her superior potential, encouragement, mateship and outstanding efforts are all in keeping with the finest traditions of the Royal Regiment of Australian Artillery and the Australian Army.

FORCOMD PTE OF THE YEAR 2019 - RUNNER UP - GNR ANNIE YANG



For outstanding service as a Mortar Weapon and Small Unmanned Aerial System (SUAS) Operator in 23 Battery, 9 Regiment, Royal Regiment of Australian Artillery.

GNR Yang enlisted in the Australian Army on 27 February 2018 as part of the Gap Year Program. After her Recruit Training Course, and initial employment training as a Ground Based Air Defence Operator she was posted to 16 Air Land Regiment where she conducted various duties including Ground Based Air Defence detachment member for the remainder of the program.

GNR Yang was posted to 23 Battery, 9 Regiment RAA in January 2019. She has impressed her peers and superiors with her positive attitude, excellent attendance history, and exceptional performance on courses during this year. She was awarded Student of Merit on her Basic Mortar Course and the Student of Merit on the Wasp SUAS Operator course. GNR Yang's positive attitude and willingness to support the Battery and the Regiment is evident in her support to Ex Brolga Run 19 as an SUAS operator in the same year as completing the Wasp SUAS qualification course.

GNR Yang has an excellent work ethic and is willing to dedicate her personal time to achieve the required tasks, achieving a good work/life balance while studying a full-time university degree in software engineering. She has demonstrated commitment to her training which is evident in the days paraded and her training accomplishments. She has supported ceremonial activities with the utmost enthusiasm, such as the ANZAC Day catafalque party and the Queen's Birthday Gun Salute, which enhances Defence's positive reputation.

GNR Yang is a trusted and capable soldier who has actively sought responsibilities and challenges. Her calm professional manner enables her to relate well to a diverse range of people in both formal and casual settings. She is a role model as a GNR displaying superior potential in keeping with the finest traditions of the Royal Regiment of Australian Artillery and the Australian Army.

From Lieutenant General Sir Andrew Gregory KBE CB **Artillery House,**



Royal Artillery Barracks

**Larkhill, Salisbury, Wiltshire SP4
8QT, United Kingdom**

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Master Gunner St James's Park

To All Ranks Serving and Retired:

The Royal Australian Artillery,

The Royal Canadian Artillery

The Royal New Zealand Artillery

26 May 2020

As the Master Gunner St James's Park, it is a privilege to send best wishes to all ranks, serving and retired, across the Royal Artilleries of the Commonwealth on the occasion today of the 304th anniversary of the founding of our parent Regiment.

I am acutely conscious that the world has changed much since I last wrote to you on St Barbara's Day in December 2019. Then, I declared our intentions to celebrate the 75th anniversary of VE Day on the 8th May; our plans to commemorate in Borneo, on the 75th anniversary of VJ Day, particularly those prisoners of war who were murdered around and indeed after 15th August 1945; and we were looking forward to greeting a detachment from The Royal Canadian Artillery in Edinburgh in June as they fired a Royal Salute on the anniversary of the Coronation of Her Majesty The Queen, our Captain General. Covid-19 has unfortunately put paid to all of the above and more.

Since December, we have all had to adjust very rapidly to meet this new, invisible enemy and one that, '10 rounds fire for effect' simply does not recognise. All of our Nations have suffered significant restrictions, hardships and a number have lost loved ones, including amongst retired Gunners and their families. Particularly for the older generations, it has certainly caused isolation, confusion and concern. For the Royal Artillery family here in the United Kingdom, today's date has another significance; one hundred years ago today, on the 26th May 1920, the Royal Artillery Association was formed. Its objectives then remain the foundation of its activities today, namely to embrace and support anybody who is or has been part of our Regimental family; that includes those who are currently serving, veterans, families, widows and widowers, dependants and more. Amongst its services, the Association is proud to provide comradeship and welfare support and advice. It is a fundamental aspect of what makes the Royal Regiment of Artillery a proper 'family' and gives substance to the cry, 'Once a Gunner, Always a Gunner'.

You all have similar Associations that look after the Regimental families around the world; their importance today is as great as ever, for they can reduce isolation and loneliness and also ensure welfare reaches those in need. I commend all who give their time so generously within them to look after fellow Gunners, keeping in touch with them and making sure they are not unduly in need. Our collective strength, unity and sense of being a family will be critical for the remainder of this year and the years ahead.

I wish you all well in these unusual times and I look forward to the day when we can get together again in person.

{Original signed}



**Head of Regiment
Saint Barbara's Day Message 2019**

Gunnery,

I extend my greetings and best wishes on behalf of the Representative Colonel Commandant, Brigadier S Roach AM (Retired), and the Colonels Commandant for your Saint Barbara's Day Celebrations on 4th December 2019.

As we celebrate Saint Barbara's Day, let us reflect on what we have achieved in 2019 and prepare for new challenges in 2020. This year has once again been extremely busy with the usual tempo of exercises and operations, and significant work in the capability and modernisation areas to progress Gunner projects and introduce new equipment.

I congratulate all who will be taking up new appointments in January next year as Commanding Officers, Battery Commanders, and Regimental and Battery Sergeants Major. It is also a day when many are promoted to the next rank and recognised for their continued potential. To you, I pass on my congratulations for your ongoing commitment to the Royal Regiment and the Army.

Finally, I congratulate and thank all ranks of the Royal Regiment of Australian Artillery, serving and retired, for their continued service and wish all Gunners serving overseas good shooting and a safe return to their families.

W Vagg

RA Vagg DSC
Brigadier
Head of Regiment



The Colonel Commandant and All Ranks of
The Royal Regiment of Canadian Artillery extend Greetings
to the Representative Colonel Commandant and All Ranks
of the Royal Regiment of Australian Artillery, on Saint
Barbara's Day, the fourth day of December, Two Thousand
and Nineteen.

Le colonel commandant et tous les membres du Régiment
royal de l'Artillerie canadienne saluent le colonel
commandant représentant et tous les membres du Régiment
royal de l'Artillerie australienne, en ce quatrième jour de
décembre deux mille dix-neuf à l'occasion de la fête de la
Sainte Barbara.

From Lieutenant General Sir Andrew Gregory KBE CB



**Artillery House
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Master Gunner St James's Park

To All Ranks:

The Royal Australian Artillery
The Royal Canadian Artillery
The Royal New Zealand Artillery

4th December 2019

All Ranks, The Royal Australian Artillery

ST BARBARA'S DAY - 4 DECEMBER 2019

It is my privilege, as the Master Gunner St James's Park, to send my greetings for St Barbara's Day on 4 December 2019, to all Gunners, serving and retired, and their families, in our extended community across the globe.

Last year and given the 100th anniversary of the Armistice that came into effect on 11th November 1918, I reflected on the Great War which, through our dominating involvement, had "established our professional reputation and helped forge our regiments, geographically dispersed though we are, into one close knit family". I also stressed that the sacrifices of that generation of Gunners "should never be forgotten, despite the passing of this historical milestone".

This year we have commemorated the 75th anniversary of D Day, of Operation Market Garden and other significant milestones. And next year we will commemorate the 75th anniversaries of both Victory in Europe (VE) and Victory over Japan (VJ) Days. It will also be proper to remember those who suffered terribly before and during 1945. I plan to be in Sabah Province, on the Island of Borneo, in August 2020 to pay my respects to upward of 2,500 British and Australian Prisoners of War, who were systematically murdered up to and after the end of the Second War. A significant percentage of these men were Gunners. Their deaths, having suffered truly appalling cruelty, is too often overshadowed by the European and Mediterranean theatres. It remains our duty to ensure the service and especially the sacrifice of all members of our Regiments is never forgotten, especially those that suffered, perhaps in relatively small numbers, in the most brutal of circumstances.

On a much brighter note, I had the pleasure of meeting the Colonel Commandant of The Royal Canadian Artillery, Brigadier General James Selbie, at the Alamein Dinner at Larkhill in October and enjoyed catching up on all the positive news from his part of our family. I'm looking forward to meeting elements of 20 Regiment Royal Canadian Artillery in June next year when they fire a Royal Salute at Edinburgh Castle to honour the anniversary of Her Majesty, our Captain General's Coronation.

Finally, I remain delighted that The School of Artillery at Larkhill continues to benefit from instructors from your Regiments; they add great value in many ways. I was also delighted that we had the pleasure of the company of Canadian, New Zealand and Australian military representatives on Remembrance Sunday in London as we paid our respects at the Royal Regiment of Artillery's National Memorial at Hyde Park Corner. Being together on important days such as that adds further substance to our continued fellowship.

Please continue to share your successes and seek further opportunities for us to work with each other; we are so much stronger and more effective together rather than as individual Artilleries.

I send very best wishes to you all on the day dedicated to our Patron Saint - St Barbara's Day.

*Yours ever,
Andrew Gregory*

Around the Regiment

9th Regiment RAA

*Lieutenant Colonel David Carew
Commanding Officer*

The end of 2019 marked the handover of command between the inaugural Commanding Officer of 9th Regiment, RAA, Lieutenant Colonel Lachlan Searle and his successor Lieutenant Colonel David Carew. The handover was conducted at Randwick Barracks following Headquarters 9th Regiment's (9 Regt) relocation from Kogarah Multi User Depot in September 2019. Concurrently to this, the bushfire crisis was unfolding across the country and would soon change the dynamic of the Christmas leave break for most of 9 Regt and the rest of the Army Reserve. On 4th January 2020 the Governor General of Australia would call out the Army Reserve ISO Operation Bushfire Assist 19-20 (OP BA 19-20). As the Chief of Army said, "The Call Out of our Reserve has been extraordinary – not just because it is the first time these legal powers have been used – but because from a standing start, when most of the Army was on leave, our dedicated Reservists have responded so rapidly and committed to full-time service". More to follow on OP BA19-20 later in the article.

Then in January and to be more precise, the 15th January 2020, we marked the second-year anniversary of the withdrawal of six RAA Light Battery's from the Army Reserve (ARes) Infantry Battalions and their consolidation under HQ 9 Regt. Although there were several reasons behind this decision, perhaps the most critical was to save the RAA ARes gunner from

extinction. Since that point, the last two years have seen a rapid growth in the capability of 9 Regt, necessitating a year of consolidation in 2020.

Consolidation would be built around the CO's ten-unit priorities. With 9 Regt's six batteries dispersed across twelve different locations in six states and one territory, each recruiting from different demographics, the batteries would be adopting only those priorities that pertained most to them. Those priorities were then to support the key activities for the year:

- Exercise Hamel
- Exercise Chong Ju
- Establishment of an SUAS capability
- LCMR/LSTAR Proof of Concept trial.

However, as the COVID-19 crisis has continued to unfold, 9 Regt's priorities have shifted from consolidation to supporting the WoAG response to the pandemic. At the time of writing, the Regiment was committing members to HQJTF629 JOR and preparing to support the Joint Task Groups in each State under an ESF. For now training for conventional warfare would shift to COVID-19 Force Preservation training and battle procedure.

Training

The short yet fruitful training year of 2020 for 9 Regt featured a number of exercises designed to enable the force generation of a Ready Battery, comprising a composite of 3 Battery (Perth) and 5th/11th Battery (Brisbane) members. The Ready Battery was to be certified during Exercise Hamel 20 and would have continued to demonstrate 9 Regt's capacity to contribute force elements to a 2 Div Battle Group.



As 9 Regt continues to consolidate and expand its capability, 9 Regt was requested to support a number of activities outside of its individual and collective force generation cycle. Elements of 9 Regt, from small teams to entire batteries, were to support activities and units such as 2 RARs Full-Mission Profile activities, the Duke of Gloucester Cup, Exercise Chong Ju and MROC. Within the RAA, 9 Regt continues to prioritise opportunities to train with the other RAA Regiments by providing individual reinforcements to both gun line and JFTs. Supporting units external to 9 Regt is invaluable and provides our Gunners with opportunities to experience the wider Army in action and undertake training at a scale and duration not practiced within 2 Div.

Concurrent to collective training, 9 Regt continues to develop its soldiers through individual and small team training. In 2020 9 Regt planned to consolidate individual soldier skills such as ACP and CMC, while further introducing new skills such as Combat Shooting and Tactical Combat Casualty Care. The additional attention on individual skills so far has been well received by members of 9 Regt, who may not receive exposure to such skills in their civilian careers. These skills build a combat mindset within 9 Regt and ensure its members are able to perform to a high standard across a range of activities.

Due to the COVID-19 crisis, 9 Regt's training continuum has been suspended in order to support the WoAG response to the COVID-19 pandemic through supplementation of manning into the 2 Div JOR and each ESF around Australia. With luck, the cessation of this crisis will enable the resumption of training and a renewed focus on developing capability.

SUAS

In 2018 9 Regt was tasked to conduct a proof of concept activity for WASP SUAS augmentation in the reinforcing battlegroup in order to demonstrate that 2 Div had the capacity to raise, train and sustain SUAS capabilities within directed policy and sustainment framework.

Through the proof of concept trial, 9 Regt was to solve critical operational issues being; 2 Div SUAS employment concepts, policy and

procedures and whether 2 Div was capable of complying with operational airworthiness requirements; delivering SUAS individual training and maintenance of operator currency; and whether 2 Div had the capacity to force generate an organic SUAS capability in support of the reinforcing battlegroup.

The deliverables of the task was to conduct a WASP SUAS course and submit initial policy development documents which included a draft 2 Div SUAS CONEMP, SUAS equipment and skills maintenance polices and TTPs, and finally the proof of concept report.

Over the course of 18 months 9 Regt has delivered 2 WASP SUAS and Black Hornet courses; participated on three external WASP SUAS courses; conducted five reinforcing road-to-ready exercises including TS19; and conducted multiple employments of UAS over three DACC tasks including two in support of 4 Bde, Exercise Magpie Walk and Exercise Southern Magpie and on Operation Bushfire Assist 19-20 ISO JTF 646 and JTF 1110. The final step which is ongoing is the submission of the Proof of Concept report for endorsement to COMD 2 Div for approval by COMD FORCOMD.



Operation Bushfire Assist 2019-2020

*5th/11th Battery, 9th Regiment, RAA
(Brisbane, QLD)*

Five members of 5th/11th Battery reported to Keswick Barracks on the 15th January 2020 as part of OP BA 19-20, South Australia, in order to conduct Force Preservation training prior to deploying to Kangaroo Island as part of JTF111. Who would have thought that members of the Reserves or even the full-time Army would ever deploy on such an operation on Australia soil.

However, on the completion of Force Preservation Training every member was ready and eager to step onto Kangaroo Island,

ready to assist the local community in what had to be done which turned into one of the most personally rewarding opportunities of their ARes experience to date.



Assisting in the delivery of animal feed

The Battery was tasked to fulfil a number of positions in the HQ based out of Kingscote, Kangaroo Island and also to provide platoon leadership roles based out of Parndana.

Lieutenant Milligan and Sergeant Rutherford were designated Platoon Commander and Platoon Sergeant respectively of India 5/3 Platoon, attached to 10/27 RSAR infantry battalion. The majority of India 5/3 Platoon comprised members from 3rd Battery (Perth, WA) also from 9 Regt.



Members of 5/11 Platoon laying wire

Primary tasks were supporting the Country Fire Association (CFA) Camp in maintaining the facilities, erecting and re-erecting tents that were subject to the environmental conditions, erecting and repairing fencing, manning the Bio-control wash point at Kingscote Airport and other general duties (GD) as a whole. The GD tasks ranged from removing burnt fences, offloading seed and feed, assisting the Engineers by clearing away cut branches and trees and keeping all roads and tracks clear as much as possible.

The platoon also had a set task of assisting the volunteer organisation, Blaze Aid. These tasks mostly consisted of direct support to the farming community by helping farmers remove

damaged farm fences and erecting new ones. An important task was the felling of burnt trees and the clearing away fences as farmers could not return livestock into paddocks until new fences were erected.



A typical GD Task

To keep morale high, a careful rotation of troops to task ensured that everyone's minds were stimulated. The main focus was to render aid and to help those that had been devastated by the fires that ripped through the communities. The platoon was also given additional short notice tasks with one being the recovery a fire-arms safe from the Flinders Chase National Park offices that was burnt down in the south of the island. Through excellent teamwork and good coordination with local organisations members of the Battery ensured the safe was recovered with weapons intact and loaded onto transport to be transported to a secure location.



Removing the Fire Arms Safe from Flinders Chase National Park Offices



A rare photo opportunity with some local supports from the CFA Cadets



The Platoon also had a slight change of focus at one point, changing from *Operation Bushfire Assist* to *Operation Flood assist* albeit limited to the tent lines.

The platoon also spent time engaging with the community, visiting local schools and CFA Cadets to discuss their backgrounds and military experiences. It was evident from these interactions that the community appreciated the soldiers' efforts and the enthusiasm with which they performed to their duties.

Morale remained high for the duration of the operation with most members extending their service up to and including 29 February 2020. At the completion of the Operation, all members of 5th/11th Battery returned to their home location with a sense of pride from their contributions to the community at such a challenging time for the nation.



*6th/13th Battery, 9th Regiment RAA
(Adelaide, SA, Hobart & Launceston, TAS)*

6th/13th Battery was called out under the Governor General order on the 9th January 2020 as part of OP BA 19-20. Within a day the Battery had mobilized at barracks locations across South Australia and Tasmania. The call

out period lasted 28 days with compulsory service ceasing on 5 February 2020.

In total, 31 personnel from the Battery served on OP BA 19-20. 30 personnel attended the callout period which included 3 personnel who remained serving post the call out period. Additionally, one member who was not available for the initial call out, served post the call out period.

South Australian elements of the Battery were force assigned to Emergency Support Company (ESC) 3, who was commanded by 10/27 Royal South Australian Regiment (10/27 RSAR) Emergency Support Force (ESF). ESC 3 deployed to Kangaroo Island on 13 January by CH-47 Chinooks.

Tasmanian elements of the Battery were force assigned to ESC 4, 12/40 Royal Tasmania Regiment ESF before flying to Kangaroo Island on 19 January by Japanese SDF C130 to assist with tasks being conducted within the AO while members from Battery headquarters fulfilled roles within the Joint Task Force 1111 HQ.

Overall, a number of tasks were conducted by members of the Battery as part of JTF 1111. These were extremely varied and included:

- assisting farmers with the removal of fencing
- delivery of hay by CH-47
- deceased livestock and wildlife removal
- clearing entrances to national parks, clearing roads and access routes of fallen trees
- assisting local police (including cordoning off an area where a serial arsonist was believed to be lighting fires and creating vehicle check points to assist after a car accident)
- escorting SA Power Networks and SA Water personnel to bring vital services back to the island
- manning a biosecurity vehicle wash point for local council.

The overall experience of the Battery was extremely positive, mainly due to the interactions with locals and emergency service workers who expressed their gratitude for the ADF's work on the island, even those locals who had lost virtually everything in the fires. Battery members were very pleased to have been a part of such a worthwhile and historic operation.

*7th & 23rd Battery, 9th Regiment RAA
(Canberra, ACT & Sydney, NSW)*

17 personnel from 7th Battery and 6 personnel from 23 Battery supported OP BA 19-20. These personnel were assigned OPCON to the JTF HQ as the 9 Regt Emergency Support Force (ESF) NSW Troop (Company). A further 3 x LO teams from the 2 x NSW Batteries were assigned OPCOMD to the CIMIC cell.

During Phase One of the operation, a troop from 7th Battery was deployed OPCON to JTFHQ as the mounted Reserve. The troop initially remained at Holsworthy to ensure the Australia Day Gun Salute was supported and continue battle prep.

When tasked during Phase One, the troop was TACON to 2 CER TG in AO South. The initial task involved a Koala search task IVO Cooma. The force was organised as 2 x SUAS Bricks and 2 x GD Bricks for ground and air searching. Thermal imaging and small UAV systems, were useful tools of the modern artillery used to support this task. This task was eight hours in duration and, upon completion, the force postured to secure the C-130 air crash site.

This second task involved continuous surveillance of the air crash site as the outer cordon conducting Key Point Security over a nine-day period. Based at Cooma Racetrack the troop was co-located with and sustained by a Field Support Company. The troop re-organised as 3 x GD teams of 6 x pers. This allowed for 3 x rotations involving 12 hours of surveillance duty, 12 hours of rest, 12 hours of local general duties within the FSC FOB.

When this task was complete, the ESF troop was re-assigned OPCON to 5ER TG based in the Blue Mountains and Mid-West Region of NSW, in AO Central for the commencement of Phase 2 and the remainder of the ESF TP's involvement in the operation. During this phase, 15 x personnel of the ESF TP gained chainsaw cross-cut qualifications and formed into 4 x person bricks known as chainsaw strike teams. The TP conducted tree clearance tasks and surged until demounting.

Throughout Phase 1 of the operation, the HQ element were based in Holsworthy, conducting liaison, enhancing the ESF troop's situational

awareness, supporting J5 planning and supporting JTFHQ ISR with the provision of MRUAS co-ordination and contingency planning. During Ph2 of the operation, the HQ Elm supported the 5ER TG HQ, rounding out the HQ whilst co-ordinating and conducting ground ISR ISO the 5ER TG.

Highlights of the operation included:

- MRUAS operations in extreme environmental conditions
- Dynamic targeting followed by synchronisation and execution of the TG ISR plan also proved the joint fires capability within the TG HQ environment.
- Seamless integration of the ESF force into the JTF HQ and various TGs due to preparedness, unit cohesion and a strong culture of professionalism.
- Skill sets such as chainsaw qualifications, driver qualifications and communications were critical capabilities for this operation.

- A mature C2 enabled flexibility in planning and rapid adaptation to constant change.
- Knowledge/awareness of the non-kinetic effects and IO thematic targeting were critical to understanding the higher commander's intent and supporting decision making. This was achieved

through involvement in the J5 IO working group within the JTF HQ.

Overall, the operation proved to be a great success for all involved and demonstrated that the soldiers of 7th & 23rd Battery, 9 Regt have the skills, attitude and professionalism to perform to a high standard of conduct and representation. Blending with other arms and professions was a characteristic of this particular operation. The capability and experience of the officers and soldiers of 2 Div, more broadly, was seen to merge with their peers within the regular Army.

*2nd/10th Battery, 9th Regiment RAA
(Melbourne, VIC)*

2/10 Battery committed 23 personnel to OP BA 19-20. The BSM and BK supported the JTF HQ while the rest of the members provided section strength teams, CP elements and 2 UAS detachments. They worked alongside the 4/19



Prince of Wales Light Horse, 5/6 and 8/7 RVR from 4 Brigade and 8/9 RAR from 1 Brigade. The members conducted a wide range of tasks, including support to VicPol, helping the community and manning traffic control points. Members also supported 22 Engineer Regiment in rebuilding fences for farmers.

2/10 Battery Bombardiers, Tim De La Zilwa and Chris Dawson were both called out and deployed on Continuous Full Time Service (CFTS) for OP BA 19-20. They were both assigned as Multi-Rotor Unnamed Aerial System (MRUAS) Operators and Team Leaders as a part of the Regiment's Joint ISR Support Team (JIST) capability.

Bombardier De La Zilwa was assigned to Joint Task Force (JTF) 646.7 (AO Alpine) on the northern Victorian border. He was attached to the JTF Veterinary Officer with the task of locating, recording and surveying private properties for deceased livestock. Across a 10 day period their callsign was assigned close to 50 Points of Interest (POIs) and was able to positively identify and survey over 1,000 deceased head of livestock. Key to enabling this effort was the Forward Looking Infra-red (FLIR) thermal capability available on the MRUAS.

Bombardier Dawson was assigned to JTF 646.2 (AO Coastal) covering the Greater East Gippsland region. His primary task was to provide Intelligence Surveillance and Reconnaissance (ISR) in order to facilitate operations to clear and open roads to cut-off communities in the vicinity of Mallacoota. Over a six-week period their callsign conducted several sorties daily and provided imagery that supported over 10 State agencies. Tasking's included road condition reports for VicRoads, fire-damage assessments and mapping missions for Vic Parks, fire front tracking for MFB/CFA and more.

Together the pair had a combined total of almost 38 hours in the air across 191 sorties, providing valuable ISR to Incident Controls Centres (ICCs) across two Areas of Operation within Victoria. Both individuals came away from the Operation with a great deal of satisfaction and fulfilment from the bespoke capability that they were able to provide. It was also a significant step forward in developing and refining the Regiment's UAS capability within the Defence Assistance to the Civil Community (DACC) landscape.

“There is no greater calling than to serve your fellow man. There is no greater contribution than to help those in need. There is no greater satisfaction than to have done it well.”

– Walter Reuther

IX

Thinking about leaving the ARA but still enjoy soldiering?

