



Pen over Sword

*The newsletter of the
Australian Army Public Relations Service*

December 2015 edition



Message from the Head of Corps

COL Jeff Squire

2015 has been a significant year for AAPRS, one that will set our path for the next decade or more.

On 10 December the Deputy Chief of Army signed Army's input to the joint Military Public Affairs Capability review. DCA's input endorsed a course of action that AAPRS staffed through the Army Stakeholder Steering Group following a detailed AAPRS Employment Category Review. In simple terms, DCA has endorsed a proposal that: increases Army's organic PA capability – including creation of Photographer positions at AHQ, Formation and Brigade level; combines the current Photographer and Military Reporter trades into a single Operator – Military Public Affairs employment category; and nominates Army to develop and implement a joint Military Public Affairs training continuum.

While implementation will be subject to the outcomes of the joint Military Public Affairs Capability review being conducted by Major General Michael Crane, we are well positioned. My thanks to CAPT Jilian Gaze, SGT Brian Hartigan and LTCOL Rob Barnes who have worked diligently through the Employment Category Review this year – your work has been outstanding and will have a lasting positive impact on AAPRS. LTCOL Barlow provides more detail in his update below.

This year, unlike last, has been more routine on the operational front. No unexpected searches for aircraft in the Southern Indian Ocean, no dashes to Ukraine or returns to major theatres of operation. While perhaps more predictable, it has been busy and productive for AAPRS. Work this year led by LTCOL Maxwell on the SEA SERIES of exercises that have developed the capability of the ADF's Amphibious Task Group (ATG) operating initially from HMAS Canberra, has been successful and significant.

AAPRS will be frequent travellers with the ATG in future ADF disaster relief and operational activities. Support to JOC exercises, most notably TALISMAN SABRE 15 and NORTHERN SHIELD, provided excellent opportunities to practise and demonstrate our capabilities. While there is always room to improve, the feedback I received from the director of NORTHERN SHIELD on the level and quality of support provided by 1 JPAU was the best I have seen – a clear indicator that our people, and their joint counterparts, are getting it right.

Another indicator of a return to some normality was the significant support that AAPRS was able to provide, at late notice, to the Army Pre-Command Course at Canungra in late November. Accessing all the incoming COs in Army in one hit each year is a critical opportunity that we must prioritise. CAPT Terkowi's and MAJ Mulholland's piece below outlines the success of the training delivered.

I thank LTCOL Chris Holcroft for his contribution to this newsletter as we mark his transition to the Inactive Reserve after 41 years of Reserve service. While Chris will stay on the books, I take this opportunity to thank him for his important contribution to AAPRS. Chris has had a constant positive and optimistic influence on AAPRS personnel, be it during recruitment, career development or exercise and operational activities. Well done Chris.

AAPRS is well placed to face 2016 after significant progress this year. Our role and relevance in Army and within the Joint Capability has been defined and endorsed. The challenge we now face is to deliver.

For those who can, please enjoy a safe and happy break over the festive season and remember to thank those who love and support you in all that you do.

'Soldier's Five' from the Colonel Commandant COL John Weiland (Rtd)

Walkely Award for Rammo

Former 1 JPAU senior photographer and AAPRS Corps Sergeant Major, Gary Ramage, was recently awarded the 2015 Walkely Award for outstanding photography. This is his second Walkely and is among the many photographic awards he has received since leaving Army to join News Corporation as senior photographer.

Based at the Parliamentary Press Gallery in Canberra, Gary was the clear standout for the judges. He travelled around Australia investigating the impact of Ice. His photo (above right) captures 'Bill', a young man in the throes of an Ice-induced medical emergency at the Royal Perth Hospital. Criss-crossing the country over four weeks, he gained extraordinary access to the facilities and people on the front line of Australia's Ice crisis. Gary is a highly acclaimed photographer and has travelled to Afghanistan on many occasions to capture images of Australian and NATO soldiers during operations.

Corps History Project

Work slowly continues on our Corp's History project with a comfortable deadline to reach in 2019, to coincide with our 25th anniversary. I have recently received kind approval from the director of the Australian War Memorial, Dr Brendan Nelson, to use its pictorial archives free of charge (no mean feat).

Sick Parade

There have been a few former members who have fronted up for sick parade over the past months: Corps legend and former WO II Billy Cuneen, has had a nasty turn but is slowly on the mend in Sydney – a big thank you needs to go to former OC 1 MSU Lisa Keen, for keeping an eye on him.



Photo: Gary Ramage

LTCOL Mike Harris deserves a bravery award for his fight against his current illness. He continues to undertake chemotherapy, and underwent an operation in late November. Mike, former and current members have you and your family in our prayers for a speedy recovery and return to work – the Corps needs you.

Brian Swift (Swifty) and Craig Murphy (Murph) are continuing to be on the mend in Brisbane and the Sunshine Coast. However, former photographer SGT Ned Kelly (I think his real Christian name is Edmund, but no one really knows), peacefully passed away in Townsville recently from his long-term battle with cancer. Farewell, Ned, a good photographer and SNCO.

Festive Season

Finally, yet importantly, keep up the good work. We are very good in our profession and when it comes to 'big noting' ourselves, we rightfully don't. However, let me say that many of our leaders are well aware of our professionalism and our contribution to the Army.

Now that the end of the year is almost upon us, take time out to have a well-earned break and to spend time with your loved ones. I wish all former and current members as well as their families, a safe, healthy and prosperous Festive Season and New Year.