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16th Regiment Royal Australian Regiment

*Lieutenant Colonel Mark Mankowski
Commanding Officer*

The 16th Regiment Royal Australian Artillery's (16 Regt, RAA) first priority is preparedness or ensuring that we are 'ready now'. On 20th December 2019, Woodside Barracks was evacuated for the first time in living memory as a result of the Cudlee Creek fire. This was to protect our personnel and our mission essential equipment. The fire came to within 300 m of the barracks, before a change in wind direction averted the threat to the barracks. Major Talal Moutrage highlights how the Regiment responded to support the South Australian communities affected by bushfires, both on Kangaroo Island and in the Adelaide Hills. Engagement and the development of habitual relationships is an important part of developing our preparedness. Major Nicholas Wells highlights how

rewarding it was to host the Commander of the 94th Army Air and Missile Defence Command, Brigadier General Morrissey at Woodside Barracks.

Our second priority is our people. Major Owain Griffiths highlights some of the important work that we have to deliver character and leadership training to our junior commanders. As part of our ‘people’ line of effort is engagement with the community. Lieutenant James Pretty then discusses the Yurrebilla Train activity, which is designed to increase resilience. Major Nicholas Wells highlights our contribution to the RAAF Edinburgh Airshow.

Our third priority is profession. We have republished our Professional Military Education directive for 2020 and we have matched it with ten resources to help our junior commanders learn. We recognised last year that our gunners require more resources than a book list. We have chosen documentaries, podcasts, computer games and books to try and spark their desire for lifelong learning. We will look to publish this resource list on the *Cove*.

Our fourth priority is potential. Major James Lawlor has taken up the position of the liaison officer for the capability insertion team as part of project L19PH7B. He highlights some of the initiatives that the Regiment has undertaken over the last six months to ensure that we are ‘future ready’. The most important was Lieutenant Jereme Russel leading a team of four personnel across to Norway to directly experience operations with the NASAMS equipment with mentorship by its prime user.

Operation Bushfire Assist 2019-2020

Major Talal Moutrage, Operations Officer

The start of 2020 has seen Army and wider ADF increase operational tempo to support Whole Of Australian Government support to domestic requirements. At the forefront of this, was support to Operation Bushfire Assist 19-20 (OP BA-20). What was unique about 16 Regt RAA’s involvement in support to the SA Government was the proximity of Woodside Barracks to the Cudlee Creek Fire in the Adelaide, where the fire was within 300 m of the base forcing a

full evacuation of the barracks. The Regiment had a number of personnel who were volunteer CFS firefighters who were actively involved in fighting the fires and did a phenomenal job in providing this critical service to the community when they needed it most.



Over the period from January to March 20, 16 Regt RAA formally contributed to OP BA20 in a vast range of roles and locations. The first Regimental effort was through specialist roles; the provision of Air-Land Integration planners to Headquarters Joint Operations Command and Ground Liaison Officers to JTF646 in Victoria. This capability enabled critical Joint planning efforts at the national and state levels and was sustained throughout the operation from January into March 2020. The rapid deployment of these nodes continually demonstrates the flexibility and criticality of the Army Air Ground System and is applicability across a wide range of operational mission sets. In conjunction with this, a small element commenced providing limited community support in the Adelaide Hills while formal planning was being conducted.



On 6th January 2020, JTF1111, based on 9th Brigade, was established to support recovery operations in South Australia with the main effort being support to Kangaroo Island. 16 Regt RAA immediately provided key operations and planning staff to JTF1111 Main out of Keswick Barracks, as well as Current Operations personnel as part of tactical headquarters on Kangaroo Island on 7th January. This effort and contribution was sustained throughout OP BA20. Based on the Regimental Headquarters of 1 Armoured Regiment (1 AR), 16 Regt RAA provided a Company sized element based on 111th Battery headquarters to the Emergency Support Force (ESF). The company was assembled and deployed within 24 hours to Kangaroo Island on 9th January. These elements provided a substantial effect at an extremely critical time in the recovery operation, and integrated with Country Fire Service elements to support the local community. The 1 AR ESF were able to set conditions to transfer authority to 9th Brigade elements on approximately 25th January.

Concurrent to these contributions, 16 Regt ESF was raised based off 16 Regt RAA regimental headquarters to support the fire affected communities of the Adelaide Hills. Leading the JTF1111 response to the Cudlee Creek Bushfire, 16 Regt ESF integrated multiple capabilities to provide support to the local community. Given the fire's proximity to Woodside Barracks and the impact on the local community, the opportunity to provide assistance was of great significance to the Regiment.

Over the two-month operation, Woodside Barracks was utilised for the 390 personnel-strong ESF made up of 21 different units. The Army component included both ARA and ARes personnel from multiple units across Australia and 110 members of 16 Regt RAA. In addition to Army elements, 16 Regt ESF also integrated

Engineer capabilities, medical capabilities from the NZDF, RAN and RAAF. The establishment of the 16 Regt ESF with these wide range of capabilities demonstrated a number key aspects including 'Ready Now', 'One Army' and 'One Defence'. It was a truly combined, joint and integrated force.

Through employment of a civil military cooperation team and liaison with local agencies, 16 Regt ESF also maintained a presence in the Lobethal Recovery Centre to receive support requests and bolster the work of civilian organisations. Over the entire operation, the ESF would complete 576 recovery support tasks for the community, along with delivering over 1.3 million litres of water and over 300 bales of fodder. The presence of Army in the community was reassuring. Our support was integrated with key



local organisations to deliver the effect to the community when they needed it the most.

Many lessons were learnt by 16 Regt RAA and wider ESF during the execution of OP BA20, none less significant than those

regarding planning and communication. During the initial push to receive and execute tasks, 16 Regt ESF was in the process of building the force as the first 150 requests were made. Over the following weeks, a SharePoint system was adopted that tracked and prioritised tasks while also offering mapping functionality for task locations. It was observed that a tool such as this SharePoint was a highly effective and efficient method of planning for defence aid to the civil community tasks. Additionally, a key lesson learnt and operational observation was the increased utility of the Padre and as command tool – their ability to integrate and support human terrain mapping was instrumental in enabling effective decision making. On Kangaroo Island, lessons were learned in acknowledging limitations of composite ADF elements and maintaining

realistic expectations within civilian agencies and communities. The efforts of all 16 Regt RAA and ESF personnel were extremely well received in all areas of operations however.

OP BA20 for 16 Regt, RAA formally ceased on 02 March. We then temporarily returned to force generation before commencing planning to support COVID-19 ASSIST (OP C19A). The key lessons learnt through OP BA20 will certainly support the units planning and preparations of OP C19A. While not high nd warfighting, the lessons around early integration and operational planning will serve the regiment moving forward.

Character & Leadership Training

*Major Owain Griffiths
Battery Commander 111th Battery*

The vast majority of leaders set out with very clear goals as they assume a command position. Among our many aspirations is the need to develop the leadership potential of our subordinates. We aim to conduct more relevant, well organised and engaging training that will develop the physical, intellectual and moral components of professional mastery in the men and women we command. Chief among these goals is often the desire to train the next generation of military leaders who will lead the Army to mission success.

Leadership, through its definition in LWD 0-2 Leadership, cannot be trained as a single quality. Leadership encompasses a number of desirable qualities and traits that give a person the ability to influence others, to gain their consent, in the ethical pursuit of missions. Leadership is inherently linked to human qualities and social interactions, and is built upon the foundations of intellect, experience, and character, which combine to manifest leadership behaviours. With this foundation in mind, our aim to develop leadership potential must address the foundations, particularly character, if we are to generate morally and ethically sound leaders, who are able to make the right decision in difficult circumstances.

Throughout 2019, 16 Regt, RAA has been addressing this challenge, with an academic and practical approach to educating and developing our junior leaders. It is based on the premise that, effective junior leadership does not ‘just happen’ and a systematic approach is required to train, educate, equip and support our junior

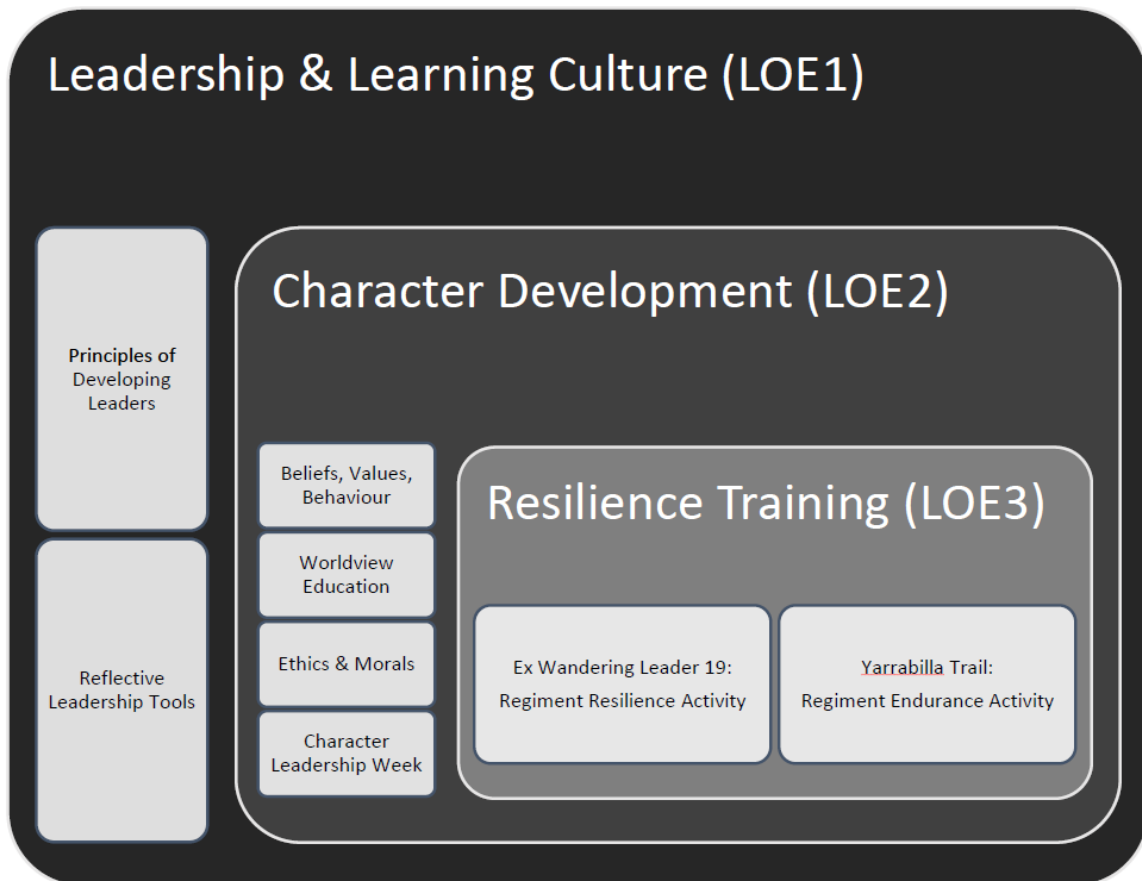
leaders. They are required to be integrated into, and lead trusted teams of professionals who are able to thrive in ambiguity and chaos. ‘Army in Motion’ describes the need to develop leaders who think critically, apply knowledge, solve difficult problems, value culture, and communicate effectively.

... potentially misses the moral component of professional mastery.

A recent focus on Combat Behaviours within the Army has seen the advent of some excellent training, including Care of the Battle Casualty, Combat Marksmanship, and the Army Combatives Program. While a focus on combat behaviour is fundamentally relevant to the process required for projecting fighting power and ultimately mission success, how do those behaviours fare when they are required to be applied in ambiguous, complex and dangerous environments? The emphasis on these areas potentially misses the *moral component* of professional mastery. Regrettably, a perceived or actual deficiency of morality in the battlespace is often highlighted in a much more public way than examples of positive moral decision making. It’s clear that we are required to make decisions based on a moral and ethical framework, therefore it is our responsibility to ensure that our junior leaders have considered their own basis for decision making, and how that aligns to the expectations of the ADF and Australians more generally.

The moral component of professional mastery provides direction and guides the physical and intellectual components in the ethical pursuit of missions. In theory, by strengthening and developing the ethical and moral awareness of our future leaders we not only equipping tomorrow’s leaders with a moral compass for success, but we are creating a culture of continuous leadership improvement based on positive examples.

A method for addressing Character Development. While there is a good starting point in LWD 0-2, there is little in the way of how character development should be approached practically. To address the vision described above, early in 2019, CO 16 Regt, RAA gave his guidance for three lines of effort to develop the leadership culture within the unit. This plan consisted of cultivating a leadership and learning culture, developing character in junior leaders, and challenging that character in difficult situations.



LOE1 - Cultivate a Leadership and Learning Culture. While it is an ongoing process, in order to develop a *Leadership and Learning Culture*, the Regiment is writing and distributing two resources for leaders to use as a guide for continued development. The first is a Principles of Leadership booklet that is a collaborative effort from the senior leadership team and acts as a compilation of leadership principles, values, training theory, facilitation and mentoring advice and leadership resources. The second resource is a junior leadership playbook with a series of approved activities that leaders can have in their back pocket with the aim of positively shaping the training culture in small teams within the Regiment. In addition to this, on promotion, junior leaders are provided a copy of James Kerr’s *Legacy*, which discusses leadership principles used in creating the cultural foundations of success in the New Zealand All Blacks Rugby Union team.

LOE2 - Character Development. Across 2019/20 the Regiment’s Chaplain created and delivered ten hours per Battery of classroom character training in a package titled ‘*Going the Distance*’. It functions as a facilitated discussion through topics such as beliefs, values, behaviours, worldview, ethics and morality, decision making frameworks and

psychological and physiological stressors and prevention.

In addition to this base character package, 16 Regt, RAA seized an opportunity to partner with the Australian Defence Force Academy’s Character Mentoring Cell (CMC). Working in conjunction with the Chaplain and various levels of command, CMC adapted and delivered components of the ADFA character course that was both bespoke and fit-for-purpose at 16 Regiment, Royal Australian Artillery. From a unit perspective this meant we could pick and choose the relevant training from a large database of established lessons.

The character and leadership course consisted of a three day “train the trainer” package, delivered by the CMC. This package trained ten SNCOs and Officers in the delivery of a program designed to provide a context to military service and the profession of arms, and then facilitate course participants delving into their fundamental worldview and belief system that sits at the core of their behaviour and decision making. The course explored personal values, ethical reasoning and military law, as well as leadership and the peer group, the physiology of stress, just war theory, and effective communication.

Each of the course topics were not taught as lessons, per se, but were delivered as facilitated

discussions. These facilitated discussions were designed to provide an open learning environment where honest and personal discussion meant that the course was less about what an instructor thought, and more about developing individual awareness and self-articulation. This style of learning was essential to the participants' ownership of the course themes, and critical in the lasting impact that the course has on both culture and capability within 16 Regt, RAA.

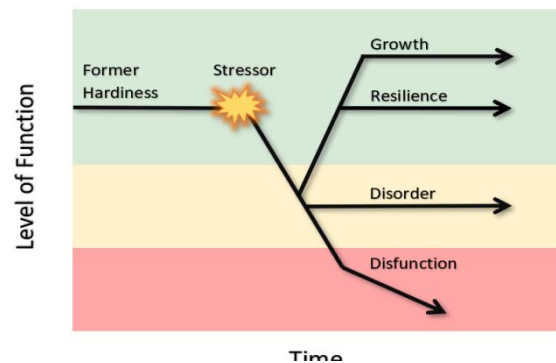
The classroom activities were paired with practical activities in the community. Specifically designed to put the classroom theory into practice, each activity aimed to place participants in situations outside of their comfort zones, and in particular, challenge them to communicate and manage their responses in difficult circumstances. The activities provoked participants to put their lives into perspective and to understand themselves through service to others. Through activities such as cleaning up a local graveyards, companionship engagements with veterans in aged care facilities and RSLs, and visits to dementia facilities participants were encouraged to consider what their own life story might be when they are faced with physical, mental and spiritual hardships. Each participant was challenged to articulate their own worldview and story, and then compare and contrast the stories they encountered so that their actions and leadership behaviours are not only authentic, but also consistent with their worldview, values and beliefs.

From both command and participant perspectives that first character and leadership course was an overwhelming success. Due to the momentum generated it was identified that a subsequent internally facilitated course needed to be conducted. This course we called the 'Fighting McKenzie Character & Leadership Week', which was named after Padre William McKenzie who was a WW1 chaplain known for his excellent character and fearless determination in the theatre of operations. The CMC train the trainer component enabled that success of the second course as it was facilitated exclusively using the trainers that had been developed during the first course.

LOE 3 - Resilience Training. Character and worldview training is fantastic in theory and it wasn't enough to have positive feedback in the form of a PAR to measure the success of the training. The Regiment sought to reinforce character development in a practical sense, through a culminating activity that tested

leadership of a peer group in a challenging field situation. This was the genesis for Exercise Wandering Leader, a five day activity that occurred in Second Valley, Non-Defence Training Area. The exercise placed sections of junior leaders (one Lieutenant based section, and two Bombardier sections) in a scenario that was designed to test them mentally, physically, and morally while in a controlled level of stress.

Prior to the exercise, the Regiment's senior leaders conducted a professional military education during which they aimed to better understand the concept of resilience. The group defined resilience as the ability to recover quickly from difficulties. It was argued that for resilience to occur, a stressor must first exist that reduces a persons' normal level of function (otherwise defined as hardiness), and that resilience is the process of a person returning to that normal level of function. The philosophy behind Exercise Wandering Leader was based upon an adaptation of the work of Major Tim Robinson¹ who theorised that rather than simply returning to their baseline level of performance, beyond resilience is an opportunity for individual growth.



The design of Exercise Wandering Leader was based around using fatigue and limited ration supply as a stressor to lower participants' level of function in a controlled, non-traumatic fashion. Through challenging personnel through stands structured to test their physical, mental and moral responses while in a lower level of function it allowed personnel to understand their capacity to cope with austere and uncertain circumstances. Critically throughout the exercise though, was the use of the Regiment's senior leaders as mentors for each of the sections. The exercise was also followed

¹ Major Tim Robinson, *Should Army also Talk About Post Traumatic Growth:*

<https://cove.army.gov.au/article/should-army-also-talk-about-post-traumatic-growth>

up with individual debriefing for each exercise participant. Based on the model above, simply conducting an exercise, finishing the exercise and allowing participants to return to the same person and level of function they were before the exercise began would meet the definition of resilience. The mentoring aspect of the exercise was crucial to fostering growth in each of the exercise participants. The junior leaders of the Regiment responded positively to the challenge of the exercise, and demonstrated increased confidence communication and leadership skills as they progressed through (and after) the exercise.

Outside the exercise, 16 Regt, RAA also conducted the Yurrebilla trail, a 56 km run/walk through one of the renowned ultra-marathon trails through the Adelaide Hills (which is the subject of a separate article by Lieutenant James Pretty, the first member of the Regiment to cross the finish line).

Defining success in junior leadership development. For the reasons described early in this article, changes and development of a person's character are particularly difficult to quantify. Character manifests itself through our behaviours, actions, and words, meaning that the definition of success or otherwise in character development depends on the individual, their perceptions of the activities provided for them to undertake, and what lessons they learned from it. The anecdotal evidence below speaks to the success of the character development methodology adopted by the Regiment in 2019.

“At the start of the week I was sceptical, but this was genuinely some of the best training I have done in Army. We should do more of it.” This comment from the character and leadership course was echoed by the vast majority of participants. It is seemingly rare that a course is focussed so heavily of the individual, an investment that has seen many positive returns for the Regiment.

As a direct result of the course, numerous junior leaders have felt more empowered to take ownership of their own training and to pass on the lessons that they have learned to their subordinates. These junior leaders have developed opportunities for their teams to conduct similar community service activities to those run during the character and leadership courses, such as providing landscaping, painting and maintenance support to the Andrew Russell Veteran Living (ARVL)

facility, which provides emergency accommodation to homeless veterans, and a stepping stone for them to get their lives back on track.

The compassion, empathy and humility demonstrated by the Regiment's junior leaders during OP BA 20 assist was a direct reflection of the investment in character and leadership development throughout 2019.

This self-starting community service was a representation from course participants that the training they received had value, had motivated them to serve, and had driven them to pass the training on to their subordinates. It was, in some ways a prelude to the outstanding efforts that members of 16 Regt, RAA demonstrated on Kangaroo Island and in the Adelaide Hills in supporting our community to recover from the destruction of the 2019/2020 bushfire season. The compassion, empathy and humility demonstrated by the Regiment's junior leaders during OP BA 20 assist was a direct reflection of the investment in character and leadership development throughout 2019.

Going forward. The character and leadership development plan adopted by 16 Regt, RAA in 2019 is one that helps to get the best results from our junior leaders. It assists them in understanding who they are as a person and a leader, and provides a definition for their basis of decision making. Character development in the method described above is a means to empower our junior leaders to be capable, confident, and morally balanced in leading their teams in the complex, constrained, and contested environment of accelerated warfare.

2020 holds opportunities for the success of character development at 16 Regt, RAA to be exported to a wider audience. With the help of ADFA's CMC (and hopefully a revision of domestic travel restrictions) the character and leadership course will aim to qualify trainers from units across 6 Brigade, providing a practical method for developing the character and leadership qualities that will be required for the Army to succeed in the ethical pursuit of missions.

Lessons in Resilience from a Compulsory Ultra-Marathon

Lieutenant James Pretty

*“Go on, I’ll catch up...” -
Anonymous Sergeant*

The word ‘Yurrebilla’ is the traditional indigenous name for the Greater Mount Lofty Parklands, a line of dominant undulating hills which runs north to south along the eastern edge of Adelaide city. The word is now commonly associated with the internationally renowned 56 km running trail which carves its way through these hills, and is the site of the annual ‘Yurrebilla Trail 56 K Ultra-Marathon’ event. In October 2019, the trail was attempted by the men and women of 16 Regt, RAA, and was a highly insightful lesson in both resilience and teamwork for all involved.

Character Development at 16 Regiment, Royal Australian Artillery...

In 2019, 16 Regt, RAA, implemented routine Regiment-wide character and leadership development training. The purpose of the program was to cultivate resilient junior leaders to lead trusted teams of professionals that have the potential to thrive in an ambiguous and chaotic battle space. In practical terms, this training involved routine theory lessons on character and leadership, a week-long resilience building field exercise (analogous to that completed in Officer ab initio training), and a number of arduous activities designed to develop both physical and mental resilience of members of all ranks. The culminating event of this program, which has now been conducted each year since 2017, was a Regimental attempt at completing ‘The Yurrebilla Trail’. Within individual restrictions, all members of the Regiment were required to attempt the event, with participants having the option to either walk or run.

The Trail Itself...

The trail starts at Belair at the southern end of the Adelaide Hills and concludes at Ambers Gully at the northern end of the Hills. The Trail itself has 4 main peaks to conquer, being Brown Hill, Mount Lofty, Norton Summit, and finally Black Hill. Throughout the trail, the planning committee established a number of checkpoints

(every 5-8 km), which provided water and a variety of nutritional options for participants. Participants were expected to carry a quantity of water, basic first aid equipment, a map and a phone. There was a significant amount of freedom in how participants setup their load-carriage equipment or approached nutrition on the trail, which allowed members to develop their own winning strategy. The trail commenced at around 0600, with expected completion times ranging from 11 hours, to sub 7 hours for the competitive members. Throughout the event, members were required to reach checkpoints by a certain time, otherwise they would be stopped and bused to the finish line (the knowledge of this was a character test in itself for some). The rate of successful completion was around 20%.

Lead-up Training...

Alongside our daily PT program, our activity-specific training journey for this event began in August. The trail was divided into three stages of 18km, 18km and 20 km, to cover the entire route. All Sub-Units conducted the three stages of the trail to gather an understanding of the terrain, the route and the signage which is present. From my perspective the most important aspect of this was route familiarisation, as many unfortunately discovered on the day, on a 56 km run, a single wrong turn can be the difference between completing the event or not. The 3 stages were conducted in addition to the Regiment’s PT program, and were run approximately a month apart, allowing participants to conduct their own training if they so desired. While three training runs, may not seem adequate for the distance of the event, due to the nature of our profession most members were starting from a good foundation of physical fitness (and resilience).

The Day of the Event...

The week leading up to the event saw a record heat wave pass through Adelaide so a few days prior to H-Hour the decision was made to change the date, providing a last minute training opportunity in logistics planning for the members organising the event. Everything came together as required and the event itself fell on Friday 25th October. It was a beautiful spring day in the Adelaide Hills, cool weather and a light drizzle of rain set the conditions for the perfect race. Those who nominated to walk the event departed at 0600, with those who elected to run departing at 0800.

Lessons Learnt...

It goes without saying, in the profession of arms there are obvious and distinct benefits to conducting challenging training including building physical resilience, developing an understanding of personal breaking points, and creating opportunities for post-traumatic growth. Outside of these, a number of key lessons were observed specific to the conduct of the trail, a *special kind* of challenging training. A few key lessons I learnt on this activity are as follows:

- **Training is everything, and nothing.** Without a doubt, the success of those who completed the event was down to their commitment to training and nutritional preparation leading up to the event. However, for amateur competitors over the significant distance covered in the event, training only takes you so far. For all competitors, at a certain point in the event the fatigue set in, nutrition reserves were depleted and injuries began to flare up. From this point onwards it became a competition between your individual pain threshold, and your intrinsic/extrinsic motivations to complete the event. This is as pure a form of resilience as one can find.
- **Individual efforts are not an individual undertaking.** Among the most common misconceptions for those who failed to complete the trail, was that the event was meant to be approached as an individual effort. Whilst ultimately you were the only person who was going to pick up your feet and place them one in front of the other, the most successful participants were those who tackled the event in pairs or small teams. As is so often seen in swimming, strength-training and CrossFit, having a partner or small team to lean on throughout the event was shown to improve competitiveness and increase likelihood of finishing the event.
- **The condition of being ‘uncomfortable’ is relative.** It was remarked on the third formal training run,

that after now becoming familiar with routinely covering 20 kilometres at a time during a session, the concept of completing a challenging 5km walk/run as we had been doing earlier in the year in PT started to seem foreign. Regardless of pace, it would seemingly be over too quickly. The Yurrebilla Trail ultimately brought to light a number of new experiences of sustained physical and mental discomfort, which we were unfamiliar with, and which ultimately serve as a new baseline for discomfort for situations going into the future.

- **Appreciate, Plan, Execute.** Despite the earlier comments regarding training, above all else, the most important contributor to success or failure on the trail was the strategy which one used to attempt it. From the management of nutrition leading up to and during the event (carbohydrate loading, salt intake), to the decision of when to run and when to walk depending on the incline of a specific hill, there was a number of decisions to be made which had a large effect on the outcome of the event. This strategy was going to be planned whilst rested but executed whilst fatigued. Fortunately, as members of the profession of arms, this sort of planning is what we do best.

Conclusion...



For almost all 16 Regt, RAA members who participated in the 2019 Yurrebilla Trail event it was the longest distance they had ever run, and

is likely the longest distance that they will ever run, in a single event. Regardless of age, gender, rank, fitness or footwear, the event was a great equalizer for all involved. Nobody who participated escaped without having their individual threshold of physical and mental resilience being challenged. Thanks to a talented (and utterly ruthless) training partner, and a large amount of luck on the day, I finished the event in a respectable time.

Edinburgh Air-Show

*Major Nicholas Wells
Battery Commander 110th Battery*

Over the period 9-10 November 2019, 16 Regt, RAA provided to support to Exercise Southern Sky 19: the Royal Australian Air Force Air-show held at the Edinburgh Defence Precinct. The air-show provided 16 Regt, RAA an opportunity to showcase its equipment through a static display to all civilian and industry visitors, with the men a women of the Regiment conducting countless briefs on the RBS70 and Protected Mobility-Air Defence Variant (PM-ADV), the Lightweight Counter Mortar Radar (LCMR) and the Giraffe-Agile Multi Beam Radar (G-AMB) to a very interested public audience. Deployed alongside members of the Edinburgh-based 1st Armoured Regiment, the air-show was also an opportunity for aircraft recognition aficionados to get their first glimpse of a RAAF F-35.



The G-AMB stands watch as the roulettes conducts a flying display during the RAAF Edinburgh Air- Show



The G-AMB radar and a RAAF F-35 during the Edinburgh RAAF airshow.

94th Army & Missile Defence Command Visit

*MAJ Nicholas Wells
Battery Commander 110th Battery*

The 94th Army Air and Missile Defence Command is the US Army in the Pacific (USARPAC) Air Defence organisation responsible for Joint and Combined theatre level Air and Missile defence across the Asia-Pacific Area of Responsibility (AOR). As the highest-level Integrated Air and Missile Defence (IAMD) command that 16 Regt, RAA integrates into on major coalition exercises, this enduring relationship is critical to the ongoing development of Australia's IAMD capability and will only increase in importance with the pending introduction into service of enhanced National Advanced Surface to Air Missile System (eNASAMS).



COMD 94th AAMDC: BRIG Morrissey delivers PME to the Officers & SNCOs

Over the period 12-13 September 2019, 16 Regt, RAA was fortunate enough to host BRIGGEN M Morrissey, Commander of the 94th AAMDC, both in Sydney and Woodside Barracks. This visit allowed 16 Regt, RAA to enhance the already strong relationship between the two organisations, provide the Commander with an in-depth understanding of our capabilities both current and future, and identify opportunities for future mutually beneficial training and support.



BRIG Morrissey speaks to members of 110th Air Defence Battery during the capability demonstration at Woodside Barracks

The visit comprised of the CO and RSM hosting the Commander at Victoria Barracks in Sydney for a discussion with Commander 6 Brigade, and then a capability demonstration, eNASAMS discussion and then a PME session in the Officers Mess at Woodside Barracks. The visit has already paid strong dividends with a team from the 94th planned to visit during Exercise Raptors Strike (COVID-19 pending); the 16 Regt, RAA certification exercise, 16 Regt, RAA conducting a combined Live Fire Exercise with the 94th during Exercise RIMPAC this year (COVID-19 pending), the first time this has ever occurred.

Land 197B Update & Norway Trip

Major James Lawlor

Army's transformation in its Ground Based Air Defence capability from the current RBS-70 / Giraffe radar combination to the Enhanced National Advanced Surface to Air Missile Systems (eNASAMS) continues. Following Government approval, the contracts were signed in mid-2019 with Raytheon Australia selected the Prime Systems Integrator of

Kongsberg's Air Defence Console, CEA's operational and tactical radars and Raytheon US' AIM-120 Advanced Medium Range Air to Air Missile (AMRAAM). The system will also include an electro-optical/Infra-Red sensor and a counter rocket, artillery and mortar function. Equipment to field two Air Defence Batteries is being procured along with principle items for the Air and Missile Defence Wing – School of Artillery as well as classroom trainers for use at 16 Regt, RAA.

Numerous activities have been undertaken in the last 12-18 months including the conduct of a number of Air Defence Console familiarisation sessions as well as subject matter expert workshops at Raytheon's Canberra office. In February 2020 the Regiment received a NASAMS Familiarisation Environment (NFE) suite comprising PCs and Screens to replicate the NASAMS software functionality and networking of three Fire Distribution Centres into an Air Defence Battery. This NFE will afford members of the Regiment to get a "feel" for the new capability, the Mission Planning Tool (MPT) and begin to develop basic NASAMS CONOPS. Four members of the Regiment were also selected to participate in an exchange with a Royal Norwegian Air Force NASAMS unit.

On the 3 Feb 20, the Australian NASAMS Exchange contingent consisting of Lieutenant Russell, Sergeant Ryan-Collins, Bombardier Walker and Lance Bombardier Pullen deployed to Norway. The contingent's objectives were to familiarise 16 Regt RAA personnel with NASAMS, research NASAMS training of relevance, and understand the training differences between the current (RBS-70) and future capabilities (eNASAMS).

Overall, the trip was extremely successful, in no small part due to the amazing hospitality shown by the Royal Norwegian Air Force (RNorAF) hosts and their professionalism as an organisation. After an initial period of acclimatisation (moving from post-bushfire recovery in South Australia to a Norwegian winter – see photo), the RNorAF provided a number of briefs on equipment capability, manning, force structure, C³, deployment considerations and more IOT enable the Australian contingent to observe the upcoming exercise with a greater understanding for both the equipment and how the RNorAF fight the system.

From 24-28 Feb, the RNorAF conducted their first crawl/walk exercise consisting of a battery-level deployment into the AO surrounding Ørland Air Station. During the exercise, F35's were tasked with conducting SEAD missions and flying cruise missile flight profiles. Members of the contingent were able to observe the Fire Distribution Centres (FDC) fight the air battle at both the detachment and battery level. This provided great insight into the RNorAF firing doctrine.

During the Exchange, the contingent was permitted to observe one of the Tactical Control Officer (TCO) courses where they were able to discuss training constructs and the philosophy of fighting the NASAMS equipment. It was also great to see the first two Norwegian Army TCOs on the course as part of their NASAMS acquisition project and generating their new capability centred on the High Mobility Launcher (HML) variant of NASAMS. (The RNorAF is the current provider of Norway's Ground-Based Air Defence capability and 16 Regt, RAA will also acquire a HML capability).

The 16 Regt contingent returned home in early March and just prior to the time they would have been required to go into self-isolation due to COVID-19 issues.

At the time of writing (22nd March 2020), Australia has ceased international travel, airlines have markedly reduced domestic flights due to lack of demand and states have imposed their own mandatory self-isolation policies thus further limiting intra-state travel. It is unknown at this point what impact this will have on further Land 19-7B activities planned in the next six months.



(From left to right) MSgt T. Braseth, BDR M. Walker, Sgt N. Ryan-Collins, LtCol P. Bjørge, LBDR S. Pullen, LT J. Russell, LT K. Hammer stand beside a RNorAF Mk2 canister launcher

RMC Graduates

2019 End of Year Graduates

Rank	Name	Unit
LT	BEAVAN AR **	1 REGT
<i>** Brigadier WJ Urquhart Trophy Recipient</i>		
LT	DAVIES CJ	1 REGT
LT	DOLAN NJ	16 REGT
LT	FLINT TD	20 REGT
LT	GLASBY PL	8/12 REGT
LT	HANDRECK JL	20 REGT
LT	HARRIS MJ	4 REGT
LT	LIBRETTO AP	4 REGT
LT	McLACHLAN AM	16 REGT
LT	NOACK DR	8/12 REGT
LT	TUNKS MT	8/12 REGT
LT	VONCINA DJ	16 REGT

2020 Mid-Year Graduates

Rank	Name	Unit
LT	ATTENBOROUGH HR	16 REGT
LT	HODGSON CA **	20 REGT
<i>** Brigadier WJ Urquhart Trophy Recipient</i>		
LT	JENKINS NJE	8/12 REGT
LT	KERNICK EE	4 REGT
LT	MARR CK	1 REGT
LT	McALLISTER TR	20 REGT





“DIRECT FIRE” M777 PAINTING

PRINTS AVAILABLE FOR SALE

In May 2017 the Australian Artillery Association very generously presented to the Royal Regiment a large oil painting of an M777 and detachment painted by Mr Phillip Pomroy. The original hangs in the Bingham Instructional Block outside the Donkin Theatre at the School of Artillery.

The Regimental Committee elected to produce a run of 200 prints of the painting, with 50 numbered and signed by the artist.

Prints are now available for purchase by individuals, sub units, units, clubs etc. The aim being to raise funds for the Gunners Fund to support such great initiatives as the annual JNCO and GNR of the Year awards.

NOTE: THE ONLY DIFFERENCE BETWEEN THE IMAGE ABOVE AND THE HARD-COPY PRINTS IS THAT THE PRINTS HAVE A 4 CM WHITE BORDER FOR FRAMING PURPOSES. THE OVERALL DIMENSIONS OF THE PRINT ARE 68 CM X 41 CM.

HOW TO PURCHASE “SIGNED” & “UNSIGNED” PRINTS

Limited Edition Print - 50 copies signed & numbered by the Artist @ **\$100 per print.**

Unsigned Prints are available @ **\$35 per print**

Postage & Handling: \$10

Contact

Major Gary Down, SO2 HOR;

Email: gary.down@defence.gov.au

TO ORDER: EMAIL MAJOR DOWN & ADVISE THE NUMBER OF PRINT(S) YOU WOULD LIKE TO ORDER (SIGNED / UNSIGNED) AND THE POSTAL ADDRESS FOR THE ORDER TO BE DESPATCHED. MOST IMPORTANTLY IMMEDIATELY TRANSFER THE REQUIRED AMOUNT INTO THE GUNNERS FUND TO ENSURE TIMELY DESPATCH.

Bank details are:

Account Name: RAA Regt Fund

BSB: 642-170 & Account Number: 100026037

NOTE: INCLUDE M777 AND YOUR NAME AS A “REFERENCE”

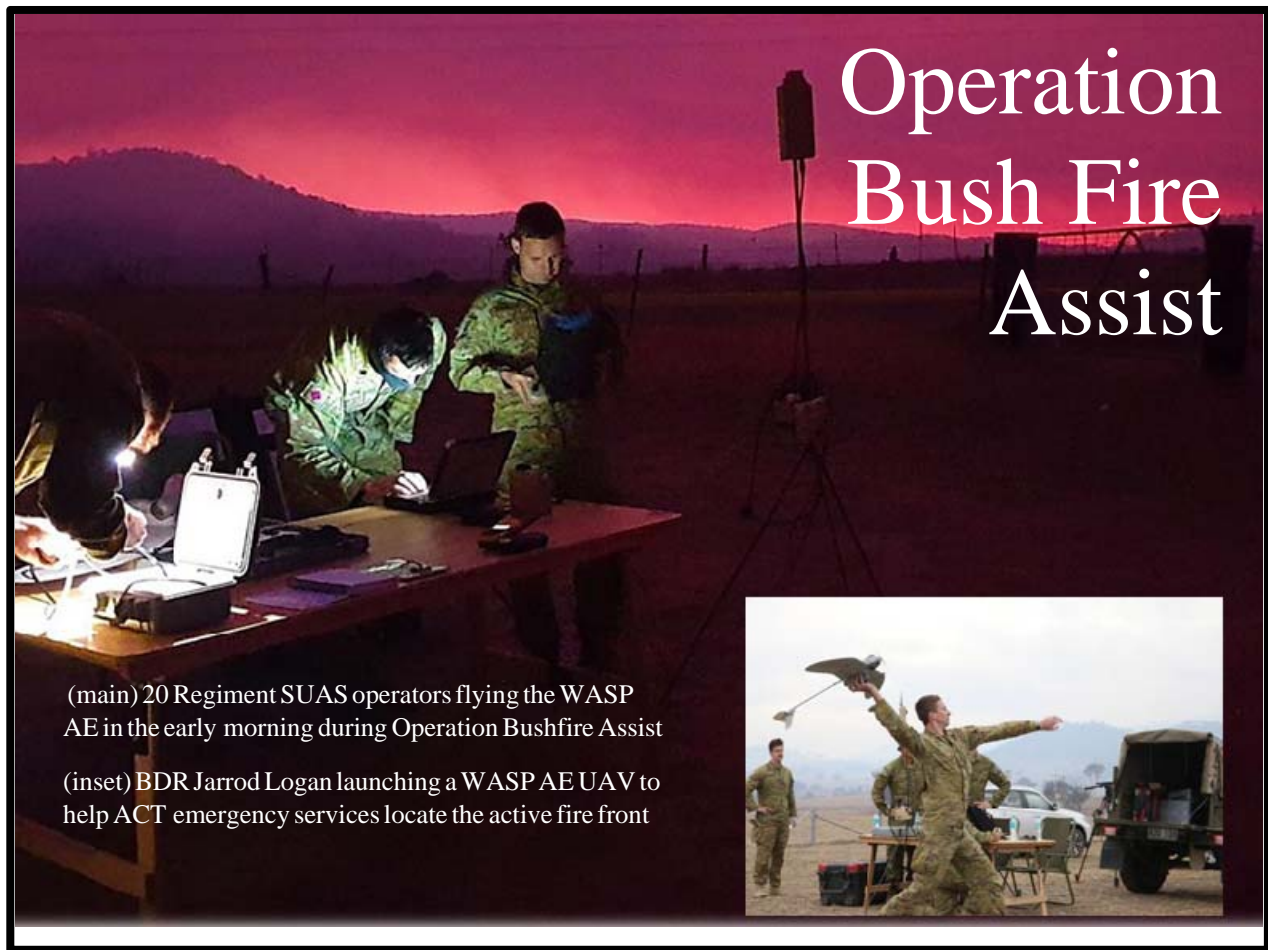
Fire Plan Modification

20TH REGIMENT, RAA

2020 started in frenetic fashion with elements of the Regiment deployed during the Christmas / New Year break to support Operation Bushfire Assist. Due to some prudent planning late in 2019, the Regiment was able to deploy force elements quickly and easily in support of state emergency services and the respective state ADF Joint Task Forces during the National Bushfire Emergency. As the Regiment continues to develop its readiness capabilities in 2020, the ability for the Regiment to deploy the Shadow 200 Tactical Unmanned Aerial System and smaller platforms to support domestic tasks will be a focus point for heading into what already looks to be an interesting year. Additionally, the Regt has the task for leading the ISTAR Coordination Cell within HQ 1 Div/DJFHQ.

This year the Regiment welcomed a new CO (LTCOL Wade Cooper) and RSM (WO1 Reece Hay). MAJ Dan Molesworth was internally promoted to the Regt OPSO (BC Ops Spt Bty), and MAJ Fi Bruce (BC 131 Bty) and MAJ Dan Evangelisti (BC 132 Bty) returned to the Regt. WO2 Geoff Bruhn remains as BSM 132 Bty, with WO2 John Berger returning to the Regt as BSM 131 Bty, and WO2 Al Finnsson (RAINF) posting in as BSM CSS Bty. In addition to providing short notice ISTAR capability options for Army and Government, the Regt is busily preparing for the Shadow 200 replacement program (Land 129-3), integration into HQ 1 Div/DJFHQ, and significant number of regional enhancement activities (Mobile/Mentor Training Teams).





AUTHOR /PHOTOS:

**CAPT Shaun Montgomery, SUAS TP
COMD**

**NATIONAL BUSHFIRE
EMERGENCY**

Over the Christmas / New Year period, 20 Regiment was called upon to provide Unmanned Aerial System (UAS) support to Op Bushfire Assist. As the Shadow 200 UAS is not yet certified to operate in non-military restricted airspace, the Regiment deployed two Small UAS (SUAS) detachments, one to Victoria and the other to the ACT.

Typically, the SUAS detachments operated each morning to provide reconnaissance information to the fire-fighting services. As civilian and ADF manned aircraft and helicopters tended to fly from 0900 h each morning, the SUAS detachment's optimum window was from first-light until 0900 h.

The Wasp SUAS proved to be an excellent resource to support the firefighting operations with each detachment having the capability to rapidly respond to tasks and pass information to emergency services.

As well, the detachments were able to conduct reconnaissance missions to assist route clearance operations. Through the use of the Wasp SUAS, local emergency services were able to gain a quick understanding of the availability of routes and gain an understanding of the work required to re-open some routes blocked by fallen trees or other obstructions.

The soldiers who deployed also felt a great degree of pride at being able to use their training and skills to assist Australians in their time of need.

(top) 20 Regiment Gunners prepare a Shadow 200 Tactical Unmanned Aerial Vehicle for launch

(bottom) A Shadow 200 Tactical Unmanned Aerial Vehicle being launched at Oakey Airfield



FALCONS SPREAD THEIR WINGS

AUTHOR / PHOTOS: LBDR Christopher Gibb, 132 Bty

132 Battery has conducted the first TUAS flight in Australian non-military restricted airspace – a first for the Shadow TUAS system and 20 Regiment. Preparations have been occurring in earnest for the last six months with the School of Army Aviation and Aviation Branch Forces Command to gain the necessary permissions. Flying commenced on 16 Mar Oakey during Ex FALCONS FLIGHT and will continue until end Mar 20.

Whilst the Shadow system is approaching the end of its service, we continue to push for improvements in capability and expansion of the role of TUAS. 132 Battery was unlucky to not be deployed to assist during the bushfires which ravaged the South-East part of Australia from December through January. We are hoping that proving the capabilities of the Shadow system in non-military restricted airspace will show that TUAS can be a viable option for domestic JTFs and Government during humanitarian and disaster relief missions.



LAND-121 / SHADOW 200 SYSTEMS INTEGRATION TRIALS

Author: Ms Hope Sneddon, QUT Work experience student with UASMU & 20 Regiment, RAA.

The introduction of LAND-121 trucks into 20 Regiment, RAA has required a locally managed engineering program to ensure the Shadow 200 system can be transported using the new 40M trucks without causing any damage to the shadow system from differences in suspension performance. Similar work was undertaken when the Army first acquired the system and changed the equipment from HMWVEE mount to UNIMOG. Textron Engineers (the contractors doing the work), in close collaboration with UASMU, have also developed a sturdier Varley platform and customised ladder-mounting bracket to provide increased accessibility to the Shadow GCS and storage units on the new truck. Additionally, these designs have enabled more flexible transport configurations than UNIMOG provides currently. Instead of rear-only shelter access via the Varley platform, the revised 40M design also enables both rear and front-facing shelter mounting to remove the need for the additional platform completely on some shelters.

While the original engineering program which approved the shelters for use on the UNIMOG was able to conduct a desktop audit of vibration effects, there were initial concerns about the increase load capacity of the 40M making the ride too harsh for the relatively light shelters requiring physical testing. At the request of the SPO, with a plan developed by Textron and sensors provided by AATES, CSS Battery undertook vibration testing of Shadow shelters and the reinforced Varley platform to ensure there was no increased risk of equipment damage or structural fatigue using the new vehicle. After comparing both vehicles at a range of speeds under both sealed and rugged road conditions, it appears the 40M will easily accommodate Shadow systems and see the platform through to life of type without issue.

The final testing report is expected from Textron in the near future so that UASMU can provide clearance to migrate the fleet in time for EX FALCON CRAWL where the Regiment intends to employ the updated fleet in a tactical environment.

'TEAM 6' LEADS RIFLE COMPANY BUTTERWORTH 127

Author: CAPT Christopher Wishart, BK131

In Quarter 4 of 2019, 6 Brigade mounted its first rotation of Rifle Company Butterworth (RCB 127), made up of six Units from within the brigade, 131 soldiers departed Australia on the 28th August 2019 to experience the 'J' we'd all heard so much about.

Rifle Company Butterworth is Australia's ongoing bilateral commitment to our Malaysian allies and takes the form of a Rifle Company permanently based out of Royal Malaysian Air Force Butterworth (RMAF-B), in Penang. The Company rotates on a three month basis, usually between Infantry and Artillery Companies, who spend their three months conducting Jungle training, live fire ranges, international engagement, bilateral training and as much sport as was humanly possible.

Exciting stuff, but in all honesty our excitement was matched by a feeling of apprehension. The Company quickly came to terms with the fact that; not only would this be a completely different trip to almost anything any of us had had taken part in previously, not only did it required a set of skills that was rarely consistently practiced amongst the

Brigades' soldiers and officers, but a vast amount of the soldiers deploying on RCB 127 were straight out of Initial Employment Training. All of which were challenges the Company would be forced to overcome in the three months we were deployed to Malaysia, and which I'm proud to say the team did superbly.



Figure 3

The Company mounted in early August and spent a month practicing and preparing for Infantry Minor Tactics and All Corps Soldier Skills in preparation for the increased exposure we were going to experience in Malaysia. The soldiers from different units were thrown together into three platoons all of which included soldiers from every

unit in the Brigade, this immediately reinforced the 'Team 6' mentality and forced them to build new networks and connections amongst their sister units from within the Brigade.

On the 28th of August a C17 laden with tired and hungry soldiers touched down on the tarmac in RMAF-B and was greeted by the previous rotation



Figure 1

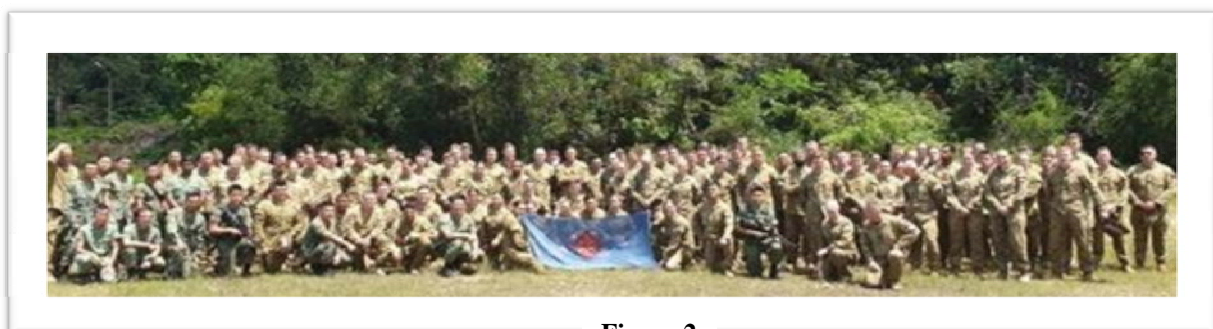


Figure 2

(RCB 126) who guided us through the rigmarole of locating bags and equipment, moving to rooms and then (most importantly) ferried the soldiers of our rotation across to the famous Boaties (the Soldiers' and Airmans' Club up the road from RMAF-B). By midday the next day RCB 126 was airborne on their way back to Australia and we enjoyed RSO&I and mandatory training as we waited for the Malaysia experience to truly begin.