Message from the Deputy Head of Corps

LTCOL Haydn Barlow

I last updated on the status of the corps review in July. The news since then is positive, but still preliminary – i.e. subject to further reviews.

Here are the key takeaways:

1. AAPRS will likely increase its ARA workforce as part of a ‘balanced’ approach by Army to deliver an improved MPA capability. More detail below.
2. AAPRS will gradually rebalance its effort towards Army – more postings to Army formations. Detail to be confirmed in 2016-17.
3. Photographer ECN 312 and Military Reporter ECN 342 will merge under a new trade model.
4. Army has endorsed an AAPRS Mission Essential Task List, which will inform how we organise, train and operate.
5. The Joint MPA review will drive the implementation of subsequent phases of the AAPRS review, especially training.

I must stress the unknown here. Rebalancing our effort from Joint to Army requires some compromise from the other services and groups. This is not a given and we cannot control it. But we have argued our case and presented a concept for the future that takes our capability forward. The outcome of the Joint MPA review being conducted by MAJGEN Crane will inform our own next steps.

The ‘balanced’ approach I referred to above is the main new concept to understand. It is borne out the conundrum of Army seeking an increased capability from existing resources. Our solution firstly acknowledged that we were overcommitted to the Joint space, especially photographers. Rebalancing our own workforce was essential. Next we recognised that the MPA capability is not the sole responsibility of AAPRS personnel. Indeed, most Army formations get by without us. Extracting more from extra-regimental appointments by empowering commanders and giving them a

better MPA framework from which to operate was the obvious way to increase capability without a corresponding increase in liability.

In practice, the ‘balanced’ approach involves commanders taking more responsibility for their own public affairs, while receiving more guidance and training from a network of specialist hubs located at formation headquarters. We aim to institutionalise this approach in the coming years through a top-down cultural shift similar to what has occurred with work health and safety during the last decade.

Our review also looked at MPA training needs and our ability to meet them. It is clear that an organisation which is one deep everywhere is not able to operate a dedicated training establishment. It must be a joint solution, which is why the joint capability review is so essential to our own future. Over the coming year we will work with the other services and the joint review team to identify a workable joint capability model that addresses our shared challenges efficiently. I don’t know what this will look like, but we have asked the review team to explore all options, including tapping into the existing training establishments of our coalition partners.

Finally, thank you from me and COL Squire to CAPT Jillian Gaze and SGT Brian Hartigan. Jillian and Brian have led this review brilliantly on our behalf. They have consulted widely and effectively, worked incredibly hard to chart a path forward despite regularly changing goal posts, or in some cases, no direction at all, and have secured Army’s endorsement of our preferred course of action. Also thank you and welcome back to LTCOL Rob Barnes, who joined the review team in September and gave our submission an extra level of polish and historical grounding. We certainly hope to see more of Rob in 2016.

Message from the Corps SM WO2 Neil Ruskin

2015 proved to be both a diverse and high tempo year for the Imagery Specialists at the 1st Joint Public Affairs Unit, with our personnel tackling everything from Special Forces exercises to Royal visits, short notice deployments for natural disasters and everything in between. Also, let's not also forget the unit's ongoing obligation regarding the collection and dissemination of operational imagery from the Middle East Region and the excellent work that was produced during Talisman Sabre 15 (TS15) and Exercise Northern Shield (NS15).

There was still time however for a solid focus on individual and collective training. This was conducted in large part with the Royal Military College Duntroon and Australian Defence Force Academy. Continued mentoring from Senior Imagery Specialists has also resulted in a noticeable increase in the quality of imagery, I know this will continue in 2016.

The 1JPAU, HQJOC and 633 Facebook sites have increased their audiences exponentially thanks to the great work of SGT Michael Davis. Working on a duty system has allowed photographers to refine the current social media exploitation process, with outstanding results. SGT Hamish Paterson has also pushed production standards utilising sliders and DSLR cameras on a video shoot at Kapooka.

The opportunity to work with our US counterparts on TS15 saw new advances in technology for 1JPAU, with the procurement of a drone, which will come into service early 2016 as well as an option for a high end video capability with the procurement of new off the shoulder cameras.

The Sony low light cameras used on TS15 captured high quality colour imagery that has never before been seen on military public affairs taskings. The resulting images were

widely utilised by the media. Current research into Virtual Reality media could also yield exciting and unexpected benefits for our imagery specialists next year.

The end of 2015 will see the unit farewell two long serving members, SGT Michael Davis and CPL Janine Fabre, who both take up new postings at Army Headquarters. We wish them the very best as they take this next step in their careers and sincerely thank them for their significant contribution to military public affairs.

Over at *Army News*, the team continues to do a lot with little to tell the stories of the Australian Army and the broader ADF every fortnight. We should never underestimate the importance of the work being done at *Army News* and I personally look forward to reading 2016's first edition on 11 February.

This year, CPL Max Bree and CPL Mark Doran have deployed to the MER. The team has also farewelled CPL Nick Wiseman, whose contribution during his three-year posting to the paper was immense. LCPL Sebastian Beurich joins *Army News* in the New Year.

All members of the 1JPAU and *Army News* should be proud of the year that was, and be ready for more of the same in 2016.

Roll Call

AAPRS ARES member, CAPT Sharon Mascall-Dare, has been included in the Premier of South Australia's 2015 South Australian Women's Honour Roll:

<https://www.officeforwomen.sa.gov.au/womens-policy/womens-leadership/awards-and-honours>

Congratulations to Sharon on this well deserved recognition.