Over the next month, our first in country, the company partook in specific Jungle TTP and SOP training with the Jungle Training Team flown in from Canungra specifically for RCB rotations, and then deployed to the infamous Malaysian jungle. The jungle was an incredibly different training environment from anything we as a company had experienced and for the first week. I watched as everyone from CHQ down battled with the frictions it raised, whether that was with communications, terrain, lack of light (at night the jungle canopy obstructed any ambient light leaving you in a state of complete blackness for almost seven hours) or on a more basic level being wet all the time. Soldiers from all backgrounds and trades came together to achieve the mission and get the job done, and they did it well. They overcame all of the annoyances that the jungle could throw at them with the typical good humour and larrikinism of the Australian Digger all while building their resilience and learning what life was like before the invent of Computers, Battle Management Systems, the comforts of a Command Post or a Unmanned Aerial Vehicle (UAV) Control Station. The company marched out of the Kulim Jungle a stronger more unified sub-unit with the benefits of shared positive and not-so positive (i.e. wet) experience.

The next month of the Companies Malaysian adventure was the conduct of exciting and novel Live Fire Ranges, which for a group of soldiers and officers whose experience was predominantly the AIRN LF2 (or LF6 if they were lucky) was a highlight of the trip. The team enjoyed a range of shoots organised by our gruff but much loved Senior Range Instructor WO2 Ben Trewartha. These included 9mm, sneaker lanes, section attack ranges, and DFSW shoots inclusive of a healthy

amount of demolitions charges, happily (joyfully) provided by our RAE OPSO CAPT Henry Mahood which all added to an experience none of the participants will forget and some fun realistic training.

Concurrently 2 Platoon, Commanded by LT Stephen Cole and SGT Stephen Hagan, represented the ARA and 6 Brigade as participants in Exercise Bersama Lima, the Five Power Defence Arrangement (FPDA) yearly exercise, led this year by our Malaysian friends. 2 Platoon detached from RCB 127 and attached to a composite FPDA company made up of British, Singaporean, operations over a two week period. 2 Platoon represented their country and the brigade to an excellent standard and forged multinational relationships with the soldiers from the other nations that still exist to this day.

The final month was saw the company branch out into international engagement where the 6 Brigade soldiers got to use their specialist skills to offer bi-lateral training to the Malaysians while the Platoons' had the opportunity to move out into the community to play sport and offer assistance to local social services such as orphanages and schools. This was by far the highlight of the trip, RAE soldiers rebuilt and fixed sports facilities for the kids, UAV operators and MPs offered training to their Malaysian counterparts while enjoying a lower tempo than had previously been experienced. This allowed the well deserving men and women of RCB 127 to experience the fantastic Malaysian culture that had been surrounding them for the previous two months.

On the 29th of November the Company sidled into another C17 and begun the flight home, Malaysia had shown us all a new operating environment, strengthened the ties between all the 6 Brigade units, and built resilience in a group of junior soldiers who will benefit from it for the rest of their careers. The Brigade and ARA as a whole should be proud of the performance of their soldiers and I wouldn't be surprised if Team 6' finds itself back in the jungle before too long.

RCB 127

“RCB was a unique opportunity to lead teams and showcase 6

Brigade’s unique capabilities in different environments across South-East Asia.”

Lieutenant Stephen Cole, TP Comd, 131 Battery



Figure 4



Figure 5



Figure 6

‘ENABLE THE FORCE’
6BDE
‘DISABLE THE FOE’



(1) RCB 127 posing with SAF after their urban training in Singapore.

(2) of 1 Platoon after conducting bi-lateral training for the Malaysian PLCOMD and PLSGT course in PULADA.

(3) 2 PL during their lead up training for EX BERSAMA LIMA the FPDA international exercise.

(4) & (5) The multinational company from EX BERSAMA LIMA made up of soldiers from the armed forces of New Zealand, Malaysia, Singapore, Australia and the UK.

(6) The 6 Brigade Plaque left behind at Kem Burma in Johor Baru by the Coy.

(background) LT Stephen Cole commands 2 PL during urban training in Singapore.

(top) 20 Regt members occupying a LUP in the jungle during EX BERSAMA LIMA

(left) PTE Shin Kim comparing herself to a Malaysian 50. Sniper Rifle during Ex BERSAMA LIMA .

PROMOTIONS AND AWARDS

LBDR Higgins being promoted on St Barbara's Day 2019

LBDR Novelli being promoted on St Barbara's Day 2019

LBDR Atanasov being promoted on St Barbara's Day 2019

SGT Cadzow receives his United States Joint Service Commendation Medal medal for meritorious service on Operations

SGT Himstedt was promoted to SGT on St Barbara's Day 2019

LBDR Maloney being promoted on St Barbara's Day, 2019

WO1 Wood being promoted prior to taking up his position as 20 Regt Master Gunner

SGT Plant received the Army Bronze Commendation for his outstanding performance as a JNCO and was promoted to SGT

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Professional Papers

The King is Dead, Long Live the King! Extended Range Cannon Artillery — ERCA

Peace through superior firepower – John Ringo

*Major Cooper Dale
Exchange Instructor, US Field Artillery School*

Introduction

As the current Australian Exchange Instructor posted to the U.S Field Artillery School I have been privileged to witness the U.S Army change its training focus from a COIN dominated war in Afghanistan/Iraq to Large Scale Combat Operations (LSCO) against near peer threats. Within this environment special operation elements conducting direct action missions are not the focus and do not win these types of wars. The side who is able to strike first and mass fires at the decisive point will dominate and enable ground forces to penetrate denied areas that have been traditionally facilitated by air and naval forces (Freedberg, 2016). The U.S. Army has recognised that long range precision fires delivered by Field Artillery systems, are essential for it to win these future wars and are now the number one priority for its modernisation focus.

Aim

The aim of this article is to present information to the RAA community on what ERCA is, what the U.S Fires community is focusing on and how fires and effects are now the number one focus of the U.S. Army. My intent is to start a conversation about what the RAAs Self Propelled (SP) system should be, considering our enduring relationship with the U.S. and our role as allies in a near peer war where we would be contributing to a U.S. owned total fires system.

Background

The experiences of the U.S. Army in Afghanistan and Iraq in the early 21st century are not representative of the most dangerous conflicts the Army could face in the future. Predominantly focused on counterinsurgency operations and stability operations, the majority of forces were not engaged in offensive and

defensive tasks on any given day. The enemy that were engaged lacked the capabilities in the form of sustained long-range precision fires, integrated air defence systems and superior technology of a near peer (Headquarters, Department of the Army, 2017). This has created a culture of reliance on persistent CAS, ISR and joint assets which would be denied or destroyed in a near peer fight.

While the war in Afghanistan waged on, near peers have been developing long range precision fires capabilities that are now in production supporting the force. Capabilities such as the Chinese DF-41 Hypersonic Missile, capable of ranging 12,000km (Tate, 2019) or the Russian “Avangard Yu-74 Hypersonic Glide Weapon which is capable of reaching targets out to 6,000km at 27 times the speed of sound (Missile Defence Project, 2019). Whilst these capabilities are assessed to be used at both the strategic and national level of war, their development has forced the U.S. Army to act and prioritise its Fires systems for modernization.

The U.S Army currently has five platforms from which it delivers indirect fire support. These platforms are the M119A3 (105mm), M777A2 (155mm), M109A7 (155mm), M141 High Mobility Rocket Artillery System (HIMARS) and the M270A1 Multiple Launch Rocket System (MLRS). The range of these capabilities contribute to the “organic reach” of the commander and defines the Area of Operations that they are responsible for. The organic reach defines the boundary for each commander and maps the battlespace.

The in-service M109A7 Paladin has a firing range of 30km (RAP) or 24km with normal HE and a max firing rate of 6 rounds per minute (Military.com, 2020). It does not have an auto-loader and operates with a crew of six. It is fully digitised and provides sustainment commonality with its supported Armoured Brigade Combat

Team known as ABCTs. Its chassis is based off the M2 Bradley Armoured fighting vehicle which builds efficiencies into the support and maintenance processes within the U.S Army's logistics chain.



M109A7 Paladin - Source: BAE Systems

ERCA

ERCA is the next generation gun that the U.S. Army is developing to outrange a near peer adversary. Capable of firing out to 70kms, ERCA will bring an increased rate of fire, lethality, precision and survivability to the Brigade and Division level fight. The longer barrel coupled the rocket boosted munition known as the XM1113, bridge the gap between U.S. and Russian artillery piece disparity. Despite a new experimental round being developed, ERCA will also be able to fire normal conventional rounds such as M107 and M795 rounds with a new supercharged propellant and course correcting fuzes.



M1299 ERCA. Note the extended length of the barrel. Source: Defense News

Auto Loader

ERCA will utilise an auto loading system that will enable the weapon to fire up to 10 rounds per minute using a supercharged propellant (Cox, 2020). This is an improvement on the current rate of fire as it will no longer need three cannoneers to mount and set the fuze, load the round and close the breach. Future adversaries who are artillery focused will have more guns than a U.S. led coalition - at this volume and

range, the autoloader will enable U.S. Forces to mass fires and achieve lethal and precision overmatch.

Employment Implications

So where will ERCA sit in terms of U.S. employment? Who and at what level will it support? There are conflicting opinions on at which echelon ERCA should be placed. One view is that ERCA should replace the U.S. Army's current fleet of Paladins and fully enable the BCTs to achieve LRPF. Whilst allocation to BCTs makes sense on the surface, current U.S Army doctrine does not support a gun whose extreme range would change a BCTs "Operational Reach" from approx. 30kms to upwards of 70km. This expansion of the AO and subsequent responsibilities of the commander would make both target acquisition and the clearance of fires more complex.

At the National Training Centre, Fort Irwin, BCTs are routinely exposed as having limited ability to mass effects due to an over reliance on RAP, the use of maximum charge increments and air support. ERCA enables commanders to engage targets using lower charge increments at greater ranges. At these ranges ERCA could be employed closer to sustainment elements which would enable rapid resupply and enable mutual support of traditional 155mm systems whilst they are moving and conducting tactical resupply.

The opposing opinion is for ERCA to remain direct support to DIVARTY. This would enable minimal changes to a recently updated and revamped U.S. Army Doctrine, and empower DIVARTY to engage its own targets without taking fire support away from the BCTs.

RAA considerations – So What?

The worst effect on capability that fell out of the wars in Afghanistan and Iraq is the now cultural reliance and habitual addiction to air support (Pietrucha, 2016). The procurement of the M777A2 that is out-manoeuvred and outgunned in a near peer environment is hurting the Regiment. The U.S. Army accepts that recent conflicts are not the fight that it needed to prepare for and has modified its training and readiness for a war against an enemy who has the ability to mass artillery at the decisive point. As the "current" stewards of security in the Pacific Rim, will the ADF be satisfied in not preparing for LSCO in other theatres or worse, with equipment not suited to a near peer fight?

In their capstone exercise in the Field Artillery Captains Career Course, students are given four Fires elements consisting of three Paladin batteries and one battery of M777A2. They are then told to plan both manoeuvre and fires elements for a brigade assault on an objective. Given the enemy's WLR capability, in addition to the standard enemy Recon/Observer capability, the students quickly learn that if the M777A2 battery un.masks prematurely, fails to move or engages in multiple battery six fire missions they are discovered and destroyed. The Paladins have a greater level of survivability and enable the students to move, shoot and communicate more effectively whilst negating the vulnerabilities of the towed system. Most RAA BKs and BGs can get their batteries out of a gun position rapidly when engaged with counter battery fire, leaving behind cam nets, on ground ammo and other stores. How many times can a battery conduct this before becoming ineffective?

With the Morrison government announcement that it will build 30 SPs systems in Australia (Sheridan, 2019), the gunner officer and NCO must take into consideration the use and tactical relevance of a towed gun in the next conflict. How will we fight and where will the Royal Regiment fit in a U.S. led coalition? UAS, EW and Cyber capabilities will continue to develop and their range and survivability will enable fire supporters to acquire and prosecute targets at the ranges that ERCA can achieve. Can the RAA value add with our towed systems or will we find ourselves in an OP HERRICK scenario where we are trained to operate U.S. owned SPs in U.S. commanded units?

It is accepted that Australia will never fight a high intensity conflict alone. As a nation closely allied to the U.S., a conflict requiring Australian tanks and artillery will always be fought as a coalition. Acquiring ERCA or the M109A7 would allow the ADF to take advantage of a U.S. led supply and sustainment system rather than deploying and sustaining our own fleet of "unique and exquisite" guns that would require unique attention, maintenance and replacement in LSCO. Furthermore, wouldn't it be prudent to learn from mistakes made by an Army that has the financial flexibility to make mistakes and promulgate lessons learned? By adopting a system and doctrine where these lessons learned have already been applied, the ADF can save money and time and allow the Royal Regiments 36 guns to be considered tactically and strategically relevant. Junior leaders should be

asking these questions of our CTMC qualified members as ultimately, they are responsible for the hardware and software that will be used in the next near peer war.

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Hunter–Killer Artillery: A Letter of Thought on the Tactical Tasks of the Royal Australian Artillery

“The first shot is for the Devil, the second for God, and only the third for the King.”
Napoleon Bonaparte

*Lieutenant TA John, 106th Battery
4th Regiment RAA*

Introduction

The quote above was allegedly remarked by the French Emperor, Napoleon Bonaparte, arguably one of the first generals to tailor their military operations using the field artillery piece as the pivot point from where they swung the remainder of their military arm. Ironically, with all the progress made in the conduct of warfare since that time, the only prominent flow-on effect to artillery employment is the distance from where it provides its support to the battle.

Shifting to a contemporary perspective, it cannot be understated how much the Australian Defence Force (ADF) has been subject to a cacophony of changes to policy, equipment and direction in the last 10 years of its experience. It also does not take an overly observant eye to recognise that doctrine and policy can often be playing a game of catch-up with the rapid pace that these changes in equipment and capability are implemented. Hence, this paper is a result of the observations and reflections of a junior officer in the Royal Australian Artillery (RAA) in an attempt to generate thought surrounding the challenges in evolving doctrine; in lieu of the arrival of Self-Propelled (SP) artillery and the debut of the Multiple Launch Rocket System (MLRS) to the Australian Order of Battle (ORBAT) (DWP 2016).

Aim

The aim of this essay is to explore the limitations of the current doctrine surrounding the Tactical Tasks of Artillery in the context of its evolving capabilities. In doing so, it will revise what the current tactical tasks are and the gap this leaves for the evolving possibilities of artillery employment. It will then explore how the tactical action might look on the ground and finally how this tactical task fills the identified gap in the doctrine.

Old Scrolls aka Current Doctrine

The current tactical tasks as stipulated in Australian Army Doctrine consist of the following; Direct Support (DS), Reinforcing, General Support (GS), General Support Reinforcing (GSR), non-standard tactical tasks and Priority of Fire Support (POFS) (LWP 3-4-1). The ongoing motif displayed by all of these tasks is that they are all, in some form or another, a support mechanism to a manoeuvre element. This has worked perfectly fine in the past due to a number of reasons with the highlight of two being the manoeuvrability (or lack thereof) of the M777 and its predecessors, and the dismounted nature of the ADF (now completely transitioned to mounted). While the wider Army has well and truly transitioned to a mounted or mechanised element, the utility of Artillery in a static Forward Operating Base which has been the SOP in the recent Middle Eastern conflicts has refuted the RAA's need to look past the support roles. The best way to identify the gap of utility in these support tasks is to attempt to apply them to the primary MLRS role (as any artillery officer will surely agree that MLRS is, and always should be, an RAA asset) being depth fires. Depth fires using a MLRS is likely to be used at an operational, if not strategic, level. More specifically, it will be primarily used to conduct precise and decisive strikes on strategic targets like a kinetic coup de tat.

This military action does not support a manoeuvre element directly, nor does it need to support manoeuvre action of any kind. This bodes the question of whether any current tactical artillery tasks apply to it at all. If this is then transferred over to SP artillery, it begs the explanation for why it should be limited to support tasks only, like its outdated towed cousins. SP artillery is comparably fast, traversable and mostly protected from CBF.

Theoretically it could achieve the same effect and so fulfill the same role as the MLRS capability within the short to middle distance battle. The solution to this dilemma that this paper is steering towards is the introduction of a new tactical task verb. The name is not important and it does not need to be segregated from the pre-existing ones. Removing the caveat of ‘support’ from the utility should encompass the array of sub-tasks that could be relegated to the call sign. Thus we are left with a new range of artillery tactical tasks such as ‘Direct Action’ or ‘General Action’ to provide a more aggressive posture to an artillery unit.

Nine Mile Snipers

In order to fulfil the role of ‘Direct Action’ effectively, an artillery unit will need to alter their manner of movement and integral assets. This notion is working under the assumption that the unit is one of SP artillery. If moving forward to engage a unit in a solo strike under ‘Direct Action’, it may need to reduce its footprint in the battle space which will mean reducing its usually large support entourage. It will also require integration with a target acquisition or observation asset. This leads into the primary change to integral assets of the gunline; Unmanned Aerial Vehicles (UAVs). With short to middle range UAV support integral to the artillery unit, it will be able to conduct its own target acquisition and local awareness. In the role of ‘General Action’ the gunline can act from a hide location and conduct surveillance within its general radius, searching for targets of opportunity using integral UAVs and Joint Fires Teams (JFTs).

Offensive Artillery

The evolution of these tactical tasks should involve the addition of new tasks while maintaining the current, as the traditional role of artillery is unlikely to change in the near future. Artillery will still undoubtedly be used as a support asset however with the new capabilities that come with the rollout of new equipment, offensive phases of existing tasks could be formed. For example, ‘General Support’ could also be transitioned to ‘General Action’, while ‘General Support Reinforcing’ could have its own counterpart, ‘General Action Reinforcing’ and so on.

Conclusion

It is important to note that this is a think-tank piece of writing and not a research paper, so

there is not an abundance of reference material to support these ideas. The only facts that were cited came from current Australian Army doctrine and the Defence White Paper 2016. When asked, a current serving artillery battery will primarily give the response that artillery should be used in support, and that we should not try to fix what isn’t broken. Regardless if the idea of offensive artillery is considered or not, with the evolving status of the ADF as a whole it is important to generate thought that takes ideas outside the mould. With the uncertainty in the global situation, it is likely the ADF will need to maintain initiative in its employment now more than ever.

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Combating Digital Torpidity within the RAA

Major Ben White, Battery Commanders
106 Battery, 4th Regiment RAA

The future of war will be fought by machines, but will humans still be in charge? – James Vincent (Vincent, 2018)

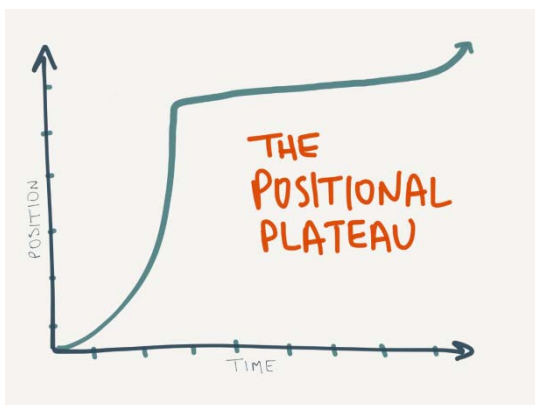
Caveat

This article is designed to be provocative to stimulate discussion about the digital future of the RAA. The proposals introduced are hypothetical.

Introduction

Just under a decade ago, the RAA embarked on a trailblazing digitization effort. The efforts and experiences through the corps meant that the RAA naturally became the digital leaders within the Army. Within a few short years, the RAA had achieved an unrivalled level of technical and digital competence. If you were to graph the process of digitization, I would argue that it looks broadly like the curve in fig 1, where the bulk of change, learning, and development occurred early in the digitization process. Since 2015, the RAA has maintained stability in its digital and technical competence.

Fig 1 – the Positional Plateau



The Positional Plateau

Stability in our digital and technical competence is the overall goal – before digitization, the RAA maintained a healthy positional plateau, with IDFCS and the L119/M198. The critical point of

the graph is not the plateau – it is the position that the plateau exists.

Digital Stagnation

The unbounded question above cannot be adequately answered without the imposition of assessment criteria. Let's limit the problem to our *raison d'être* – our role.

Role of Artillery. The role of field artillery is to provide timely and accurate indirect fire support.

Accuracy. We have gone to great lengths to solve the gunnery problem, to reduce the uncertainty in the variables to the absolute minimum. These lengths are measured in the application of supplementary systems such as; calibration systems, where the muzzle velocity for each gun is continuously measured and accounted for; and a meteorological system that

Are we timely enough?

can be employed to ensure that we have the exact met conditions for the target area.

Timeliness. On a recent exercise, an average engagement took 18 minutes from the point of observation to effects on the target.

A lot can happen in 18 minutes:

- Dismounted Infantry moving at 100m/min can travel 1.8 km.
- A vehicle moving at 40km/ hr will travel 12km.
- A mechanized Infantry Company can complete most of a quick attack.

What has changed? Why can't we be faster? Do we truly trust our digital systems?

Issue. The issue of timeliness is predominantly not a result of the digital system. While things like transmission lag and red gumballs will occasionally delay mission profiles, we have achieved the imposition of systematic delay through procedural design. At every level, data is removed from the system and interrogated by a human-in-the-loop decision-maker. Once cleared, the data is returned to the system. Delays are compounded by:

- **Concurrency of Checks.** In the analogue system, checks co-occurred. The digital thread largely removes this ability due to methods of routing.
- **Situational Awareness.** A digital thread reduces situational awareness of where the mission is sitting. Once a CP or JFECC have completed their checks and dispatched it, there is no real awareness of where the mission resides within the system.
- **We are overusing the ruthless implementation of the Independent Check.** The independent check is now occurring at every level (JFT, BG JFECC, Bde JFECC, TCP), as data entry is now mainly occurring at the BG JFECC.
- **Technical Issues (Red Gumball).**

Most of the timeliness delays are due to procedural checks built into the system. On occasion, technical issues with AFATDS will delay mission profiles.

Is it a lack of trust? Or a lack of understanding?

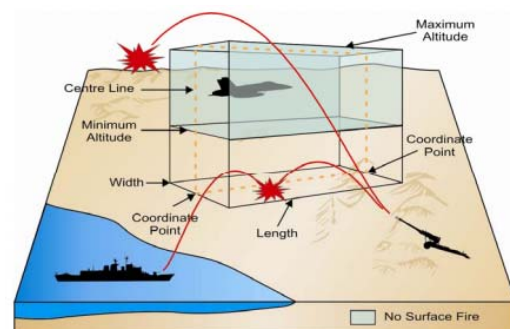
Procedural Change

Timeliness can only increase with procedural change and greater trust of our digital systems. We must embrace procedural control. Understand and control the risk in ways that increase timeliness and decrease processing delays. Improvement can be achieved by focusing on reducing the amount of time conducting checks of the data. Immediate and interim actions could include:

Why does the TCP conduct an independent check of altitude on a fully digital thread from DTCS?

- **Reduction of the Independent Check.** The ruthless implementation of the independent check is critical to ensuring that we engage targets on time, on target and safe. But it only needs to occur once, at the point of data entry. Review of the number of checks at each level should be conducted and limited to ensuring that we achieve engagements on time, on target, and safe.
- **Clearance of Air.** Procedural control measures and restrictive FSCM exist to enable Joint Fires. Why is it not normal that we use airspace coordination areas (ASCA's) for everything that we do? The Bde JFECC/TACP maintains precise control/awareness of all air vehicles operating in the battlespace – yet we independently check and 'Clear Air' for every mission. Could we design a system where Air is automatically clear? – through either procedural (Airspace Control Plan), or positive control (Bde JFECC/deconfliction measures).

Fig 2 – Airspace Coordination Area (ASCA)



Clearance of Ground. Greater and better Blue Force tracking, with greater use of control measures such as boundaries. Within boundaries, under control of the JFT Commander should be automatic clear ground. Cross-Boundary fires checks as required at the appropriate level.

System Change – embrace autonomy.

The RAA has been quick to digitize, but slow to accept the fact that with appropriate guidance, and correct data, that computers can make decisions. It is difficult for the RAA to remove the human from the loop, yet it is this specific action that we must take to be better at our core role.

We are naïve if we believe that the enemy will not exploit every opportunity that is afforded

them. They are likely to be unscrupulous, with lower moral and ethical standards. We face the genuine threat that they will design and employ fully autonomous systems – from the sensor through shooter, with no human intervention.

Human-in-the-Loop (HITL) vs Human-on-the-Loop (HOTL).

We currently utilize a HITL approach at each level, where a human intervenes, makes a decision and sends the mission to the next box. This process will always create delays.

To increase our timeliness, the RAA must investigate a system design where the amount of human intervention points is limited to the minimum number possible.

Broadly, this would see increased decision making by an artificial machine, within guidance's. It would require greater integration of sensor data and information into the fires network. It could include:

- **Clear Ground.** Increase of Blue Force tracking to all ADF & Coalition ground units. Integration of manoeuvre positioning and sensor information into the fires system. Automatic check of manoeuvre data and the automatic issue of Clear Ground.
- **Clear Air.** Integration of Air COP into fires system. Automatic check of positioning and deconfliction of air units with automatic issuance of Clear Air.
- **Reduction of Independent Checks.** Independent checks should only be conducted at the point of data entry.

Combating Stagnation

The RAA is a robust digital leader within Army, but the corps is losing momentum in the pursuit of accurate and timely indirect fires. Now that our digital skills are at a competent level should push further by increasing autonomy, accepting greater risk and supporting the close fight with responsive, accurate and safe fires.



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105mm Artillery Pieces – Time for a Comeback?

*Lieutenant P Ker
106th Battery, 4th Regiment RAA*

Introduction

In 2013 under plan BEERSHEEBA Army reserve (ARes) Artillery regiments were stripped of their 105mm capability and re-equipped with 81mm mortars. The Army stated that the ARes role would become, “to deliver specified capability and support and sustain Australian Defence Force (ADF) preparedness and operations”¹.

This paper will discuss the benefits of reintegrating the 105mm into ARes Artillery regiments. It will briefly explain the benefits of having a smaller calibre artillery piece capable of being deployed ship to shore by both landing craft and airlift in contested amphibious operations. It will also investigate the ability ARes regiments have to store, maintain and train soldiers on the 105mm platform and will conclude with the argument that by reintegrating 105mm platforms into ARes regiments we will improve the Esprit de Corps of the Regiment and allow for cross training between fulltime and part-time regiments.

By establishing reservist batteries of digitised 105mm we will provide the ADF with a capability that is; quicker to deploy to and manoeuvre in a contested environment; Less manpower intensive in operation and maintenance and finally a capability that is accepted into the wider Regiment as an artillery piece.

Quick and Nimble Support to the Amphibious Task Force

In a contested amphibious environment, the initial fire support to the Amphibious Ready Group (ARG) is provided by naval gunfire support (NGS) and close air support (CAS). The joint pre landing force (JPLF) as they make land at the point of entry (PoE) and secure the beach head is covered by the Commander Amphibious Task Force (CATF) control of those assets. As

the ground combat element (GCE) lands, consolidates on the beachhead and conducts a forward passage of lines with the JPLF, organic 81mm mortars augment this fire support to cover the GCE’s foray inland. The JPLF then re-roles to conduct further battlespace shaping or conventional light infantry operations as the beach parties take control of the PoE and start moving support and logistic elements onto the shore².

As the Commander Land Forces (CLF) moves his infantry elements further inland the naval vessel can no longer be the exclusive means of fire support, as the CATF is required to hold and secure the PoE in order to create and maintain lines of supply.

In the era of mechanised, motorised or light Infantry Battalions, I postulate that the GCE is a motorised Battalion, modelled off 1 RAR. A standard configuration would be 16 PMV’s per rifle company, 10 in mortar platoon, five or six in DFSW platoon, three for the signallers and four PMV-L’s (Hawkei’s) for reconnaissance platoon. With three rifle companies and one support company 71 vehicles in total (not including A1 echelon) will be deployed on a vessel that has a 110 vehicle capacity across both heavy and light vehicle decks³.

Now, include a four-gun M777A2 battery and the echelon required to support it onto the same ship. A protected Rheinmetall MAN HX77 8x8 heavy tactical truck with a towing hitch modification tows the M777A2⁴. The towing vehicle also carries the gun detachment’s stores and first-line ammunition. Spare ammunition for the battery is carried on a standard HX77 and trailer while the gun detachment is transported in a PMV. The gun is only transportable by CH-

¹ Australian Army, Building on BEERSHEBA: the Future Army, 02 August 2017

² Royal Australian Navy, Australia’s Amphibious Concept, March 2010

³ Royal Australian Navy, Amphibious Assault Ship, unknown

⁴ Julian Kerr, Making the M777 more lethal, 09 November 2019

47F Chinook heavy-lift helicopters⁵. An LCM-8 or LLC would not be able to transport a M777A2 with a gun tractor and the detachment PMV in one lift⁶.

Whilst a formidable piece of equipment, a battery of M777A2's cannot quickly force project to support a GCE's movement off the beachhead and into the AO. A M777A2 battery is not going to be projected on shore in a scheduled wave. This is due to the landing craft capable of transporting the equipment, vehicles and ammunition being required to lift troops and stores to support the GCE. Deployment via landing craft would also require a lighter gun tractor as a fully laden HX77 cannot be driven on beach landing sites. The Air Combat Element controls the CH-47F and whilst it is capable of airlifting the weapon, it is unlikely to be in support of the ARG during this manoeuvre. This leaves the M777A2 on deck of the LHD during the GCE landing, not into a position to provide fire support to the force.

A 105mm battery has multiple deployment options into the battlespace. Due to its ability to be towed by anything with a dual tow ball mass of 180kg + a 105mm platform could be moved around the battlefield by any vehicle ranging from a 2017 Ford ranger to a HX77⁷. Unlike the M777A2, a 105mm has ability to be externally slung by medium platforms such as the MRH90⁸. This provides options to the CLF to ensure that regardless of air or ground threat a battery of 105mm's can be deployed ship to shore in support of the GCE.

In the battlespace, a 105mm battery has the ability to occupy firing positions that the M777A2 cannot. Ground mobility constraints such as mountainous terrain or peat soil would require the M777A2 to be airlifted into position and left without its gun tractor or PMV's for self-defence. The occupation would require a sortie of CH-47F's to ensure all crew, ammunition and ancillaries were accounted for. This would be a thoroughly planned and executed deployment and would not provide an

adequate means of extraction if counter battery fires (CBF) engaged the battery. In contrast, 105mm platform towed by a utility Hawkei would be a substantially smaller and lighter footprint on the ground. Unmasking a 105mm would emanate a smaller footprint to be ranged by counter battery radars and provide a smaller target for CBF to engage.

Understandably, there are further investigations out of the scope of this paper to be discussed about the multiple methods of deployment and sustainment for both platforms. The 105mm, due to its lightweight, small size, small crew and airmobile capacity has the ability to be the integral fire support required by an expeditionary force in an amphibious operation. Deployment of the 105mm with the GCE would support the CLF manoeuvre plan whilst the heavier M777A2 batteries are safely deployed within the battlefield.

Raise Train Sustain

Integration into a reservist regiment raises the question of operation, currency and maintenance. With a regiment that parades one day a week and conducts monthly training weekend's consideration as to how training, maintenance and infrastructure shortfalls can be rectified need to occur. With the majority of ARes regiments stationed in or around metropolitan areas what is the likelihood of a regiment being able to store their equipment, manoeuvre it out of inner city streets and transit to a training area two to three hours away?

Reservist Artillery depots are located Launceston, Glenorchy, Adelaide, Cairns, Perth, Dee Why, Adamstown, Erina, Kogarah and Canberra⁹. The majority of these regiments were in possession of 105mm platforms such as the L119 or M2A2 before the 2013 disbandment and re-role into Artillery Light Gunners¹⁰. This indicates the infrastructural capacity inner city depots to store 105mm platforms allocated to their regiment.

Whilst seven years has passed since the use of 105mm's by reservists. Doctrine, standing operating procedures (SOP's) and tactics, techniques and procedures' (TTP's) used to guide the handling, maintenance and employment of the weapon are likely to have

⁵ Army Technology, M777 155mm Ultralightweight Field Howitzer, 15 November 2016

⁶ Julian Kerr, Amphibious Ambitions: expanding Australia's naval expectations, 22 December 2011

⁷ James ward, Tow ball mass: What does it all mean? 27 November 2016

⁸ Naval Technology, MRH-90 Taipan Multi Role Helicopter (MRH), unknown

⁹ Defence Force Recruiting, Artillery Light Gunner, unknown

¹⁰ Defence Reserves Association, Defence Reserves Association Submission Defence White Paper 2015, 2015

been archived by the Army Knowledge Group. If 105mm's were reintroduced into ARes regiments, it would be the role of the ARA IG and SMIG to access these documents and implement the correct training and employment of the equipment and ancillaries. Many members of the existing chain of command would have the knowledge and experience required to conduct this training. Long standing members of the reservist community would be of aid to ARA personnel as they would be able to guide junior members of the regiment in the correct use, maintenance and storage of the equipment.

Reequipping ARes regiments with the 105mm, whilst an expensive activity would not be the reinvention of the wheel. With ARA SNCO's and Officers experienced in the management and command of a light battery Regiment at the helm, aided by senior members of the reservist regiments. The transition to and training of Regiments to use this equipment would be guided by experience.

Esprit de Corps

It is common consensus in a gunnery regiment that a soldier is only a 'Gunner' if they are intimately involved with the process of prosecuting targets with an artillery piece. By that extension, a reservist who engages targets with an 81mm mortar system is not a Gunner but a Mortarman. The reintroduction of a 105mm platform to ARes regiments may foster the relationship between fulltime and part-time regiments that are currently lacking.

Conjecture between the ARA and ARes forces is longstanding within many Corps/Regiments. Arguably, this is due to a lack of understanding between counterparts, and a divisive separation amongst job roles and equipment. I believe that reintroducing the 105mm to ARes Regiments and allowing ARA and ARes soldiers to participate in cross training, this in turn will develop mutual respect and improved Esprit de Corps. The lack of kinship between the two forces can be observed yearly in activities such as Hamel or Talisman Sabre. There is potential for improvement to this attitude if members from ARes Regiments were used to bolster gun detachments and command posts during Regimental and Defence wide exercises. Esprit de Corps will only improve if all members take the responsibility of bridging the gaps between the two forces.

Furthermore, the current RAA Officer Gap Year recruitment scheme does capitalise upon our assets. Currently, Gap-year RAA Officers are

required to complete their mortar line officer course even though they are employed within a full-time Regiment. Whilst understandable due to the time it takes to qualify as a RAA officer, this training leaves the Gap Year brethren as only marginally employable within the Regiment. Most rightly, Gap year officers request to conduct training with the Mortar Lines of Infantry Battalions. If 105mm were employed within ARes regiments, Gap-Year Officers would be able to gain an employable skill for utilisation in the ARA gun line or JFECC. This would lessen the division between the two cohorts of junior officers, and likely increase their retention rate if they felt gainfully employment. If retained, ARA Regiments could also offer Reservist officers CFTS placements, which would encourage stronger relationships between full-time and part-time regiments and foster an increased sense of Esprit de Corps.

By issuing 105mm platforms to ARes regiments and cross training their soldiers and officers in the M777A2 there is potential for increased Esprit de Corps between ARA and ARes units. Shared experiences through exercises and resilience training would improve the likelihood of ARA officers and SNCOs desire to post into the full-time positions within the reservist regiments. By encouraging this networking and mentorship, ARes and ARA personnel will be able to both professionally develop and soldiers within the ARA regiments will acknowledge the ARes title of Gunners.

Conclusion

To conclude, future fire power capability strategy should investigate the feasibility of a 105mm platform employed by the RAA ARes regiments. The arguments discussed in this essay were not exhaustive and excluded the logistical requirements that would require further investigation and analysis.

Reconfiguring the ARes RAA regiments with a 105mm platform would augment the ADF's firepower suite with a piece of artillery equipment that is capable of rapidly deploying in an amphibious environment. Employment of the 105mm gun allows for manoeuvrability due to its lightweight structure, small crew and limited logistical requirement. Whilst the flexible airlift and towable nature of the equipment provides any commander with multiple options for deployment and employment. The 105mm would allow for the continued support of a manoeuvre element in environments unsuited for the M777A2.

In order to safely and effectively implement the transition ARes Regiments would require the guidance and experience of the SNCO's and officers that participated in the 105mm original withdrawal from service. ARes depots around the country possess or have possessed L119's and M2A2's thereby indicating that the skills to store, maintain and operate a weapon of this calibre still exists. Whilst these regiments may not have the doctrine, SOP's and TTP's for employment of this equipment at hand, it is safe to predict that the knowledge has not disappeared. By long serving reservists guiding junior soldiers and contact with the AKC for archived documents completed the reintroduction of a 105mm would not be an endeavour undertaken blindly.

The final benefit discussed was the increase of Esprit de Corps that the employment of 105mm will prompt between ARA and ARes forces. As mentioned previously, cross training and mentorship from the chain of command within the ARA Regiments will develop a mutual respect and network allowing for smooth transitions during the yearly Exercises. This will enhance both capabilities by allowing for Gunners within the ARes regiments to supplement gun detachments and command posts. Whilst, this change will be a large cultural, educational and financial shift in responsibilities this essay has explored three positive changes and enhancement this will make to Defences capability.

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The Offensive Support Junior Officer Career Progression is Wrong: Impacts of the Officer Misapportionment on the Battlegroup JFECC

*Major Nicholas Clarke Battery Commander
109th Battery, 4th Regiment RAA*

*“Gunnery: Accurate,
Responsive, Dependable and
Joint” Head of Regiment’s
maxim for the RAA*

Introduction

Joint Fires and Effects Coordination Centres (JFECC) are one of the most crucial elements within the RAA construct. The JFECC is the pre-eminent point at which external effects for a supported unit are synchronised and represents the synthesis of the RAA’s maxim. Therefore, the RAA should reinforce these centres with the same reverence afforded to other critical capabilities. However, the Battle Group JFECC is poorly established, which results from discrepancies between establishment and doctrine. This paper argues that one of the RAA’s primary functions is not just poorly constructed, but also exacerbates the hollowness within many other functions.

As many readers will remember, the Field Artillery Regiments underwent a significant reorganisation in 2010 to create a ‘Gun Battery’ and three ‘Observer Batteries’. The reorganisation is easily reviewed as much of the procedural doctrine remains written for this purpose. Due to the misalignment of command structures, the reorganisation was terminated; the resulting construct was the combination of the two establishments. The final result is a misaligned junior officer progression across doctrine, unit establishment, employment specifications and career courses.

This paper aims to be a thought-provoking challenge to the current BG JFECC construct and the RAA OS career progression to inform the upcoming Employment Category Review (ECR) and Capability Entitlement Review (CER). Through the assessment of the JFECC, this paper will analyse the junior officer progression and training model. The majority of proposals made within this paper can be implemented immediately to rectify shortfalls within the RAA. Long term proposals will

require additional investment by trade and training personnel.

Background

The JFECC’s precursor was born out of a function to provide key liaison and coordination of artillery to manoeuvre units. During the World War II era, these functions required expansion, and additional liaison and observation groups were attached.¹¹ These attachments took the form of force assigned Naval and Air specialist coordination groups. Subsequently, the US Army detailed the implementation of the Fire Support Coordination Centre (FSCC) at the Corps level in 1953, which was soon adopted down to the Battle Group level in the 1960s.¹²

By 1969, the Australian Army adopted the FSCC at the formation level.¹³ The Australian Army followed by implementing the Joint Offensive Support Coordination Centre (JOSCC) at the BG which was renamed to the JFECC. During these evolutions, the attachments to the BG JFECCs were removed or never existed. The RAA addressed this shortfall by upskilling personnel in joint fires and effects outside of their primary trade. The result is a unique organisation that is far smaller than its counterparts within the British and US militaries.¹⁴

¹¹ J Bailey (2004), ‘Field Artillery and Firepower’ Naval Institute Press pg 448

¹² Ibid pg 448

¹³ Artillery Military Forces (1969) ‘Artillery Training Vol III, Pam No. 2, Technical Duties in Action’, Australian Military forces, Chap 2, Section 1

It is possible that the FSCC was implemented earlier than 1969. Although due to limitations of the author’s access to historical doctrine, it was beyond the scope of this paper.

¹⁴ British Ministry of Defence (2019), ‘Royal artillery manual vol III, surface-to-surface, Pamphlet No. 21 Organisation, Deployment and Operating Procedures’ Chap 1 Section2; USMC (2015) ‘MCRP

The final form and function of the JFECC is articulated in the 5-3-3 “The BG JFECC is organised into a BC’s tactical party and a JFECC Main. This enables the BC to move forward with the manoeuvre arms commander while the JFE planning and coordination are continued at the BG main HQ by the JFECC Main.”¹⁵ However, with the subsequent organisation from the 2010 restructure, neither allocates the correct force structure nor applies training to meet the definition within the 5-3-3.

The restructure in 2010 aimed to achieve the 5-3-3 definition by having the Battery Captain (BK) employed as the JFECC Main commander.¹⁶ However, except in rare cases, the BK has resumed their classical role of commanding the Gun Group. Post the 2010 restructure, the lieutenant that was commanding the Gun Group was then transferred to command the JFECC Main as the Fire Support Officer (FSO). This position is articulated on unit establishments as ‘Troop Commander’ and training is delivered as a two-week module in their Regimental Officer’s Basic Course as the FSO.¹⁷ Therefore, the FSO went from a captain with five to six years of experience, to a lieutenant that is likely in their second year with only Command Post Officer (CPO) experience to draw upon to achieve the functions articulated within the 5-3-3.

It may be argued that the employment of a lieutenant FSO has worked for ten years, and there is no requirement to change the structure now. However, over these ten years, the majority of experiences of junior FSOs are perceived through the Force Generation (FORGEN) series. These series of exercises tend to be linear applications of high-end warfighting with command teams rarely ‘killed off’ or removed from exercise. In these simplistic applications of planning and execution, it is in entirely possible that current JFECC Main is

sufficient to perform its primary function. However, the JFECC Main must be analysed against instances of training scenario irregularity but warfighting plausibility.

There are instances of training scenarios that demonstrated the necessity for a more senior FSO to develop fire support solutions with the BC removed from input into the planning process. As exemplified by 108th Battery during Ship-To-Objective-Manoeuvre on RIMPAC 16, the BC was removed from input brought on by dispersion and communications failures. As then BC 108, Pete Tarling observed “Even with direct line of sight to HMAS *Canberra*, BC’s Tac was unable to consistently and clearly communicate to the afloat battle group JFECC [Main].”¹⁸ This instance demanded the FSO to plan and coordinate multi-national joint assets with little to no direction from the BC. While this example is not beyond a lieutenant to achieve, a unit would need to employ substantial training and investment into a person to elevate their level of proficiency.

Unit Entitlements

So far, this paper has argued that the BG JFECC needs a captain, though for many years the RAA has stated it is deficient captains. The workforce summary shows that the net gap is currently at 38 captains across corps and non-corps roles. Despite having a very low separation rate of 7%, the RAA cannot create enough personnel for the required roles.¹⁹ Therefore, to create a captain’s position within all batteries, it needs to be sourced from internally to the RAA.

A possible solution is in a review of the current situation of the employment of junior officers within Batteries/ Regiments. The DOCM-A gazette shows that the RAA has the establishment for 26 forward observer officers. Of these officer positions, nine are assigned as lieutenant positions, and the remaining 17 are assigned as captain positions.²⁰ However, this is

3-16E, Fire Support Systems for MAGTF Operations’ Chap 8 pg 8-30

¹⁵ Australian Army (2010) ‘LWP-CA (OS) 5-3-3 Joint Fires and Effects Planning, Execution and Targeting (Land)’ Army Knowledge Centre, Section 2-3

¹⁶ Australian Army (2010) ‘LWP-CA (OS) 5-3-2 Target Engagement, Coordination and Prediction – Duties in Action Vol 2’ Chap 2 Section 2-3

¹⁷ CM-A (2020), ‘DOCM-A Gazette’ drnet/Army/CMA/Pages/Gazette.aspx (accessed 03 Apr 20); CATC ‘Regimental Officer Basic Course (OS) Continuous’ LMPSS

¹⁸ P Tarling (2016) ‘Integration of the Supporting Arms Coordination Centre, Joint Fires and Effects Coordination Centre and Joint Fires Team’

¹⁹ Directorate of Workforce Management (2020) ‘Monthly Workforce Summary, Officer – ARA Profile Reports 01 Mar 20’ defence.gov.au/Army/DWMA/Pages/home.aspx (accessed 03 Apr 20)

²⁰ CM-A (2020), ‘DOCM-A Gazette’ drnet/Army/CMA/Pages/Gazette.aspx (accessed 03 Apr 20)

not a true reflection on how those positions are utilised.

Of the 26 positions, 15 positions are currently occupied by lieutenants. Even if there is an allowance for incorrect personnel occupying the positions, there is still a majority of positions filled by lieutenants. Furthermore, lieutenants account for numbers beyond their establishment across all three Field Artillery Regiments. Therefore, it can be surmised that there is an acceptance across all Field Artillery Regiments that the lieutenants not only can fulfil the role but necessitate the allocation of the role due to captain shortages.

To create a more appropriate FSO at the BG JFECC, it is proposed one of the FO positions is re-categorized as a lieutenant position. Consequently, the unit entitlement of the FSO (which currently appears as ‘troop commander’), is re-categorised as a captain position and renamed ‘Battery Operations Officer’ to align with doctrine.²¹ This delivers the RAA a solution at nil net loss. Consequently, the junior officer progression is modified to allow junior officers to develop their trade knowledge at the Combat Team/ Company level before being employed within the BG headquarters.

Field Artillery Officer Progression

The Field Artillery officer trade progression is illogical and non-linear as a junior officer develops their foundational knowledge. Under the current construct shown in figure 1, junior officers have little experience before being employed at the BG headquarters. As a result, captains have more experience that is then employed at the Combat Team/ Company level. As previously articulated, there is an inconsistency between the employment specifications and trade progression application.²² However, the application of professional development does not support the officer nor organisation in which they are employed.

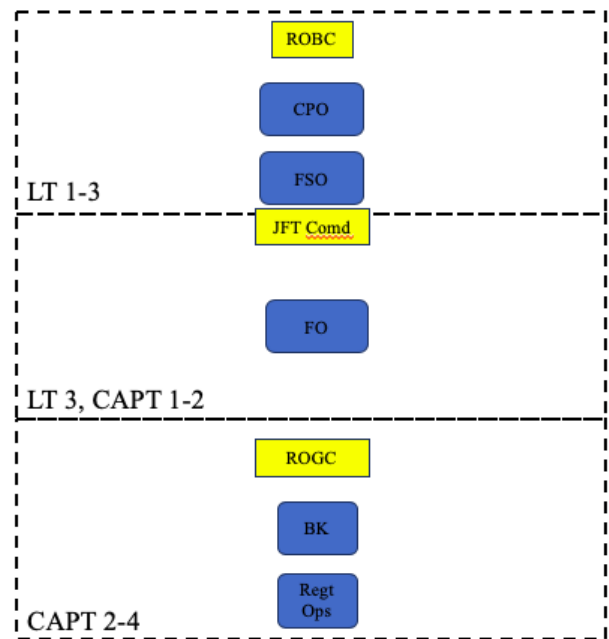


Figure 1 – Current career progression – field artillery officer

A lieutenant’s progression, under the figure 1 model, is required to learn the basics of fire support and conduct their first appointment as a CPO. The lieutenant is accelerated into the BG environment as the FSO to command the JFECC Main. Furthermore as stipulated by the 5-3-3, in the absence of the BC they are expected to plan and advise the manoeuvre operations officer on the employment of joint fires and effects. Unless the battery or regiment has employed significant investment in the junior lieutenant, it is highly unlikely that this member has progressed from course deemed competency to trade proficiency. In reality, regiments attempt to remediate this shortfall through courses such as ‘intro to joint operations’. While the course is beneficial to any FSO, it is only a band-aid solution and does not replace experience.

Compounding to the development shortfalls are the impacts of the FORGEN cycle. Depending on when the lieutenant spends their formative years in the FORGEN cycle can further exacerbate experience shortfalls. For example, if the lieutenant’s fundamental years are during the ‘READY’ or ‘RESET’ years in the FORGEN cycle, they generally receive fewer resources and exercise experiences than their ‘READYING counterparts. Therefore, an FSO is likely only as good as base level training and their FORGEN experience.

A trade progression should be as agnostic of FORGEN and individual circumstances as possible. Therefore, the proposed changes in figure 2 creates a situation where there is more investment made of subaltern ranks.