Chief of Army's Priorities

Chief of Army, LTGEN Angus Campbell, was interviewed recently by SGT Dave Morley for *Army News*. Below is an extract from that article.

Army news: What will be your main priorities and goals?

CA: I have outlined four priorities. They are: to support operations because that's why we exist; to support our wounded, injured and ill because it's the right thing to do and they deserve our support; to continue the modernisation of our Army because I want us to have the best chance to win and for our people to come home safely; and to continue a program of cultural renewal and development because ethical soldiers are our most powerful weapon.

They're broad, but my interest is to see that we're a modern, jointly enabled, open and developing Army, and I want to do it across those four frameworks.

Army news: What do you expect will be the biggest issues and opportunities during your tenure?

CA: I'm looking forward to the opportunities that will emerge from the recently released First Principles Review and the White Paper, which may be released by the government in the third quarter of this year.

Importantly, there's an acknowledgement that it is a time of national security challenge and the ADF, as well as other parts of the security community, need to be prepared and ready for this challenge. We need to make sure we are preparing a force for the needs of the day.

We've seen a range of new and different adversaries, such as Daesh, and the flow of people supporting that cause present future security challenges, not only to Australia, but to our region.

So keeping the Army relevant and focused across the spectrum of modern challenges is key for me.



Army news: What part of the job are you most passionate about?

CA: Actually it's the people. We have wonderful people in our Army and they do a great job every day. There are occasionally individuals who need some correction, but the Army is an organisation that responds to positive encouragement and can quickly learn from its mistakes. There is a great generation of young soldiers out there.

Army news: What can diggers expect from their new boss as far as leadership style goes?

CA: I think I'm pretty open-minded and prepared to listen to what people have to say, but I will think about things and clearly articulate where I want to be and where Army's opportunities and challenges lie.

If I'm visiting a unit, please speak up, because I want to hear what soldiers have to say.

Army news: What do you expect from them?

CA: Do your best. Give your best effort every day. It'll be good for you, good for your team and good for your Army.

The full article may be read [here](#).



1st Joint Public Affairs Unit Update

MAJ Chris Linden

1 JPAU's tempo has remained very high during the second half of 2015 and the time has literally flown by, with multiple tasking most weeks, major exercise deployments and standing operational deployments to the MER. We've welcomed new Army and Air Force Officers to bolster the unit ranks – CAPTs McDermott and Rosendahl and FLTLT Webster are already kicking goals in their respective roles.'

Ex Talisman Sabre saw unit members working long hours in the field and in the CJIB to produce PA product of the highest level, resulting in significant media coverage and public awareness in Australia and internationally. Several members were recognised for their excellent performance throughout the exercise both at the MCT and JIB level. The level of technical expertise and rate of effort demonstrated by the Australian team was highlighted by the USN Captain who commanded the CJIB. Despite some initial difficulties in terms of common doctrine and IT, the combined joint teams worked well.

As Talisman Sabre wrapped up, teams from the unit supported the Army Aboriginal Community Assistance Program, Operation Myanmar Assist, Operation Render Safe, the Centenary of the 1915 August Offensive at Gallipoli, the Prime Minister's visit to North Queensland (including support to 51 FNQR) and Exercise Kowari/Pandaroo.



The unit's focus quickly shifted to the ADF's newest major exercise, Northern Shield, which saw special and conventional tri-service forces deploy at short notice during Sep from around Australia to Learmonth, WA, to counter a simulated threat against Australia. HQJOC subcontracted the planning to the unit, giving us significant freedom (and delegation) to plan white public affairs effects with JOC 7 branch (EXCON), embed a blue MCT with the Brigade Ready Combat Team and attach to a SF Commando Company Group based on the JIB (light) construct. The ability to plan with the force elements from the outset and work directly with major media resulted in significant TV and print media coverage, which is a credit to the content gathers in white and blue and those pitching the content to media. The exercise highlighted the requirement to follow up our releases of information and imagery to media to get best effect.

Concurrent with Northern Shield, SGT Paterson led the unit support to the 'Sea Series' of important amphibious exercises during Sep and Oct. The JPAU team bounced between white, blue and red roles, generating excellent outcomes for the tri-service public affairs team of PAOs and Imagery Specialists who supported the exercises.

The later part of the year has seen the unit provide significant support to Army conventional and Special Forces through Exercises Chong Ju, Poziers, Predator's Run, Southern Katipo, Mars Olympics and Red Pegasus. The unit was also integral to the public affairs component of the Army Pre-Command Course, supporting media skills training for the next group of Army commanders.

In between tasks we've been able to slowly advance projects to develop the skills of our photographers and videographers. The unit conducted team building sailing training at

HMAS Creswell, visited TV industry in Sydney to see best-practice video and TV production, and conducted some unit training exercises to challenge the team and incorporate new techniques in their photo and video skill sets.

In 2016 the unit will resume professional industry work placements with a range of organisations, following the program's approval by DGMI and liaison with print, TV and industry organisations. The senior NCOs in the unit have also received training in the Avid software suite.

Through the second half of the year personnel have rotated through roles in JTF633 and TG Taji in Iraq, delivering excellent effects for HQJOC in some trying circumstances. I thank CAPT Richardson, CPL Bickerton and CPL Carter for their service and wish every success and a safe deployment to SGT Paterson and CPL Sims who have/will deploy on the next rotations to each HQ.