²¹ Australian Army (2010) ‘LWP-CA (OS) 5-3-2 Target Engagement, Coordination and Prediction – Duties in Action Vol 2’ Chap 2 Section 2-3

²² Commandant CATC (2014), ‘Royal Australian Artillery – Employment specifications – Artillery Officer’ Directorate of Workforce Management – Army (accessed 01 Apr 20)

Importantly, the further increase to lieutenant positions as FOs applies the methodology of career progression already observed within most regiments. As a result, the investment at an earlier stage ensures that more personnel receive exposure to more time as FOs, which is a critical role in their professional development towards FSO and BC.

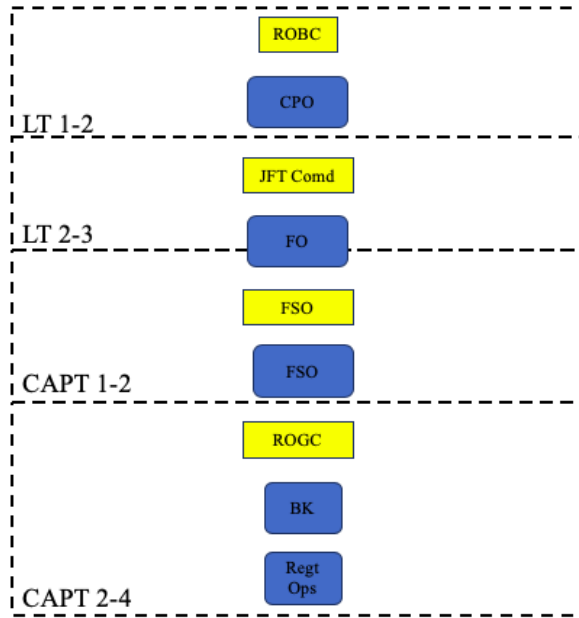


Figure 2 – Proposed modification to field artillery officer career progression

The key experiential outcome for the officer progression is preparing officers to assume battery command and/or a regimental operations officer position. Therefore, maximising exposure to fire support planning across the three echelons of company, battalion and brigade is imperative. Therefore this model focuses on regimental progression officers; this model does not include non-corps and out of regimental postings. Despite these omissions, the liability has been taken into consideration for modelling and asset availability. Therefore, the proposed model does not require each officer to conduct all roles listed in the career progression. Ultimately, the model increases the probability that an officer is exposed to fire support planning at two to three echelons, which mitigates risks observed under a figure 1 model.

Training model modifications

Figure 2 highlights that there are two issues within the training model. Firstly, the execution of one career course per annum such as Regimental Officer Basic Course, JFT Commander’s (Comd) course and Regimental Officer Gunnery Course does not allow for flexibility for officer acceleration. This is particularly pertinent for JFT Comd course. For

example, if an officer graduating ROBC is identified as suitable for a JFT Comd course, the unit has two options to train that individual. Either the officer can be trained in the same year as their ROBC; thereby degrading their experience as a CPO. Alternatively, the unit is forced to wait an additional year for the officer to be trained in the subsequent year to their ROBC. Therefore, the School of Artillery (SOArty) should reconsider having two JFT Comd courses per annum with smaller panel sizes commensurate with the Directed Training Requirement (DTR).

Secondly, figure 2 also proposes that the FSO module is removed from ROBC and ROGC as it is no longer required to prepare junior lieutenants and is repetition for captain progression. The two-week module can then be offered as a ‘just in time training’ course. There are options to further explore the FSO course to be offered as a non-residential course package, similar to the United States Marine Corps FSCC course. The USMC FSCC course is delivered by a ‘fly away’ team, and the package is owned by the training establishment to ensure training consistency. This proposal increases the relevance for the training audience, reduces training for lieutenants and possibly increases flexibility in the training model. Additionally, the distance education proposal decreases the burden on the SOArty and reduces overall costs on the training centre.

Inter-discipline opportunity

Under a figure 2 construct, the RAA now has more flexibility for choosing the correct person to plan and integrate fire support. However, by increasing the flexibility with ‘just in time training’ and the necessity for a captain, there is an opportunity to broaden the RAA officer that is employed to command JFECC main. The RAA Officer Employment Specifications (ES) detail that junior RAA officers’ functions are broadly similar across all three ‘streams’.²³ However, by the time the RAA officer is a captain, there is an expectation that they have a broader understanding of the holistic RAA capability. As stipulated in the ES that a captain’s duties include “conduct RAA liaison with supporting arms, services or headquarters”.²⁴ Although, the general RAA

²³ Commandant CATC (2014), ‘Royal Australian Artillery – Employment specifications – Artillery Officer’ Directorate of Workforce Management – Army (accessed 01 Apr 20)

²⁴ Ibid

officer only has two formal points of convergence of the three ‘streams’ which exist at the RAA Officer Orientation Course (OOC) and Combat Arms Officer’s Course (COAC).

Surveillance and Target Acquisition (STA) and Air and Missile Defence System (AMDS) both have officer constructs that have senior lieutenants and junior captains within Brigade headquarters as planning and integration staff. Given this fact, those personnel are uniquely prepared to be selected for FSO within field artillery batteries. Outside of the strict fire support planning officer that figure 2 presents, the AMDS and STA streams offer batteries an FSO with additional exposure to targeting integration and air space planning/ management. The FSO stand-alone course offers all ‘streams’ a point of convergence regardless of employment as an FSO. The reinforcement of common skills, such as synchronisation, orchestration and targeting, supports the continuation training delivered on OOC and COAC.

A common training point also offers OS officers further opportunity for inter-discipline employment. The application of common competency trained individuals enables OS officers to be employed within a STA Cell (STAC) or Air Land Integration Cell (ALIC). The secondary effect is that hollowness across mid-level captains can also be remediated between ‘streams’. Ultimately, the RAA would benefit by having a more formalised inter-discipline employment opportunity to meet the flexibility required future RAA officers within multi-domain operations.

Conclusion

The lack of assessment of the officer career progression post the 2010 reorganisation has left the BG JFECC poorly manned. This is born out of an immediate necessity to create a role for junior lieutenants. However, there is a requirement to remediate this position before the RAA modernises and creates additional complexity for that position. While the RAA is in a period of self-assessment, through the ECR and CER continuum, an opportunity is presented to fix the shortfall.

Through the application of figure 2, the RAA can create a progression that increases the individual’s knowledge and application of JFE over time. Importantly, the proposal incurs no financial or personnel cost to the RAA and enhances current capabilities.

Further research is required into the application of FSO and JFT Comd courses and how it can meet the DG TRADOC’s intent to reduce training time and costs incurred at the training establishments. Finally, the opportunity to allow commanders to select personnel across OS, AMDS and STA only benefits the JFECCs and the RAA.



Book Review

Extreme Ownership: How U.S. Navy SEALS Lead & Win

By Jocko Willink & Leif Babin

Reviewed by Captain Brown

Extreme Ownership, written by two former U.S. Navy SEALs, Jocko Willink and Leif Babin, explores the concept that good leaders take responsibility for everything within their realm of influence. Whether in military or business environment, leaders who take ownership of their lives and stop making excuses, will learn to take action to resolve their problems. So, what is it about this topic that has made this book the number one bestseller for the New York Times and Wall Street Journal with more than a million copies sold worldwide? It comes down to very simple principles of leadership explained in a brutally honest and somewhat confronting manner. It can be difficult for most people to take ownership of mistakes that they have made, or the poor performance of their teams.

Leaders want to believe that they were chosen for a particular role based on individual merits and that they are the right person for that job. It can be difficult to realise that every leader and every team will make sometimes very significant mistakes; the humility to overcome and take ownership of these failures and put aside ego provides incredible lessons for enabling the team to perform better.

This book explores some very serious lessons learned in a war-time operational environment. Willink and Babin provide accounts of their

experiences as special operations leaders of SEAL Team Three's Task Unit Bruiser during the Iraq War. At-risk to their safety and that of the SEALs they lead, Willink and Babin commanded teams working toward the objective of achieving the mission of securing the city of Ramadi from the clutches of highly dangerous insurgents. What is most humbling about these stories is not the explanations of glorified heroism on the battlefield, but the ownership of the real-life mistakes that the leaders made. In an easy to read manner, each chapter of the book can be read either standalone or sequential. The chapter format is conducted in a three-part breakdown: the military account of either Willink or Babin's own combat experience in

Iraq or SEAL training, the lesson or principle drawn from that experience and then its practical application to the business environment. The first four chapters of part one explore the character traits of the leader through the topic of winning the war within. The next four chapters in part two identify lessons that can be learned from the laws of combat and the final four chapters in part three look at how to sustain victory through planning, leading, decisiveness and discipline.



The intrinsic traits of a leader are explored in great detail in part one. The first principle explored in the book is the basis of the title: Extreme Ownership. This explores the idea that the leader must own everything and there no one else to blame. When a leader accepts responsibility for failures, continues to build the team and credits their team for their successes over themselves, the team's culture is developed at every level. The next principle explores the idea that there are no bad teams, only bad leaders; a leader that doesn't believe in their

team member's capabilities and blames them for poor performance only creates a toxic environment. Conversely, leaders who enforce standards motivate the team and pulls them together can build the team to continue to improve and perform well. Willink also touches on the importance of a leader being a true believer in the mission; a leader who fails to understand how a mission aligns with the strategic goals will cause their subordinates to question their own beliefs in the mission. It is very easy for the front-line personnel, whether in the military or a corporate environment to not understand the strategic picture. Leaders need to make sure that the reason 'why' is communicated down to the lowest level; if they don't understand the why, then they should seek that out from their senior leadership. The last principle in part one of Extreme Ownership is to check one's ego. While ego can help with confidence, it can also cloud judgement and cause leaders to be unable to critically assess their performance or their team. While its difficult to take the blame, a leader will look past their ego to focus on the mission and how that can be accomplished.

Willink and Babin take their lessons from the laws of combat and apply them to leadership in part two of Extreme Ownership. Cover and move, or as we call it in the Australian Defence Force, 'fire and move', is one of the most basic drills taught in initial training. This basic principle underpins the idea of teamwork and mutual support being critical to supporting each other to win. Likewise, keeping concepts simple and not finding ways to overcomplicate orders or plans is crucial to success. Things inevitably will go wrong at some point, and a complex plan will compound the issues. Willink and Babin demonstrate that processes must be simplified and understood at the lowest level to ensure the mission succeeds. The next principle in combat is to prioritise and execute, expressed verbally as: "Relax, look around, make a call." This principle is not only critical to the complex domain of the battlefield, but also any environment where rapid decision making and multiple demands exist. A leader that prepares

for multiple contingencies and stays ahead of the curve will be better prepared for remaining calm when the pressure is greater and be able to act faster and with clarity. The last principle from part two of Extreme Ownership is decentralised command. No leader can successfully manage hundreds of individuals, but by having teams within teams that understand the mission and the reason why for the mission, commanders' intent can be better executed to maximum effect.

The final part of Extreme Ownership explores the key principles that enable teams to achieve and maintain success. Firstly, Willink and Babin delve into the importance of a thorough planning process, commencing with a sound understanding and analysis of the mission and participation of subordinate leaders. Courses of action must be weighed up and risks identified and mitigated as much as is possible. Participation in the planning process by subordinates creates buy-in to the plan and a greater understanding of the commanders' intent, which in turn, enables a more decisive and effective outcome. This links to the next principle of leading up and down the chain of command; while a lot of emphases is placed on leading subordinates, Willink demonstrated that leadership goes both ways in extreme ownership when he realised that although he may have felt frustrated with the continuous questions by his boss about the way they were conducting operations, he had not done anything to provide situational awareness up the chain. A leader must be able to support their boss by providing situational awareness that enables their decision making. Leaders must also work with their bosses to present a united front, executing orders as though they were their own. The next principle explored is the importance of decisiveness amid uncertainty, or as we often say: an 80 percent solution on time is better than a 100 percent solution too late. Leaders need to be able to act on logic rather than emotions, absorb complexity and convey simplicity even when their understanding of the environment is incomplete. The final principle that Willink and Babin address is that discipline equals freedom. Although this may seem counterintuitive, they

argue that teams that execute with well-practiced discipline will be faster and more effective and improve their overall ability to operate and manoeuvre with freedom. They also introduce the dichotomies of leadership, whereby leaders need to balance traits without letting them become strengths overdone. Leaders need to be confident but not cocky, courageous but not foolhardy, humble but not passive and so on. Leaders who find this balance will be more effective and more capable. A strong willingness to learn and a humble attitude will develop a highly effective leader.

From personal experience, the best leaders I have ever worked for have been pillars of the principle of extreme ownership. Whether its because they have read the book themselves and have taken notes, or just naturally integrate this style of leadership in their character, it is evident that their subordinates are willingly influenced to follow in their example and achieve the team and organisational goals. Leaders that put their egos aside and focus entirely on the mission and organisational success will see much better outcomes and improved relationships with others. What makes this book a standout is its application beyond the military to everyday life. Willink and Babin's lessons learned through combat have been transferred to the business environment, demonstrating that these principles can overcome any leadership challenge that might arise. Leading others is one of the most challenging and rewarding endeavours; leaders owe it to their subordinates and the organisation that they are a part of to practice the simple principles outlined in this book. Overall, Extreme Ownership is a very enjoyable book and a staple that should be on every leader's reading list.

Seeking Your Support

The Gunners' Fund is designed to provide a source of income that can be utilised for the benefit of all Gunners – regardless of rank. This income is generated from fortnightly or annual subscriptions from serving (both ARA and Reserve) and ex-serving members of the RAA, life memberships and various donations. The current size of the Fund is relatively small, especially when compared to other Regiments and Corps funds in the Army. As a result, it is only able to provide relatively modest levels of support within the RAA. This will improve as the subscriber base grows. The Fund is managed as a Non-Public Monies Account by the SO2 Head of Regiment and is with Australian Military Bank.

The Head of Regiment's intent is that the fund is utilised to foster our Regimental spirit, not only by ensuring our past is captured, but also by ensuring we continue to build our identity into the future. As such it is his vision, as the Fund grows, that we can begin to provide greater support to prizes, awards and incentives. Ideally this will encompass recognition of individual and team achievements, written articles, memorial and museum projects, bereavement needs, as well as special projects requested by individual members or sub-units/units of the Royal Regiment and affiliated Associations.

The Gunners' Fund not only belongs to past and present Gunners, but also to our successors. We must leave them a strong and vibrant 'family'. This is only possible with support from individual subscribers. If you have any questions or would like to receive a subscription form, please contact the Fund's Treasurer, Major Gary Down, on 03 5735 6267, mobile 0407 140 036 or email gary.down@defence.gov.au.

Your contribution, along with all the other serving and retired members of the Royal Regiment who are making a similar commitment, is extremely important in ensuring the Regimental Committee can support the fostering of our esprit-de-corps and ensure our unique 'Gunner identity' remains a fundamental part of Army's culture and traditions.

Once a Gunner, always a Gunner!

Doctrine

Targeting within an Effects Based Approach: A step by step guide

Introduction

The Deployable Joint Force Headquarters (DJFHQ) integrates joint and coalition assets as well as Whole of Government (WOG) agencies to fight and win. It does this across contested domains of Maritime, land, air, space, information and human¹. These domains are encapsulated within the information system, physical system and cognitive system which constitute the Operating Environment². The headquarters is constantly exposed to complex problems at the military operational level that require robust and rigorous analysis.³ In order to nest targeting within this, the Joint Fires and Effects Coordination Centre (JFECC) uses an effects-based approach (EBA) to planning.

EBA is based upon the notion that in planning you begin with an Operational Endstate, articulate the physical and cognitive systems that constitute that endstate (Objectives), then devise the physical and information actions conducted across and within the six domains, in support of the Decisive Points (DP) required to achieve change in the overall operating environment. Inherent to this, an EBA to Targeting should first seek to understand the *why* of the Operating Environment, prior to the development of the *how* to achieve the Comds Endstate.

An Effects Based Approach is conducted *in conjunction with the Joint Military Appreciation Process (JMAP)* and enables the planning of

both lethal and non-lethal effects through planning activities as part of the *Joint Targeting Cycle (JTC)*. It is however worth noting that the JTC is a cyclical process that may occur independently of the JMAP. Targeting within this approach focuses on affecting the stakeholder's capabilities and behaviours that enable them to limit or enhance the achievement of our DPs, and to more efficiently achieve the commander's end state.⁴ It suggests that it is only those entities that limit or enhance the achievement of our own DPs that warrant targeting.

The authors would also like to acknowledge the architects of the original design and their efforts in the implementation of an Effects Based Approach within the HQ1DIV/DJFHQ. This paper seeks to build upon those successes.

Purpose

The purpose of this paper is to propose a simple, logical and repeatable step-by-step guide to how DJFHQ's EBA **may** be applied to targeting, and is not representative of the current process applied within the JFECC.

This paper was designed by and for members of the DJFHQ JFECC. Some of the methods in the EBA have been adapted from other organisations both within and outside of the ADF. Additionally, some of the proposed planning actions within this approach, such as when to conduct a COG, run counter to accepted norms. This is done deliberately, and in order to promote discussion, create competition for ideas and to ultimately contribute to the continued development or refinement of DJFHQ's EBA to targeting.

EBA STEP 1 – Environmental Scan

JMAP: Scoping and framing.

JTC: Endstate and Commanders Objectives

¹ ADDP-D, Foundations of Australian Military Doctrine, Edition 3, 31 May 12

² ADFP 3.13.1, Information Operations Procedures, Edition 2, 28 Feb 17

³ CA Directive 08/19 – Army Task Directive 2020 – 2025 of Jun 19

⁴ ADDP 3.14, Targeting, Edition 3, 12 Jul 18

EBA Input	EBA Process	EBA Output	EBA Targeting Output
1. JIPOE 2. Commanders Initial planning guidance 3. Endstate 4. Comd visualisation	1. Define the Problem 2. Understand the Operational Environment 3. Stakeholder analysis <ul style="list-style-type: none"> a. Identification of key target systems b. Grouping by DIME 	1. Problem definition 2. Understanding the Operational Environment 3. Defining key stakeholders task, purpose, method and endstate	1. Key Target Systems identified for each stakeholder

An *environmental scan* is the process of structuring observations in order to infer an understanding of the operating environment and the nature of stakeholders’ interactions within it.

Ideally, effects planners would be able to utilise the JIPOE as their primary source to gain a comprehensive understanding of the environment and battlespace. Often, time constrained planning requires multiple planning iterations to occur simultaneously. Conducting a separate yet simultaneous analysis to the JIPOE has the benefit of enhancing analysis conducted by the J2 cell (ideally before the presentation of the JIPOE).

Method:

Problem Definition: The effects planner should begin by asking a basic question that has to be resolved in order to reach the desired endstate. This should be in the SMART format: specific, measurable, achievable, relevant and time-bound⁵. Obfuscation in articulation of the endstate or objectives creates uncertainty and limits overall effectiveness of Military Operations through disaggregation of effort.

Understand the Operational Environment: This may be gained or influenced by the JIPOE, but should also be conducted in addition to it.

- What is the system that currently exists in the operating environment (Narrative)?
- Using the COMD’s endstate, what is the desired system?

Stakeholder analysis: who (or what) are the main actors in the battlespace?

- Who are the main stakeholders?

- Identify key target systems / sets that constitutes a stakeholders’ power or relevance.
- Categorise into the four elements of national power: Diplomatic, Informational, Military and Economic (DIME)
- Summarise each stakeholder’s *task, purpose, method and endstate*.

Note, for the purposes of EBA, this paper suggest that a Centre of Gravity (COG) is not conducted by the JFECC for the purposes of targeting during the initial phase. Rarely in practice are our objectives the antithesis of a specific enemy at the exclusion of everything else. Deconstructing an adversary’s perceived source of power too early and in isolation of an own force course of action can lead to limited lateral thinking and focusses our actions towards an adversary at the exclusion of all other inter-related elements. Within this approach, COGs are conducted in step three against each DP within the Operational Design. This focuses the planner on the operational design, while ensuring that the planning is aligned to the defeat of inhibitors or support to the enhancements to the achievement of the endstate. However, this does not negate the requirement for members of the JFECC to contribute to the development of the adversary COG by the J2 branch within the JIPOE.

Targeting Outputs

Targeting outputs will be limited at this stage. The most important component for future steps is an inherent understanding of what objectives each stakeholder has in the operational environment. This informs the effects planner of *why* stakeholders are conducting a specific set of actions and thus allude to methods to undermine or support these activities.

⁵ McKinsey and Company 2007, ‘The McKinsey Approach to Problem Solving’, *McKinsey Staff Paper*, no. 66

EBA STEP 2 – Target Development

JMAP: Mission analysis

JTC: Target Development

EBA Input	EBA Process	EBA Output	EBA Targeting Output
1. Refined Joint Intelligence Preparation of the Operational Environment 2. Key Target Systems identified for each stakeholder	1. Target systems development 2. Intelligence corroboration	1. Understanding of key adversary target systems and their interrelated sets, components and elements.	1. Development of target systems down to element level 2. Draft HVTL 3. Draft HPTL 4. Draft Master Target List (MTL)

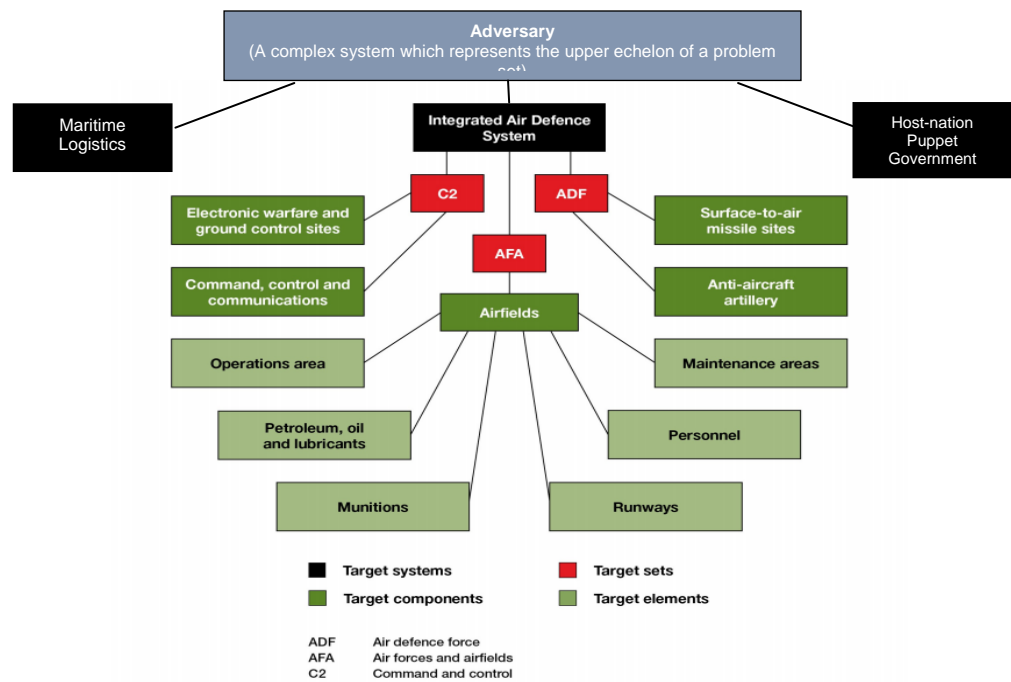
Analysis in step 1 will assist planners in identifying key target systems (an umbrella term for a group of interrelated components). Step 2 breaks these systems down into their respective components and elements. Analysing a problem through this lens enables effects planners to further develop their understanding of how target systems function and what their basic intra-functional relationships are.

While target systems are dependent on specific target components to perform a function, they may also be interdependent of one another to generate a capability for an adversary.⁶ For example; maritime logistics (a target system) may provide ships to supply munitions (a target component) that are a key requirement of an Integrated Air Defence System (a target system).