The unit has been successful in increasing its capital procurement allocation and will shortly receive a fleet of new video cameras, on the shoulder commercial cameras and a trial drone capability. This will keep the unit at the forefront of video technology for the next three years. Importantly the unit has secured funding in the forward estimates for rolling refresh of equipment, as well as support from Defence Capability Acquisition and Sustainment Group for satellite bearers (BGANs) and satellite phones to maintain our stand-alone deployable capability. Mr Phil Collins continues to provide excellent support to the unit to maintain our equipment. The unit is now well engaged in the Joint MPA review and has briefed key staff on unit capability, operations and tempo.

In recent weeks we were advised of the short-notice posting of two photographers to Army. We are sad to see the members post but excited to finally have positions outside of the unit to provide our soldiers with a fresh perspective. SGT Davis and CPL Fabre post with our best wishes and the support of the unit.

The unit also thanks the members posting out for their significant service to the unit: FLTLT Moroney, FLTLT Phillips, CAPT Platz, CAPT Sander, CAPT Richardson, LS Brown, CPL Carter, CPL Cotton and CPL Solomou. We wish you all the best in your future postings.

When I look back on the year it has been a whirlwind. The unit has covered the broadest possible taskings from HADR, DACC, Royal visits, contingency exercises, representational tasks and most importantly ADF operations around the world. Without exception the team has delivered.

In January 2016 I hand over command of the unit to MAJ Dougie McGuire after two and a half years as OC. It has been a challenging and at times difficult tenure, but one I would do over again. When times were tough the unit members rose to the challenge to support each other and they make the unit what it is today. I know the unit and the wonderful sailors, soldiers and airmen, who deliver day after day for the ADF, will be in good hands. I thank the unit members, our higher HQ at MSC and other stakeholders and agencies such as HQJOC, AHQ, FORCOMD/BDEs and 1 DIV/DJFHQ for their support to me and the unit during this time.

I wish the members of the Corps a safe and restful break and a successful 2016.

Publications

One of the Corps' newest members, CAPT Lucy Saaroni, has added another journal to her list of refereed academic publications:

- Managing spontaneous volunteers in emergencies: a local government perspective, [Australian Journal of Emergency Management](#)

CAPT Sean Childs had an article published on the impact of social media on conflict and the war of words:

- Pure Manipulation: ISIL and the Exploitation of Social Media, [Australian Army Journal](#)

Army Aboriginal Community Assistance Programme (AACAP)

MAJ Marianne Phillips

2016 is the 20th Anniversary of AACAP. As the first dedicated public affairs officer to AACAP I am proud to be part of this remarkable team and aim to continue to highlight the great work of our soldiers on this domestic task over the forthcoming year.

The Force Engineer, Colonel Steve Gliddon, has been industrious in promoting and supporting this project to give the soldiers the attention that this work deserves. I continue to enjoy working with him and the whole team to increase the recognition for this mammoth contribution to both the Indigenous communities and Australia more generally.

A trilogy of articles has been commissioned for Policy Magazine. The journal's extended interview with COL Gliddon is available [here](#).



Sapper Malcolm Stewart (right) from 13th Field Squadron, 13th Brigade, instructs Robert Douglas from Titjikala, Northern Territory, on how use a grinder as part of Army Aboriginal Community Assistance Programme in July 2015.
Photo: CPL Steve Duncan

Five things we can learn from US military public affairs

US Navy Reserve public affairs officer and corporate crisis communications specialist for Edelman, Joe Scannell, has written a short blog piece on what the private sector can learn from US military public affairs.

He identifies five areas of key learning:

1. Crisis Communications
2. Employee Engagement
3. Media Relations
4. Content Strategy
5. Campaign Planning

Scannell makes some interesting points about how the US military machine has embraced digital content and uses it to drive a conversation with many different target audiences, across many different digital media domains while continuing to build its brand and enhance its reputation.

There are some links of interest to a case study into the way the US Navy used Twitter to control the release of information around the 16 September 2013 shootings at Washington Navy Yard and how through their skilful use of social media, the US Navy became the voice of authority and credibility at what was an incredibly difficult and intense national security emergency.

Not only can the private sector learn from the US military's public affairs capability, but there are important lessons available for all of us to learn from.

Read the full article [here](#) (although, ironically, not on the DRN, as the site is blocked by the gateway...).

A highly recommended read.

A Milestone in the Reserves

LTCOL Christopher Holcroft RFD

What makes some people join the Reserves? Is it from a sense of national pride? Maybe the tax free money? It was none of these for me.

I had been in Scouts as a Venturer and later as an adult leader in charge of Venturers – teenagers aged 14 to 18 and enjoyed the outdoor fun the organisation offered. It was the camaraderie and adventure that lured me through the doors of my local Citizen Military Forces (CMF) Unit at Sutherland, in Sydney's south on Tuesday 3rd December 1974.

I felt right at home with similarly aged young people who were marching around the depot and so began a career of military service that has lasted 41 years for me in the Active Reserves.

The circle will be complete at midnight on 31st December this year when I transition into the Standby Reserves and MAJ James Wackett from HQ5BDE is promoted into my position.

In a way I had the prescience of predicting the end of my time in the Active Reserves 16 years ago. It was an era when a particular ARA senior officer said Reservists 'would only mark time' as Lieutenants and Captains as they couldn't afford to put the same amount of time into their military careers as their full time counterparts.