Method:

1. Target System Development. The Key Target Systems identified through the Environmental Scan (Step 1) can be further analysed to identify subordinate target sets, components and elements. As detailed in ADFP 3.14.2 Targeting Procedures, effects planners analysing sub-elements of target systems should

focus on a target’s criticality and vulnerability to assess its overall worth to the system. Through this type of analysis key characteristics of the system will begin to reveal themselves. For example; is the system centralised or decentralised? What is the system’s resilience to change? What is the endurance level of a specific target system, etc.⁷



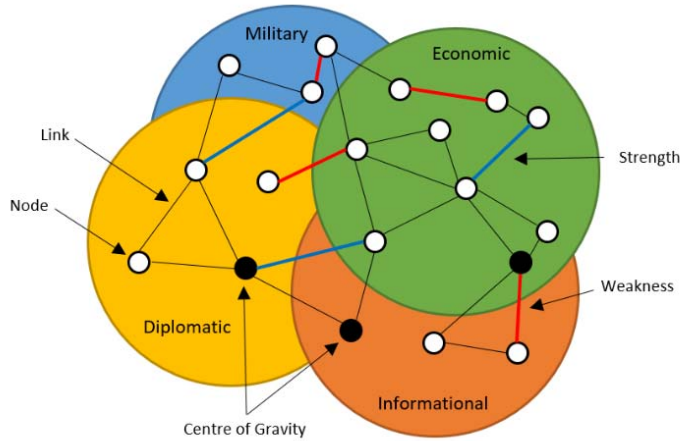
- This process is predicated on the rationale that individual target systems (“nodes”) are intrinsically related (via “links”) and can be grouped together. Target systems may be physical or non-physical, but should always represent key elements of a system’s overall power. The aim is not to simply list capabilities and attempt to derive perceived weaknesses, but to focus on the relationships between target systems. A target system’s fundamental importance is determined by its

⁶ ADDP 3.14.2 Targeting Procedures, edition 2, chapter 3, annex E

⁷ TSA, Tradecraft Handbook, Chapter 4, paragraph 8-34

relationship to other nodes within the overall functional system.⁸

- The benefit of this process, is that it sets the conditions for the identification of a systems assessed COG through analysis, versus military intuition based on limited knowledge and applied though cognitive biases.



2 Intelligence Corroboration. Once in-depth analysis of individual target systems has been completed, results should be compared and validated by the intelligence staff.⁹ Each target system will be dependent on specific links, resources or components in order to function. Planners should seek to understand a potential target’s accessibility, susceptibility, redundancy, resilience and impact on the operating environment as well as friendly force’s ability to affect it.¹⁰

Targeting Outputs:

This step will generate a plethora of potential targets for planners. Having a constant focus on the relationships between target systems will assist in planners in identifying potential priority targets for prosecution.

Ultimately the purpose of this step is to understand why an element is relevant and how this knowledge could be used to reach a desired end state or objective (decisive point or event). Once the critical links between individual target systems are identified as relevant to our commander achieving a desired DP, endstate or objective, they can be included in the draft HVTL. As Mission Analysis is completed, and DPs start to be developed, the HPTL can also begin to be drafted.

EBA STEP 3 – Systems

Analysis

JMAP: Course of action development

JTC: Target Development & Capabilities Analysis

EBA Input	EBA Process	EBA Output	EBA Targeting Output
1. Draft DPs – J5 2. Draft Objectives – J5 3. Refined Comds guidance	1. Conduct COG for each DP 2. Identify common vulnerabilities across key systems 3. Identify friendly resources and capabilities	1. Understanding of what potential effects can be had on a target system 2. Understanding what effects must be conducted to enable achievement of DP	1. Refined HVTL 2. Refined HPTL 3. Draft RTL / NSL 4. Draft TNL 5. Draft Targeting Guidance 6. Draft TEP

⁸ TSA Tradecraft Handbook, Chapter 2, paragraph 25

⁹ In some cases, it may be more suitable for J2 staff to conduct full development of target systems; however, limited resourcing does not always make this a feasible solution.

¹⁰ CJCSI 3370.1, Target Development Standards

The COG construct is applied in the JMAP to assessing key components in the battlespace. By comparison, this paper proposes that the EBA uses COG analysis as a means to identify the main inhibitors to a DP being achieved along each Line of Operation (LOO). Conducting a COG focuses the planner on the environments ability to limit or enhance our achievement, while basing the analysis on DPs ensures that the planning is aligned to blue force Operational Design.

COG analysis will assist effects-based planning in understanding *how* a system and its sub-elements may conduct specific sets of actions. It will also provide planners with a detailed understanding of a system’s strengths and weaknesses as well as insight into how an adversary organises and makes decisions.

Method:

1. Conduct a COG on each DP. Although DPs will be in the initial draft phase from the J35/5 cell, conducting analysis on each key action will ensure that effects are aligned to blue force plans from the onset.

- When framing the COG analysis, effects planners should focus on framing the COG on the main inhibitor to blue force achieving that DP.
- TCVs from each COG analysis should form the basis of key actions that blue force will have to complete to achieve a DP.

2. Identify common vulnerabilities between target systems and the achievement of each DP.

- When identifying targetable critical vulnerabilities, it is vital to examine where commonalities exist between multiple systems and to group these into target sets in order to optimise the analysis towards targeting outcomes.

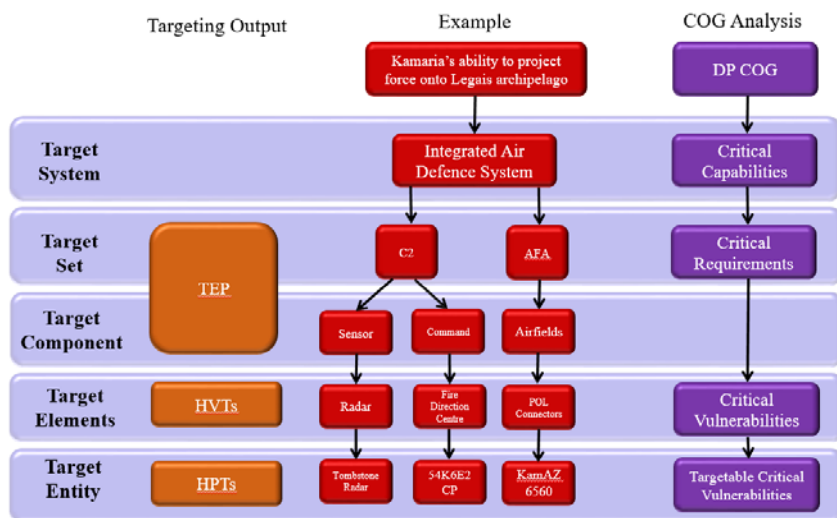
3. Identify friendly resources and capabilities. Once priority lists of targets have begun to be assembled, planners must marry these up with friendly force capabilities.

It is important that planners actively seek out owners of respective friendly and flanking capabilities so that they have a comprehensive understanding of its availability, restrictions, pre-conditions and authorities for use.

Targeting Outputs:

Targeting outputs should see the formation of target sets that are essential to a stakeholder’s powerbase and assist to identify those components that are susceptible to friendly force effects. Understanding the relative worth of target systems and components to a specific stakeholder’s purpose for being in the operational environment will inform the effects planner of capabilities that are most important to a potential adversary.

This step will contribute to the refinement of the HVTL, HPTL, draft RTL, NSL, TNL and Targeting Guidance, as well as the first draft of the Target Engagement Plan (TEP).



EBA STEP 4 – Targeting Plan

JMAP: Course of action development

JTC: Capabilities Analysis, Comds Decision and Force Apportionment

EBA Input	EBA Process	EBA Output	EBA Targeting Output
1. Refined Comds guidance 2. Refined LOOs and DPs 3. Problem definition 4. COGs 5. Developed Target Systems	1. Creation of defeat / success mechanisms 2. Development of Essential Effects (EEs) 3. Development of Joint Effects Tasks (JETs)	1. Refined targeting guidance	1. Defeat / Success mechanisms 1. Essential Effects 2. Joint Effects Tasks 3. Target Engagement Plan 4. TNL 5. RTL / NSL

The last step is heavily focused on finalising targeting planning and products for use during the joint targeting cycle. By completing the previous steps successfully, planners should be able to draw rational and logical threads between proposed targets for prosecution and achieving the commander’s endstate as effectively and efficiently as possible.

This process is critical to the successful development and implementation of Operational Assessment. The Operational Assessment process uses outputs of effects based planning to develop Measures of Performance, and more importantly, Measures of Effectiveness.

Method:

1. Creation of Defeat Mechanisms. Defeat mechanism are not currently defined in ADF doctrine.¹¹ The authors define a defeat mechanism as the method through which friendly forces undermine an adversary’s ability to accomplish their mission while simultaneously setting the conditions for the achievement of the friendly mission by informing the planner *what* to target, when to target and *why*.

- Defeat mechanisms should focus on pre-empting, dislocating or disrupting a system and express the purpose, desired effects upon a target system and the series of activities to be undertaken by the commander to defeat an adversary.¹² They are not a single action or task; however, it must be bound in time and space.

¹¹ LWD 5-0 Planning, LWD 3-0 Operations and ADDP 5.0 Joint Fires and Effects is the only doctrine that the author found reference but not definitions of defeat mechanisms.

¹² Adopting the Brigadier General (Retired) Huba Wass de Czege Model of Defeat Mechanisms Based on Historical Evidence and Current Need, DeLancey, School of Advanced Military Studies, page 9

- Another option is to consider the concept of a *Success* mechanism, which utilises the same methodology as for defeat mechanisms; however, is related against a system that does not have clearly defined adversary. This is ideally suited to Humanitarian Assistance and Capacity Building Missions.
- A defeat / success mechanism can either be related to a line of operation generated from the JMAP, or can be created against an element of national power following the DIME method.
- An example of a defeat mechanism is:
 - Functionally DISLOCATE enemy A2AD capability by SUPPRESSING key integrated air defence systems and PROTECT JTF freedom of action by establishing local Air Superiority and Sea Control. DECEIVE HQ 79 DIV C2 during the lodgement of the Amphibious Ready Element and PROTECT the Ground Combat Element’s left flank enabling their thrust north.¹³

2. Development of Essential Effects (EE). The generation of EEs is predicated on a robust DP that articulates a purpose, outcome or effect that is measurable in terms of time, space or magnitude.¹⁴ EEs should be synchronised and tied to a DP and prioritised in order that most effectively meets the commander’s endstate. EEs should be expressed in the form of task, purpose, method and effect describing the change in the system required to reach the end state. Put

¹³ ADDP 3.1, Joint Fires and Effects, chapter 4, paragraph 16

¹⁴ ADFP Joint Military Appreciation Process, chapter 3, paragraph 75

simply, EEs will form the basis for many pre-conditions of DP achievement.

An example of an EE tied to a decisive point is as follows:

Decisive Point 1: Kamarian Integrated Air Defence System has been DESTROYED prior to the amphibious assault.

EE 1.1:

Task: DESTROY Kamarian Air Defence System within SWBTA

Purpose: In order to enable Air FOA/FOM in support of amphibious ready element amphibious assault.

Method: JET 1.1 – Strike (Note, an EE may have multiple JETs)

Effect:

Red: Kamarian IADS has been DESTROYED

Blue: Air FOA/FOM enabled

3. Development of Joint Effects Tasks.
JETs are specific tasks that are required to be completed for the achievement of an EE. JETs are drawn from the method statement of an Essential Effect and detail the specific tactical actions required to be conducted by either Information Related Capabilities, Joint Fires agencies or manoeuvre elements. JETs should be expressed in the form of target, trigger, location, observer, delivery system, attack guidance and communication.

An example of a JET is as follows:

JET 1.1:

Target: VT 1001 SA11

Trigger: O/O

Location: Sabina Point

Observer: Pri – Ruthless 11 (EA 18G), Alt: Outback (E7)

Delivery System: Pri – HARM, Alt - EA

Attack guidance: IAW DJFHQ Target Engagement Plan

Communications: Primary: UHF, Alternate: Link 16, Contingency: VHF, Emergency: SATCOM

Targeting outputs:

The completion of the proposed EBA to planning process will enable several key targeting outputs to occur. Firstly, the creation of EEs and JETs will refine targeting guidance and prioritisation of fires. This in turn will allow the refinement of the TEP including the ranking of targets and initial allocation or requesting of resources to align dynamic and deliberate targeting and enable the execution of *Mission Planning and Force Execution* within the JTC. This step will also assist in creating a framework which will inform measures of operational assessment and effectiveness conducted within the final stage of the JTC, *Targeting Assessment*.

Conclusion

The proposed EBA is an endstate focussed, target-centric methodology that emphasises the logical reasoning behind resource allocation and the generation of effects to enable blue force manoeuvre. This process provides the rationale for the planners to effectively prioritise targets, develop targeting products and ensure that the most effective and efficient means are being used to achieve the commander's end state.



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All subscribers will receive a 'numbered' RAA key ring on joining the Gunners Fund and if their subscription is current they be eligible for the annual 'Badge Draw' held as at 1st August each year.

Capability & Personnel

DSCM-A

DISCLAIMER: THIS ARTICLE WAS WRITTEN PRE COVID-19, SOME TIMELINES LISTED BELOW RELATING TO THE CMC MAY NO LONGER BE RELEVANT.

The year 2020 has commenced with a transition to the new Career Management Cycle (CMC), which is expected to go firm by 2021. Additionally, the New Year has seen one of our most

experienced colleagues, WO1 Dean Sinclair, transition from SERCAT 7 into the civilian sector (albeit still working closely with Defence).

WO1 Sinclair is an ex-RSM of 8/12 Regt who spent the last two years as the Career Advisor for all SERCAT 6-7 RAA GNR-BDR. His transition from SERCAT 7 will be felt throughout the Regiment—I wish him, Lara and his family all the best in the future.

WO1 Sinclair’s departure has provided an opportunity for another high performing individual. It has allowed for WO1 Ben Gilbert to post on promotion into the vacancy left behind. WO1 Gilbert also brings a wealth of experience and is an excellent addition to the RAA DSCM-A team.

As a reminder, the breakdown of portfolio responsibility is as follows:

- SERCAT 6-7 GNR-BDR: WO1 Ben Gilbert.
- SERCAT 6-7 SGT-WO2: CAPT Andy Seymour.

Highlighted below are key points every RAA soldier should be aware of.

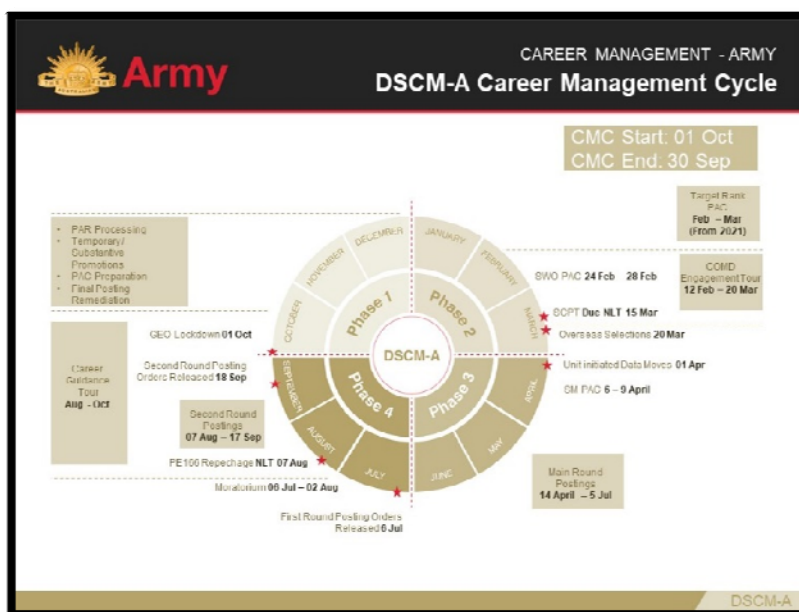
Changes to the CMC

As mentioned above the transition to the CMC is well underway with Sergeant Major (SM) Personnel Advisory Committees (PAC) occurring over the period Feb-Apr. Additionally, phone interviews for those due out at the end of the year occurred over the same period. A reminder that the traditional face-to-face

interviews will occur in Q3 of this year. Further, as we transition into the new CMC there will be no Target Rank (TR) PAC run in 2020.

A communique was released to all units last year explaining the new CMC. A summary of it is below:

From 2021



- TR PAC will no longer occur in Q4 of the year but will now occur in Q1 to inform the following year (i.e. the 2021 TR PAC conducted in Q1 will inform promotion for the end-of-year promotions leading into CMC 2022 positions).
- SM PAC will occur N/C (Q1 of the year).
- Posting orders will occur N/C – early Jul each year.
- Face-to-face interviews will occur Q3-4 for the CMC after next (e.g. interviews conducted in Q3-4 2021, will inform posting preferences for those due out at the end of 2022, thus posting into new positions for Jan 2023).
- New PAR submission dates (covered below).

Every soldier should have been informed of these changes by their CoC. If you haven't received this information you are encouraged to reach out to them for further clarification. Your CoC has permission to reach out to the RAA DSCM-A team to provide further clarity on these changes as required.

PARs

With the change of the CMC comes new soldier PAR submission dates listed below:

RANK	FINAL REPORTS	SUBMISSION DATE
WO1	01 Oct 20	15 Oct 20
WO2	01 Oct 20	15 Oct 20
SGT/SSGT	15 Sep 20	01 Oct 20
CPL/BDR	01 Sep 20	15 Sep 20
PTE/LCPL	15 Sep 20	Not required at DSCM-A

PAR writing in the past has been poor, although in the last couple of years there has been improvement. It is important that you as soldiers are fairly reported on. Key to this is ensuring that the word pictures in the PAR match the drop-down boxes. The correct vernacular that should be used is as follows:

Outstanding Excellent	Above worn rank
Very Good Good Satisfactory	At worn rank
Poor	Below worn rank

Use of words such as “strong” and “solid” can confuse PAC room voters due to their ambiguous meaning. Further, there is a PAR writing guide on the DSCM-A homepage. The RAA DSCM-A team remains open to all AO and SAO to provide further guidance on correct PAR writing.

Promotions and PAC

For those that aren't aware, PAC are only run for TR SGT, WO2 and WO1. Promotion to LBDR (LCPL) and BDR (CPL) is done at unit level through consultation with DSCM-A.

PAC is an important process for all senior BDR and above to understand. The PAC process is similar across CM-A with DSCM-A being quite transparent on how it runs. Last year the RAA team toured some units and delivered PME on the process. This option remains open to units for Q3-4 this year. That being said, on the following page is a graphic summarising how PAC works.

For this example, ECN 237 (OP AMDS) TR SGT PAC will be used. Think of this process as a logical step of cutting people away to refine it to numbers that can be looked at in detail for promotion.

Left Section

The left of the Left Section starts with every ECN 237 BDR in the Army. In this case let's say there are 100x ECN 237 BDR.

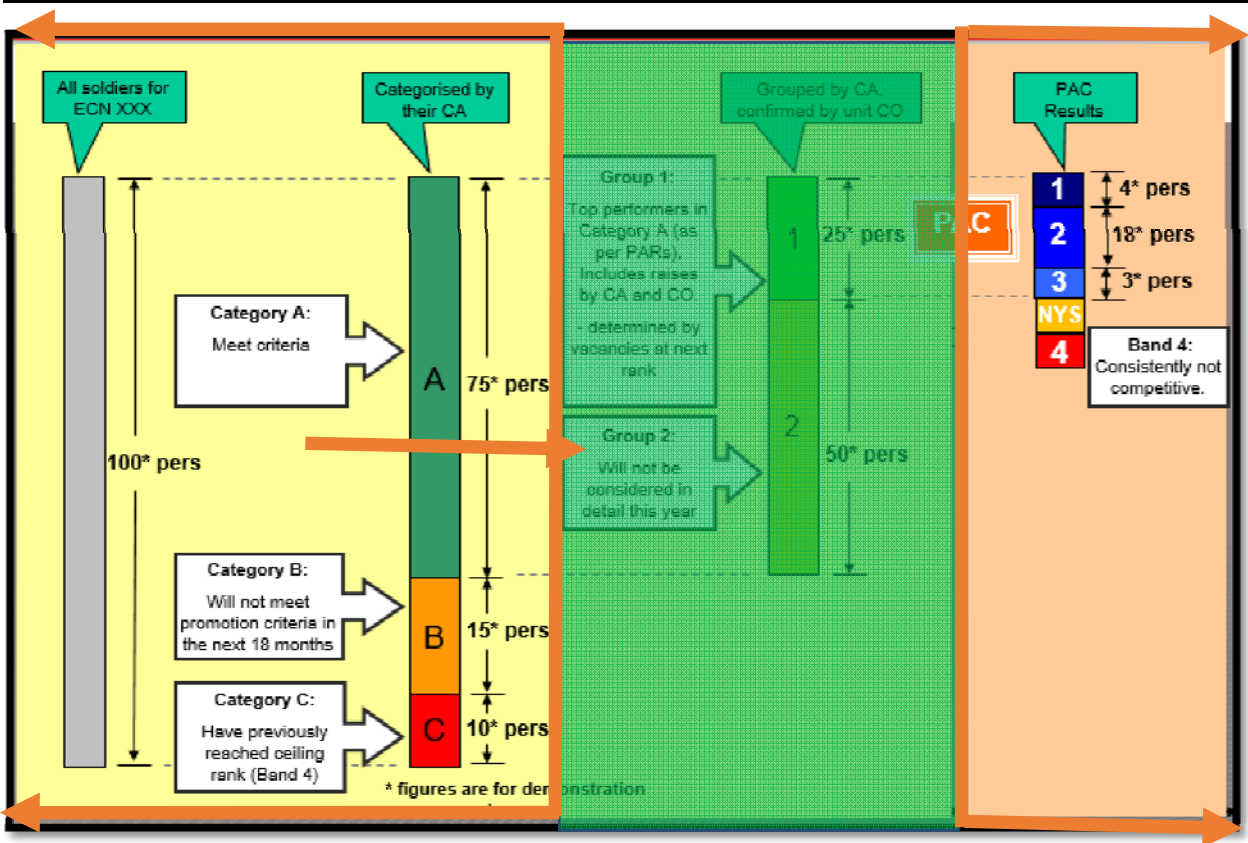
The CA will then go through and categorise each soldier as either Cat A, B, or C. In this example 75x ECN 237 BDR are eligible for promotion due to their time in rank (Cat A). Another 15x are made Cat B for being either: too junior, already identified for promotion, separating defence or a myriad of other reasons. The remaining category is Cat C and is for those that have received Band 4 in previous PAC, in this case there are 10x personnel that meet this criteria.

From here only those that receive a Cat A categorisation go forward into the green section for the next stage of the selection process.

Centre Section

Now that the Career Advisor has their Cat A personnel, they are now required to Group individuals. As shown, there are two Groups: Group One and Group Two. In this example only 25x of the 75x individuals made Group One.

Individuals given Group One go forward for PAC consideration, *Group Two individuals do not.*



As depicted, the graphic is broken into three sections that are colour coded by yellow, green and pink.

Despite this example having 25x Group One personnel, sizes do vary from year to year as it is based on a vacancy analysis for the targeted promotion year. Additionally, an individual will be allocated Group One based off their PAR scores for the last three years. There is no cut off for this score as these change from year to year based on the vacancy analysis and relative competitiveness of that cohort. To give an example:

BDR X has an average PAR raw score of 75 for TR SGT PAC in 2021 (for promotion going into Jan 2022). For this example, BDR X is the last person to go into Group One, meaning the cut-off line is 75. Due to large vacancies expected for Jan 2022 BDR X is allocated Group One but does not promote.

BDR X returns to the same process for TR SGT PAC in 2022 (for promotion going into Jan 2023). BDR X still has the average raw score of 75. However, due to some retention initiatives there is a less than normal vacancy rate expected for Jan 2023. Combined with a more competitive cohort this year BDR X does not meet the cut-off line (now 80) and is allocated Group Two.

As demonstrated, making Group One in one year does not guarantee making Group One in subsequent years.

During this process a soldier’s allocation to Group One or Two is communicated to unit COs and RSMs to allow for what is called ‘CO Arbitration’. This is a dedicated period where COs can fight to have individuals who have gone Group Two to be ‘arbitrated’ into Group One and be looked at in detail by PAC.

Individuals are informed that they received a Group Two allocation once the entire process is complete through PAC notification letters.

Once all this has been completed the next step is to transition to the actual PAC process represented in the Right Section.

Right Section

Once Group One has been confirmed the individuals are brought forward to the conduct of PAC. In the weeks and days leading up to this PAC, voting members (3x personnel, usually including your Career Advisor) are allocated and read the last 4 years of individual PARs. Prior to the sitting PAC the voting members will vote on your *relative merit* so that a Final Order of Merit List (FOML) is drafted IAW how the voting members have ranked individuals.

Once voting is completed all voting members will sit in a room and through orchestration of a Chair (usually Major and above) determine the confirmed FOML. This FOML will then determine the number of Bandings (Band 1, 2 or 3) based on Career Advisor recommendations. It is worth noting that it is not uncommon for no Band 1 to be allocated. Bandings are primarily used to expectation manage individuals on likelihood of promotion, which is ultimately driven by expected or known vacancies. Below is a brief definition of each Banding:

- *Band 1.* Soldier is suitable and **is likely** to promote in the next CMC, if not promoted due to service reason, they will retain the banding for a further year.
- *Band 2.* Soldier is suitable and **may** promote in the target CMC.
- *Band 3.* Soldier is suitable but not competitive. **It is unlikely the soldier will be promoted in the target CMC** but is able to be promoted if a service need arises.
- *NYS.* Soldier meets the criteria but has not demonstrated performance consistent with promotion to the next rank. Note: this is **not a PAC clearance** and will not allow the soldier to be promoted in the target CMC.
- *Band 4.* Soldier is considered at **ceiling rank**. Soldier will be allocated Category C for future PAC series.

It is important to understand the difference between Group Two and Band 2.

ForceNet

The ForceNet app is an unclassified communication tool that has some similarities to current Social Media. It allows appropriate communication to soldiers and officers, who do not have regular access to DRN. ForceNet can be accessed through the desktop webpage or via the Apple or the Google Play app store.

ForceNet is now not just being used by SERCAT 3&5 (Reserves) and you can expect greater SERCAT 7 integration in the near future. Army has directed all personnel to register for ForceNet. CM-A is already rolling out functionality with both WO1 Gilbert and I intending to increase its usage in the coming months. I encourage all RAA soldiers and officers to join ForceNet, search for your respective Directorate groups (DSCM-A or DOCM-A) and join them. This will allow you to be better informed about key career milestones.

In summary, The DSCM-A RAA team remains available to individuals through their CoC. Everything presented here can be found at the DSCM-A website. The information contained with this article has an assumed level of knowledge. If required, your CoC should be able to provide further clarification to this article, otherwise the RAA DSCM-A will be happy to provide further clarity during our tour later in the year.



Associations & Organisations

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[See Membership Form in Cannonball]
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Air Burst (Electronic Newsletter)

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Royal Artillery

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Royal Artillery Association

Web: www.theraa.co.uk

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Army's big guns set to fire up hard-hit city

KYM BERGMANN

THE WEEK-END AUSTRALIA MAY 30-31, 2020

The long-running saga to supply the Australian Army with 30 tracked 155 mm self-propelled howitzers might be entering the home straight.

The Department of Defence is tight-lipped on the activity known as LAND 8116 Phase I – Protected Mobile Fires, but it has indicated that the evaluation of offers is being finalised.

It also confirms the location, saying: "Defence remains committed to building and sustaining this important capability in Geelong and to maximising Australian industry involvement. The options presented to government will be structured to include these important objectives."

The frontrunner for the order is South Korean technology giant Hanwha with the K-9 SPH, which was the previously favoured supplier until the Army abruptly cancelled the activity in 2012, citing budget difficulties. Since then, the company has continued to develop the armoured 47-tonne vehicle, which has been sold to Norway, Finland, Estonia and Turkey, as well as India and Egypt. More than 1000 are being built for the Korean Army.

They will be part of South Korea's long-range artillery system, designed to stop and destroy an invasion from North Korea, which has one of the world's largest land forces.

A typical battery consists of six K-9's, which are each able to sustain a steady rate of fire of 10 rounds per minute. This can be increased to a devastating burst of three rounds in less than 15 seconds travelling on different trajectories so that all the shells reach the target at exactly the same time. Using standard ammunition their range is 40 km – and in the future, distances of up to 100 km can be expected.

The five-person crew – soon to be reduced to three by the introduction of an auto-loader – are protected by armour, so the vehicles are impervious to 14.5 mm heavy machine gun bullets and 152 mm shell fragments, as well as mine blasts and IED attacks.

Powered by a 1000hp diesel engine, they can reach a speed of 67 km/h, allowing them to perform "shoot and scoot" missions when they open fire on the enemy and then quickly move to another location before they are detected.

The Geelong area was particularly hard hit by the closure of passenger vehicle manufacturing, and the COVID-19 crisis has added to the community's woes. If Hanwha is chosen – and it is the supplier to have a long-standing commitment to the city – it is the company's intention to develop an Army firepower centre of excellence in the area.

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COL JH McDonagh (AALC)
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COL AW Reynolds
LTCOL DA Carew
LTCOL P Duncan
LTCOL W Foxall
LTCOL BC Gray
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LTCOL SA Jenkins
LTCOL SF Landherr
LTCOL JL Macpherson (Retd)
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MAJ D Turnbull
MAJ L Window
CAPT AL Ridgeway
CAPT AL Seymour

CAPT KJ Smith
LT MJ White
WO1 G Hampton
WO1 M Humphrey
WO1 DJ Sinclair
WO2 T Grieve
WO2 AJ Hamilton
WO2 LL Lawrence
WO2 DG Ogden
SGT RJ Gould
SGT SC Robertson
SGT MA Rutherford
Mr N Fox
Mr BC Kyrwood
Mr B Leutton
Mr LA Manning
Mr M Vandyke

Associations

107 Fd Bty Association
Coast Artillery Association

Deceased Life Members

MAJ AH Smith
Mr KM Cossart

GUNNERS FUND

Annual Subscribers

Receive a numbered
Regimental key ring &
eligible for 'Annual Badge
Draw' as at 1 August.

Correct as at 1st May 2020

LTCOL D Silverstone
MAJ CA Flear
MAJ MV Lee
MAJ P Spencer (Retd)
CAPT EA Dempster
CAPT CJ Pitman
CAPT ET Smith
CAPT BC Watson
LT VN Roadnight
WO1 SJD Jolly
WO1 D Nutini
WO2 E Bridge

WO2 M Broughton
WO2 MJ Castek
WO2 SJD Jolly
WO2 S Wilson
SGT SJ Fitzgibbins
SGT JA Overall
BDR GP Armstrong
BDR LS Illes

GUNNERS FUND

Fortnightly Subscribers'

Receive a numbered
Regimental key ring &
eligible for 'Annual Badge
Draw' as at 1 August.

Correct as at 1st May 2020

MAJGEN DP Coghlan
COL DM Edwards
COL NJ Foxall
COL DJ Hill
COL JB McLean
COL MRC Kennedy
LTCOL RJ Alsworth
LTCOL WG Cooper
LTCOL RJ Crawford
LTCOL NC Laughton
LTCOL MKL Mankowski
LTCOL AJ Payne
LTCOL JJ West
MAJ JLF Batayola
MAJ JP Casey
MAJ JM Costello
MAJ MJ Finnerty
MAJ JG Floyd
MAJ S Frewin
MAJ NP Mahr
MAJ AR McDonnell
MAJ R O'Donnell
MAJ BJ Perkins
MAJ GM Potter
MAJ JM Roberts
MAJ C Sandner
MAJ ME Seabrook
MAJ A Wendt

MAJ AM White	LT AJ Other-Gee	BDR AM Bamford
MAJ JP Wiles	LT DI Roksa	BDR BP Beach
MAJ MA Williams	LT WC Ryan	BDR GM Clark
MAJ GM Down	LT AK Stokes	BDR LT Jamieson
CAPT RI Best	WO1 N Cole	BDR NJ Mackay
CAPT NS Clark	WO1 BM Colles	BDR CA Martinez
CAPT CC D'Aquino	WO1 MS Dewar	BDR Y Nasralla
CAPT JA Duff	WO1 BT Donaldson	BDR ES Noble
CAPT DP Gillam	WO1 DR Grundell	BDR TL Nuttall
CAPT MJ Fensom	WO1 AM Hortle	BDR MT O'Connor
CAPT TAH Gommers	WO1 MJ Kelly	BDR MA Parsons
CAPT BD Green	WO1 TL Kennedy	BDR LB Sonners
CAPT BJ May	WO1 DP Lindsay	BDR T Stewart
CAPT SN McBride	WO1 D McGarry	BDR DM Thornell
CAPT LS McDonald	WO1 S Schuman	BDR JM Tosh
CAPT SA McLean	WO2 MS Dutton	BDR JM Walsh
CAPT DL Nicolle	WO2 MP Fountain	BDR JL Whitby
CAPT LO O'Keefe	WO2 CP Grant	LBDR JL Logan
CAPT TD Radford	WO2 AA Jensen	LBDR JS McIntosh
CAPT PA Ruggeri	WO2 JR Millington	LBDR MJ Neilson
CAPT JH Stanhope	WO2 GD O'Connell	LBDR CZ Rasmussen
CAPT MJ Sullivan	WO2 T Organ	GNR TR Batchelor
CAPT AJ Toms	WO2 SA Regal	GNR LD Brown
CAPT SW Watts	WO2 BJ Watson	GNR RP Brown
CAPT N Waugh	SGT RW Archer	GNR TW Champion
CAPT N Wells	SGT AJ Buzescu	GNR FB De Nardi
CAPT BJ White	SGT NR Corradetti	GNR AW Hampton
CAPT NJ Woodhams	SGT JT Elms	GNR L Hilton-Wood
LT JB Childs	SGT MM Farrell	GNR JW Johnston
LT MJ Convey	SGT ECR George	GNR KJ Lawson
LT OL Dyer	SGT RD Greenwood	GNR KW Murray
LT SE Brown (Furlong)	SGT CJ Haire	GNR PM Smith
LT DJ James	SGT R McCaig	GNR ML Topliss
LT JJ Lynch	SGT C Saetta	GNR J Vardanega
LT AJ Martin	SGT AJ Shilton	

REGIMENTAL FUND BENEFACTORS

(The paid 'Benefactors' membership option has Closed. The new single payment option is paid 'Life' membership of the 'Gunners' Fund.)

Correct as at 31st October 2017

LTGEN D.M. Mueller	MAJGEN P.J. Dunn	MAJGEN J.P. Stevens *
LTGEN B.A. Power	MAJGEN G.P. Fogarty	MAJGEN P.B. Symon
MAJGEN J.E. Barry	MAJGEN T.R. Ford *	BRIG M.G. Boyle
MAJGEN D.P. Coghlan	MAJGEN S.N. Gower	BRIG J.R. Cox
MAJGEN M.P. Crane	MAJGEN P.D. McLachlan	BRIG G.W. Finney *

BRIG C. D. Furini	COL J.C. Kirkwood	LTCOL R.G. Gibson
BRIG W.L. Goodman	COL P. Landford	LTCOL G. Gilbert
BRIG N.D. Graham *	COL P.J. Lawrence	LTCOL K.R. Hall
BRIG J.G. Hughes	COL M.G. Lovell	LTCOL P.D. Harris
BRIG J.A.R. Jansen	COL I.A. Lynch	LTCOL M. Harvey (RNZA)
BRIG P.R. Kilpatrick	COL R.M. Manton	LTCOL B.N. Hawke
BRIG R.A. Lawler	COL N.H. Marshall	LTCOL P.L. Hodge
BRIG I.G.A. MacInnis	COL J.H. McDonagh (AALC)	LTCOL S.A. Hompass
BRIG T.J. McKenna	COL R.V. McEvoy	LTCOL B.G. Hurrell
BRIG K.B.J. Mellor	COL B.H. Mitchell	LTCOL J.R. Jauncey
BRIG K.J. O'Brien	COL R.B. Mitchell	LTCOL J.F. Kerr
BRIG M.F. Paramor	COL D. J. Murray	LTCOL D. Klomp
BRIG D. I. Perry	COL R.A. Parrott	LTCOL S.F. Landherr
BRIG M.L. Phelps	COL P.R. Patmore	LTCOL A. Langford
BRIG S. Roach	COL A.T. Piercy	LTCOL B.L. Lloyd
BRIG K.V. Rossi	COL A.A. Plant	LTCOL J.L. Macpherson
BRIG G.T. Salmon	COL J.C. Platt	LTCOL R. Maurice
BRIG W.M. Silverstone	COL G.G. Potter	LTCOL P.D. McKay
BRIG G.B. Standish	COL D. Quinn	LTCOL P.D. Monks
BRIG B.G. Stevens	COL S.T. Ryan	LTCOL J.E. Morkham
BRIG R.A. Sunderland	COL S.M. Saddington	LTCOL S.G.T. Mott
BRIG D.J.P. Tier	COL R.H. Stanhope	LTCOL D.M. Murphy *
BRIG P.J. Tys	COL B.J. Stark	LTCOL S.W. Nicolls
BRIG A.G. Warner	COL D.M. Tait	LTCOL T.C. O'Brien
BRIG V.H. Williams	COL R.A. Vagg	LTCOL G.F.B. Rickards
BRIG P.D. Winter	COL W.A. Whyte	LTCOL M. Shaday
COL S.P. Amor	COL B.A. Wood	LTCOL C. Taggart
COL P.F. Appleton	LTCOL S.D. Aldenton	LTCOL W.R.C. Vickers
COL B.M. Armstrong	LTCOL C.W. Andersen	LTCOL D.H.R. Wilton
COL B.J. Bailey	LTCOL B.J. Armour	LTCOL B.J. Winsor
COL J.F. Bertram	LTCOL J.D. Ashton	MAJ W.C. Barnard
COL J.P.C. Black	LTCOL R.M. Baguley	MAJ G.K. Bartels
COL R.V. Brown	LTCOL N.K. Bolton	MAJ G.F. Berson
COL A.R. Burke *	LTCOL J.E. Box *	MAJ P.E. Bertocchi
COL D.L. Byrne	LTCOL D.N. Brook	MAJ D.T. Brennan
COL S.R. Carey	LTCOL M.A. Cameron	MAJ J.P. Casey
COL S.E. Clingan	LTCOL J.H. Catchlove	MAJ P. Cimbaljevic
COL F.G. Colley	LTCOL I.D.S. Caverswall	MAJ C.T. Connolly
COL D.M. Edwards	LTCOL S.G. Condon	MAJ I.K. Cossart
COL J.A.L. Fairless	LTCOL R.J. Crawford *	MAJ J.M. Costello
COL R.N. Gair	LTCOL C.F. Dodds	MAJ S. Denner
COL S.T. Goltz	LTCOL L.D. Ensor	MAJ P.K. Dover
COL G.C. Hay	LTCOL E.P.M. Esmonde	MAJ M. Dutton
COL E.D. Hirst	LTCOL J. Findlay	MAJ M.J. Finnerty
COL C.B.J. Hogan	LTCOL N.H.B. Floyd	MAJ C.A. Flear
COL C.H. Hunter	LTCOL R.J. Foster	MAJ A.O. Fleming
COL A.G. Hutchinson	LTCOL N.J. Foxall	MAJ W.J. Francis
COL D.J. Kelly	LTCOL A.W. Garrad	MAJ T.J. Gibbings
COL S.N. Kenny	LTCOL I.D.W. George	MAJ W.H. Grimes
COL W.T. Kendall	LTCOL V Gibbons	MAJ J.M. Groves

MAJ N. Hamer
 MAJ P. Harris
 MAJ M.R. Hartas
 MAJ L.P. Hindmarsh
 MAJ M.S. Hodda
 MAJ D.A. Jenkins
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 MAJ D.E. Jones
 MAJ J. Kaplun
 MAJ J.B. Kelly
 MAJ J.A. King
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 MAJ H. Lenard
 MAJ A.M. Ludlow
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 MAJ L.J. Simmons
 MAJ A.H. Smith *
 MAJ M.C. Squire
 MAJ A.E.R. Straume
 MAJ M. Taggart
 MAJ W. Tapp
 MAJ A.C. Turner
 MAJ M.L. Van Tilburg
 MAJ T.W. Vercoe
 MAJ M. St C. Walton
 MAJ C.V. Wardrop
 MAJ P.J. Watkins
 MAJ P.R. Widelewski
 CAPT M.A. Pasteur (AAAvn)
 CAPT P.J. Smith
 CAPT P. Wertheimer
 LT J.F. Henry
 LT S.L. Shepherd
 WO1 D.G. Annett
 WO1 D.W. Bowman
 WO1 K.J. Browning *

WO1 L.A. Cooper
 WO1 B.A. Franklin
 WO1 E. Harkin
 WO1 G.A. Jebb
 WO1 M.I. Johnson
 WO1 M.A. Johnston
 WO1 T.L. Kennedy
 WO1 D.R. Lehr
 WO1 P.A. Matthysen
 WO1 B.J. Stafford
 WO1 R.J. Thompson
 WO1 M. Vandyke †
 WO1 P.T. Washford
 WO1 C.F.J. Watego
 WO1 G.J. Webster
 WO2 D. Bannerman
 WO2 M. Broughton
 WO2 P. Carthew
 WO2 M.R. Dawson
 WO2 R.T.B. Hay
 WO2 J.J. Hennessy
 WO2 D.G. Ogden
 WO2 A. Pavlovich
 WO2 R.N. Skelton
 SSGT R.W. Morrell
 SSGT E.J. Paddon
 SGT J. Nield
 SGT G.V. Saint
 SGT D.H. Wood
 Mr C.J. Jobson

Note (See *):

COL M.C. Crawford, COL E.D. Hirst, MAJ A.J. Balsillie and MAJ A.H. Smith *have paid three life subscriptions*
 LTGEN B.A. Power, MAJGEN T.R. Ford, MAJGEN J.P. Stevens, MAJGEN J.D. Stevenson, MAJGEN J. Whitelaw, BRIG G.W. Finney, BRIG R.K. Fullford, BRIG N.D. Graham, BRIG J.R. Salmon, COL A.R. Burke, COL A.D. Watt, LTCOL J.E. Box, LTCOL D.M. Murphy, LTCOL G.K. Phillips, MAJ J.B. Evans, WO1 K.J. Browning, and M. Vandyke *have paid two life subscriptions.*

Associations

RAA Association (Tas)
 RAA Association (Qld)
 RAA Association (North Qld)

RAA Association (Vic)
 RAA Association (SA)
 RAA Association (NSW)
 RAA Association (NSW) - Newcastle Branch
 105th Field Battery Association
 107 (Field) Battery Association
 Fort Lytton Historical Assoc
 RAA Retired Officers of South East Queensland
 Australian Air Defence Artillery Association
 13th Battery Association

Deceased Benefactors

Sir Roden Cutler
 MAJGEN T.F. Cape
 MAJGEN G.D. Carter
 MAJGEN P. Falkland
 MAJGEN R.G. Fay
 MAJGEN G.J. Fitzgerald
 MAJGEN J.D. Stevenson (see note)
 MAJGEN J. Whitelaw † (see note)
 BRIG R.K. Fullford † (see note)
 BRIG A.G. Hanson
 BRIG R.Q. Macarthur-Stranham
 BRIG I.J. Meibusch
 BRIG J.R. Salmon † (see note)
 BRIG D.D. Weir
 COL M.C. Crawford † (see note)
 COL J.H. Humphrey
 COL M.J. Kingsford
 COL G.M. Salom
 COL A.D. Watt *
 LTCOL R.H.E. Harvey
 LTCOL K.W. MacKenzie
 LTCOL P.L. Overstead
 LTCOL G.K. Phillips
 LTCOL G.W. Tippets
 MAJ A.J. Balsillie*
 MAJ M. Dawson
 MAJ J.B. Evans (see note)
 MAJ A.A. Thwaites
 CAPT A.E. Sheridan
 WO1 K.M. Cossart

RAA Gunners Fund Needs Your Support

Introduction

The RAA Gunners' Fund is designed to provide a source of funds that can be utilised for the benefit of all Gunners regardless of rank. One of the most important uses for these funds is to support requests from RAA units and organisations to assist in the ongoing preservation and promotion of Regimental heritage. Other worthy goals that the Fund supports includes, but is not limited to:

- support RAA extra-Regimental activities,
- encourage RAA Officers and Soldiers who excel in their profession,
- support activities that benefit RAA personnel, not funded by public money,
- safeguard, maintain and purchase items of RAA Regimental property,
- preserve RAA heritage and history, and
- record RAA Operational service since deployments began in the 1990s.

The Regimental Committee cannot achieve these worthy goals without the support of individual members and organisations within the Gunner community. All ranks are encouraged to make a financial contribution to the Gunners' Fund; be it fortnightly or annual contributions or by becoming a life member. Whilst a 'Life Subscription' absolves the subscriber from being asked for any further financial contribution they are welcome to make additional contributions to further support the Royal Regiment. The list of life subscribers is published in the Liaison Letter and they receive a complimentary copy.

Recent Projects

Over the years the Gunners' Fund has supported a wide range of requests for financial support, including some of which are ongoing such as the maintenance of the AIF and Mount Schanck Trophies. It is worth noting that the sums of money requested from the Fund are generally significant and therefore can only realistically have any chance of being supported if each and everyone of us contribute to the Fund. Projects supported by the Fund include the allocation of:

- \$500 to 107 Battery for 50th Anniversary celebrations.

- \$500 each to 101 Battery and 103 Battery for 100th Anniversary celebrations.
- \$2,500 to 8th/12th Medium Regiment to assist to build a Regimental Memorial to coincide with the Regiment's 30th anniversary celebrations.
- \$500 to 131st Surveillance and Target Acquisition Battery to improve the Battery memorial and add a plaque to mark the 50th Anniversary of the unit and its name change from 131st Divisional Locating Battery.
- \$1,000 to 1st Field Regiment for 50th anniversary celebrations.
- \$1,000 to 4th Field Regiment for 40th anniversary celebrations.
- \$1,500 for shield to be held by winner of Mount Schanck trophy
- \$1,000 to 1st Field Regiment for 50th anniversary of 105th Field Battery, 50th anniversary of commitment to Malaya and 40th anniversary of commitment to South Vietnam.
- \$1,000 to complete the Major General T. Cape Bequest to the Regimental officer's mess.
- \$2,500 towards the Anti-Aircraft and Air Defence Memorial at 16th Air Land Regiment.
- \$700 for 53 Battery World War Two Battery Flag restoration and preservation.
- Ongoing JNCO and Gunner of the Year prizes.
- Ongoing to send the JNCO and Gunner of the Year on a professional development overseas trip with the Royal School of Artillery and local artillery units.
- Presentation of a framed miniature RAA Standard with supporting service history to those who have achieved of 40 years of service.
- On-going Royal Military College Graduation Artillery prize; and
- Annual Regimental Officer, Warrant Officer and Sergeant farewells.

Subscriptions – See the subscription form on the next page for details.

RAA Gunners' Fund Subscription Rates Revised Subscription Form 2018

Categories

Rank	ARA Member	ARA Member	Reserve Member	All
	Fortnightly Rate	Annual Rate	Annual Rate	
MAJ & above / WO1	\$2.00	\$52.00	\$26.00	Life Membership All Ranks \$260.00
CAPT, WO2 / SGT	\$1.50	\$39.00	\$19.00	
LT, GNR / LBDR / BDR	\$1.00	\$26.00	\$13.00	

Payment Methods (Please tick)

- Enclosed is my / our subscription to the RAA Gunners' Fund
- Paying by **Cheque**: Please return this form with a cheque made payable to "RAA Regimental Fund" and addressed to MAJ GM Down, SO2 HOR, SOARTY, Bridges Barracks, Puckapunyal VIC 3662
- Paying via **Direct Debit**: The account details of the RAA Regimental Fund are:

Financial Institution: Australian Military Bank
Account Name: RAA Regt Fund
BSB: 642 170
Account Number: 100026037
Reference: Your Name & Initials

Note: A copy of this completed subscription form is to be forwarded to MAJ GM Down (SO2 HOR) to enable the issue of an RAA key ring. Email: gary.down@defence.gov.au

PMKeys No: _____ **Regimental No** (if applicable) _____

Rank / Initials: _____ **Unit:** _____

Surname: _____ **Post Nominals:** _____

Address: _____

_____ **Post Code:** _____

Email Address: _____

Telephone: _____ **Mobile:** _____

Commence Subscription Details

Amount: S _____ **Effective Date:** _____

Signature: _____ **Date:** _____

All subscribers will receive a 'numbered' RAA key ring on joining the Gunners Fund and if their subscription is current they be eligible for the annual 'Badge Draw' held as at 1st August each year.

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4	Director Royal Artillery Liaison Letter – 24 November 1954+
5	Director Royal Artillery Liaison Letter – February 1955+
6	Director Royal Artillery Liaison Letter – 31 May 1955+
7	Director Royal Artillery Liaison Letter – 30 September 1955#
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3	Australian Gunner – Vol. 2 No.1 – September 1979*
4	Australian Gunner – March 1980*
5	Australian Gunner – December 1980*
6	Australian Gunner – May 81*
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8	Australian Gunner – The Official Journal of the Royal Regiment of Australian Artillery – March 1997*

Miscellaneous Regimental Publications

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1	DARTY Personnel Notes – December 1969#
2	Royal Australian Artillery Personnel Notes – 1978#

Notes:

*Copy held by SO to HOR

Copy held by Puckapunyal Area Library

+ Copy held by HOR Staff at School of Artillery

@ Not available to HOR Staff at School of Artillery



A CALL FROM THE RAA GUNNERS' FUND



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JOIN?”*

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AUSTRALIAN WAR MEMORIAL

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See pages 91 and 92 for more information and a Membership Form