The career paths of the Reservists stopped at Major as there were no Lieutenant Colonel positions available on the establishment. However, the senior officer became blindsided by a detailed submission to the Director General of Public Information (DGPI) saying the ARA was not meeting the Government of the day's policy of equality between the two forces.

The DGPI agreed with the submission's recommendations and four Lieutenant Colonel and four extra Major positions were created for the Reserves. This opened the door for the Second Division Commander MAJGEN Cliff Hoeben (now the Chief Judge at Common Law) to promote me. I believe I became the first AAPRS Reserve Major to be promoted within



Recruit Christopher Holcroft, far left, wearing sunnies

our Corps. The scene was set for my exit to the Standby Reserves.

In my civilian career I worked at one stage for the ACTU's Trade Union Training Authority (TUTA) as a mentor to public servants who were having problems with their jobs and career paths.

I took my training to the military sphere and kept hammering the various DGPIs for help for the Reserves. We found it hard to obtain cameras; recruiting brochures and pamphlets – basic equipment to help the PR Officers function professionally.

Finally I was appointed Reserve Head of Corps and worked closely to and with, LTCOL Robert Barnes AM, our former ARA Head of Corps. This set the ball in motion for me to help mentor and grow the Reserve Military Public Affairs Officers nationally until the Corps could fill its three vacant O5 positions.

During my time in Reserves I have been a member of the Infantry (4th Battalion and 1/19 Battalion); Intelligence (2 Field Force Int Unit) and Army PR. I rose through the ranks from a Private to a Temporary Sergeant.

One of Sydney's most colourful criminal lawyers was Brigadier Kevin Murray who I used to see often at Central Court when I was a reporter for The Sun newspaper.

BRIG Murray hassled me to be commissioned as he wanted working Journalists in the Reserves. I made the switch from an OR to a Lieutenant in

1982 and worked my way through the ranks to Lieutenant Colonel. I was cleared for promotion to Colonel in 2005 but there was no established position to move into.

BRIG Murray went on to become a MAJGEN, Commander of the Second Division and later Chief of Reserves.

In 2006 I was deployed to Iraq for four months and met up with then Chief of Army LTGEN Peter Leahy and asked him about further equivalency between the Reserves and ARA in relation to PR positions. He emphatically said the status quo would remain. I did ask.

My deployment to Iraq was a major milestone for me personally. During INTERFET I had been telephoned six times by Military Public Affairs folk asking me to be deployed to East Timor. Each time I had to say 'no'. My reason was simple but complex: my wife Yvonne and I had adopted three Australian brothers who at the time of INTERFET were teenagers with a series of issues. I believed if I had served in East Timor with the then MAJGEN Peter Cosgrove, later General and CDF, and now Australian Governor General, my family would have disintegrated. My boys matured, calmed and our family remains strong today.

However, along with LTCOL Robert Barnes, I did play a part in preparing Sir Peter Cosgrove to lead the multinational non-United Nations peacekeeping taskforce. Rob and I were part of Exercise Rainbow Serpent in Enoggera Barracks.



LTCOL Christopher Holcroft deployed with JTF633 in Baghdad, Iraq. Photo by SQNLDR Paul Lineham.

The exercise was a pseudo-media gig designed to test the major players who would take part in INTERFET.

My holidays were generally Reserve or Regular Army exercises; or maybe training troops on a war ship en route to Bougainville, working for the United Nations in East Timor (UNTAET) or being deployed to Iraq and the Middle East.

Throughout my time in the Active Reserves I have had a fantastic time full of new adventures where I have made quite a few lifelong friends. It's not a life for everyone but for me it has been a very fulfilling one.

I have loved giving service to the community throughout my life and at one stage I was concomitantly a member of the Reserves; the NSW SES, the Illawong Bushfire Brigade, running a Venturer Unit and working as a newspaper Journalist. Time was short and nearly every night was a different uniform. I eventually narrowed my interests down to my family, work as Journalist or Public Affairs exponent, Reserves, Venturers and serving as an Acolyte at my local church.

How will I keep busy when I transition to the Standby Reserves? I have written three fiction books of adventure for teenagers and Young Adults and two for adults. My first non-fiction book is complete and I am publisher shopping to have it printed. I'm now around a third of my way through writing my third adult adventure book and am keen to finish so I can add another one for the Young Adults.

Thank you to all my comrades in the MPA space who I have worked with throughout my military career. Your support and friendship will always remain paramount to me.

It's been a great ride for me but now the circle is complete and it's time for a nascent era in the Reserves and a fresh team to take our citizen soldiers to new heights.

My maxim for my books is 'Always live the adventure' and I wish you all the same joyous ride I've had.

'Tis the season for ... reviews'

LTCOL Mike Harris

Christmas must almost be upon us. If not for the tell-tale signs in the shopping centres and public places then it's the children giving the parents a running commentary on the number of days left before the year unofficially ends. For Defence, the signs of the pending festive season are found in the number of reviews that are percolating around the Department.

The conclusion of the First Principles Review (FPR) holds particular relevance for the Military Public Affairs community – we rate a minor mention in the review. This could be either an ominous or auspicious occasion but now it is written in stone, we need to be ready to act. The key FPR changes to the PA community are:

- (1) (Defence) Public Affairs to move under the Associate Secretary. Military PA remains a joint capability under VCDF and the single Services.
- (2) Military personnel to only perform functions that civilians cannot do.
- (3) Overlap/duplication is to be removed.
- (4) Shared services will be implemented, despite their poor introduction (including PA).
- (5) The workforce is to be professionalised.

Within this context, we have a range of reviews that either flow from the FPR or are initiatives within the single Services. The review that has had the longest gestation has been the Employment Category Review of AAPRS with its detailed assessment of the Corps and recommendations to grow the number of Officers and Other Ranks to build stability into our manning. By the time this newsletter is published, Army will have provided its guidance for the future direction of the ECR.

Coincidentally, both Navy and Air Force are also well down the path of their own trade-based reviews of the photographer and military reporter trades. There are opportunities for all this work to be shared and a sense of common purpose built within the tri-Service community.



A separate review of the AAPRS Reserve manning has commenced and COL Squire has provided guidance to the Review Officer to ensure future recommendations align with the plethora of strategic reviews into the Military PA community.

Running across the top of these Service reviews is a review of the Joint MPA capability, directed by VCDF. This review has joined with a pilot study into Joint capability workforce to consider how the ADF mobilises its single Service capability to generate a Joint effect. We'll see the fruits of this labour sometime early next year.

Not to be outdone, the civilian PA team within MECC has undertaken a comprehensive strategic review of its workforce and outputs. However, this work is on hold while the FPR recommendations are implemented.

And just to add to the mix, the Secretary and CDF have issued a Joint Directive on Risk which has incorporated reputation risk. This means we have a strategic framework to manage the conduct of our business, including clearances.

HQJOC has already implemented a risk management approach and has stepped down the path of taking ownership for a tail to tooth, paddock to plate, management of operational public information from the area of operation through JOC and its strategic enablers to the public space.

The way is now clear for all parts of the PA organisation to take the 'bull by the horns', identify any reputation risks with the information proposed for public release, and then to disseminate and distribute the information, in a timely manner. If you read your tea-leaves correctly, as with any opportunity there are likely to be quid-pro-quo risks. If we are not successful in generating positive public information effects or mitigating reputation risks, the question under FPR is 'why do we need a PA capability?'

Our community needs to relearn the basic skills of preparing information for public release that is well-structured, free of errors and interesting to our publics. We have the channels available to us, we have strategic direction, and we have

the backing of the senior leadership (through VCDF). In my time in Defence there has rarely been a better time for our community to prove its worth.

So, as we spin head-long into the 'Silly Season', we should be aware that our role and function in Defence is undergoing a root and branch review that could see a radical redesign to our business, or minor changes at the fringe (unlikely).

I say we should embrace the changes because we are adaptive and should be in step with the modern information environment. Others will fear the changes and want to hold to the past – and fair enough – we have a rich heritage dating back to the Second World War and a hard-fought for reputation of meeting the high tempo operational environment.

However, if we resist the changes that are likely to be proposed, we risk everything. There is a strategic appetite for Public Affairs to pave the way for delivering information effects in an economical, disciplined but adaptive way. There is no appetite for looking backwards.

Mike – Out. Oh, and Merry Christmas. Weird saying this in November but so is looking at plastic frost on a fake American Oak tree.

Member Milestones

- LTCOL Christopher Holcroft will transition to the Standby Reserve on 1 January 2016 after 41 years in the Active Reserve
- James Wackett was promoted to Lieutenant Colonel in December 2015
- MAJ Doug McGuire will take over command of 1 JPAU from MAJ Chris Linden on 1 January 2016
- MAJ Linden will attend Australian Command and Staff College in 2016
- Kris Gardiner was promoted to Major in September 2015
- MAJ Jay Ellul transitioned to the Standby Reserve
- CAPT Gabrielle Parker and CAPT Sarah Vesey will receive provisional promotion to Major from 1 January 2016
- CAPT Megan McDermott transferred from ARES to ARA and from RASIGS into the AAPRS and is now posted to 1JPAU
- CAPT Fiona Bickerstaff and CAPT Jesse Platz will transfer to the Standby Reserve in 2016
- LT Michael Trainor will receive provisional promotion to Captain on 1 January 2016

If you have recently celebrated a milestone or expect to in the next six months, please email lorraine.mulholland1@defence.gov.au to have it included in the next newsletter.

Senior Reserve Advisory Group and Corps Consultants

In 2014, Head of Corps, COL Jeff Squire, created the Senior Reserve Advisory Group (SRAG).

The Group comprises HOC, DHOC, the COL COMDT, the O5 Corps Consultants (as listed in Figure 1) and SM Corps. The secretariat is provided by the SO (Res) to HOC.

The purpose of the SRAG is to:

- provision of AAPRS technical and career support to the Career Advisory Group; and
- provision of senior specialist officer assessment for the revised AE359 Army

Officer Performance Appraisal Report (PAR) for all AAPRS Reserve officers.

In supporting selection of personnel for commissioning into the AAPRS, Corps Consultants base their advice to the AAPRS career advisers on the officer employment criteria as outlined in the Employment Specification to ensure that only appropriately skilled, experienced and qualified people are recruited into the Corps.

Regions	Rank/Name
Vic/Tas	LTCOL Phil Pyke
SA/WA	LTCOL Sandra Turner
SEQLD	LTCOL James Baker
NQLD/NT	LTCOL Brendan Maxwell
ACT/NSW	LTCOL James Wackett (from 1 Jan 16)

Figure 1. AAPRS Corps Consultant geographic areas.



All AAPRS members, past and present are invited to join the Australian Army Public Relations Service Association. Visit the website for more information: <http://penoversword.army/>

Opportunities for serving wounded, injured and ill personnel

The Australian Defence Force Arts for Recovery, Resilience, Teamwork and Skills Program (ARRTS) uses the performing arts, visual arts and creative writing to assist with the recovery of serving wounded, injured and ill personnel.

The Program runs twice per year in Canberra, around May and November, and has demonstrated health and wellbeing benefits for participants.

Further enquiries can be directed to ADF.ARRTS@defence.gov.au

Role-playing with RMC-Duntroon

CAPT James Hook

It's the most fun you can have as an Army PAO.

That's what I was promised when asked to assist with a field training activity for the staff cadets from the Royal Military College–Duntroon.

The staff cadets were in Ingham, North Queensland, conducting and being assessed on stability operations – the restoration of law and order in the fictitious country of Draconia. It was their final field activity before, hopefully, graduating as officers in December 2015.

My task was to play the role of a civilian journalist in the training serials. I was assisted by two RAN imagery specials – LS James Whittle and AS Chantell Brown.

The 148 staff cadets were split into five platoons. Each platoon conducted a morning, afternoon and evening training serial each day, with staff cadets taking turns to be the platoon commander.

Generally, a serial would consist of a planned task (eg. urban patrol, vehicle checkpoint, community engagement activity) which was interrupted by an unplanned event (eg. sniper attack, IED blast, civilian protest). At some stage, the media team would arrive and add to the platoon commander's headache.

The first instinct of the staff cadets was often to tell us not to take photos, or to ask us to delete photos already taken. One informed us it was against the Geneva Convention to take photos of detained 'biker gang' members.

A platoon commander allowed us to take photos, but only if we agreed to clear them through the activity OC, Major Rob Barr. We readily agreed, took the photos, and never went near the mysterious major.

Liberation Daily

7 November 2015

Australian invaders assault innocent Draconian woman



Two heavily armed Australian soldiers frogmarch the distressed and injured Draconian woman into illegal detention in the Ingham area

INGHAM - Fresh evidence has come to light of the brutal tactics employed by the invading Australian soldiers as they seek to suppress the peace-loving citizens of Draconia.

The Liberation Daily today publishes a photograph (left) which shows an innocent woman being herded away by an Australian Army march squad.

Witnesses to the outrage fear they will be next on the Australians' hit list, and begged the Liberation Daily to publish their story.

"I saw the lady being led by the Australians," one witness said.

"I think they knocked out all her front teeth with a rifle. She was in agony."

Ingham police have chosen yet again they are nothing more than puppets of the discredited ruling regime.

They refused to provide details of the arbitrary woman, and even suggested the story had been fabricated to cast the Government in a poor light.

A spokeswoman for the Lord's International Resistance Brigade said the behaviour of the Australian troops would disrupt decent people throughout the civilized world.

Local hotel runs out of beer; Aust soldiers blamed

INGHAM - Beer-swilling Australian soldiers have caused a massive disruption to the citizens of Ingham by consuming all the beer in the town.

Survived Melissa Marshall said it was as though a plague of locusts had descended upon the town on Friday evening.

"They just drank and drank for hours," Miss Marshall said. "They were all in uniform, but the worst ones had crowns on their chests ... as well as drinking at dry, they started

on selling really bad jokes like what's the difference between a laptop and a steppe ... one's a very heavy animal and the other is a little lighter."

After the Australians staggered back to their base on the southern outskirts of Ingham, local resistance forces and poet Eric Sheehan called in at the Last Hotel for a cold beer only to be told by Miss Marshall that the pub was completely out.

"It's a bloody disgrace," Mr Sheehan said. "I've been cutting grass

all week, and all I get to drink on a Friday night is a warm glass of wine."

Mr Sheehan has begun writing a poem about his horrendous experience. The first verse reads:

It is lonely every three years that I find out all in the twilight of night when the sun goes down, it is not by the sea where the wild travelers

live to look on a scene and remember them, but I have nothing on earth that is truly and

dear to me and in the face of a job without beer, it needs a bit of work," he said.

We always got the photo, regardless of the staff cadets' efforts. On one occasion, we obtained the permission of the local 'mayor' to pass through the security perimeter to take photos of a 'mass grave'. On another occasion, we hitched a ride with a local resident to breach the perimeter and photograph a 'fire fight'.

The staff cadets learned that photographers can take photos from quite a distance with long lenses. Photographers can also take photos of soldiers' notebooks.

The staff cadets were always professional, but were sometimes a little too friendly and trusting. We were never asked for identification, nor frisked for weapons. On one occasion I offered ID, and handed over the business card of the (female) editor of the local Herbert River Express. This was deemed acceptable. (Her first name was Carenda.)

DRACONEWS

4 November 2015

Australian peacekeepers assist embattled Lucinda residents



Pte Hayden Berrigan (left) and Pte Dan Cahaley help an injured woman to a first aid post while patrolling the streets of Lucinda on Wednesday

LUCINDA - Australian soldiers serving with the peacekeeping mission to Darfur spent the morning patrolling the streets of the embattled town on Tuesday, 31km north-west of Ingham.

The soldiers - part of Coastal Task Force Spiffie - made their presence felt in the community, which has been ravaged by the actions of the Lord's Resistance Army and the Sudanese People's Liberation Army.

"The soldiers here give us a very warm welcome," platoon commander Lieutenant Shaun Avonin said.

"As well as clearing the streets of insurgents, we have provided assistance to civilians scared by suspected criminal activity."

Li Avonin's platoon detained several Darfurian citizens believed to be other gang members or rebels.

The Australian Army is expected to withdraw in force from Lucinda tomorrow.

On another morning we approached the entrance of the forward operating base and asked to speak to a platoon commander. We told her we wanted to accompany a patrol that morning, and asked when it would leave. She said step off was at 0750, adding that the platoon would cross the highway and patrol through backstreets to the centre of Ingham. So much for OPSEC.

The staff cadets were most effective when they offered to help us get our story and photos in return for following their directions. These

compromises generally worked well, although the staff cadets learned that journos will burn their contacts if the story is big enough.

Each day, the media team produced a positive article and a negative article – usually on the same incident – so the staff cadets could see how a story or photo could be twisted or spun. We also produced a nightly TV news story.

While we taught the staff cadets how tricky it can be dealing with the media, we didn't always win. Inspired by a warrant officer who lifted a staff cadet's rifle at the scene of a 'road traffic accident', I tried to pinch a cups canteen from someone's webbing left in the back of a vehicle. I was busted ... but very professionally and politely.

Only after the activity concluded were the staff cadets informed that the media team were ADF members, not civilians. We had feigned ignorance of all military matters, and were exceptionally convincing.

All in all, it was a great experience.

It was definitely NOT a case of being recruited under false pretences.



LS James Whittle films CPT James Hook interviewing one of the Staff Cadets at Forrest Beach, North Queensland.
Photo: AB Chantell Brown

Up Close and Personal with Army's future leaders

CAPT Avital Terkowski and MAJ Lily Mulholland

A group of joint Public Affairs professionals, both Regular and Reserves, recently joined forces to provide Army's future leaders with a close up on how the Public Affairs capability can support and enhance a command appointment.

The Pre-Command Course, taking place in Canungra over two weeks in November and December, featured 50 Army officers due to take command in 2016. We had a unique opportunity to demonstrate the roles and skills Public Affairs Officer and Imagery specialist offer to Commanders.

The Public Affairs component of the course provided an overview of the strategic context in which new OCs, COs and BDE COMDs would exercise their command, a précis of public affairs theory and policy, and some practical exercises to simulate real-life experience of how the Public Affairs capability can support commanders during an incident.

The day started with a presentation from the Head of Corps, COL Jeff Squire, who provided an overview of the public affairs capability in Army and in the ADF joint space. COL Squire

talked about the AAPRS structure and skill set and the support a Military Public Affairs team can offer. The audience was extremely engaged and asked many questions. It was interesting to note that most participants did not realise they had access to such a varied and professional capability.

Mr Paul Lineham, the Manager Communication and Public Affairs (MCPA) for SEQLD, then shared his experience in his role and detailed how each MCPA can support local commanders.

We also had the pleasure of hearing from Mr Max Uechtritz, a former foreign correspondent, who led news teams at Nine, the former Ninemsn, al-Jazeera English and Channel Seven. Max gave the audience an insight into media life and encouraged our future commanders to form relationships with media representatives in their towns.

The afternoon was spent in five syndicate groups of ten senior officers, led by a Captain and a mentor (at the Major/Lieutenant Colonel rank). As a syndicate instructor, we took the group members through the benefits of being proactive and transparent with the media and public versus being reactive; and the process of preparing for a media conference. This included the thought process of possible issues that might be raised during the conference, developing key messages and talking points and rehearsing their products.

The next step was the dreaded interview piece in front of a camera. Our imagery specialists worked very hard and very quickly behind the scenes to cut together 50 interviews while the syndicates received a briefing on social media, discussing how it can benefit units and what they, as commanders, need to be aware of. We then reviewed each interview in front of the



CAPT Anna Rosendahl, CAPT Avital Terkowski, AB Jake Badior and MAJ Lily Mulholland following a successful training day at Kokoda Barracks

group and provided constructive feedback for each member.

The MPA module received very positive feedback from course members, with the practical components of the training receiving the highest accolades. The training has bolstered the image of the AAPRS and MPA specialists from Navy and Air Force. We had junior captains facilitating sessions with ten senior officers hooked into every single word. Many connections were formed and senior officers were actively seeking further public affairs training for their units in the New Year.

We are entering an era where Public Affairs, Communication and Social Media are part of every-day business and the role and capability of a military public affairs officer and vision specialist is highly sought after and valued. This is demonstrated by the request for this training to be conducted again next year.

Congratulations to all those who participated and contributed to making the day a success. Particular thanks go to LTCOLs Maxwell and Barlow who bent the laws of physics to get the team assembled, in loc and working to a plan in around two weeks. The success of this year's training will hopefully facilitate longer lead times in 2017!

Can stratcom save the rhino?

MAJ Tony Park

There's a full moon lighting the African bush so I know there'll be action. Sure enough, around midnight, I'm woken by the sound of gunfire; twenty minutes later a helicopter is clattering overhead, its searchlight tracing a grid pattern.

The next day a South African National Parks media release tells the night's story, in suitably acceptable language: rangers on patrol have 'encountered' a team of rhino poachers, shots have been exchanged, two poachers are dead,



one wounded and one firearm has been confiscated.

Welcome to my neighbourhood, where a small but very real war is going on within earshot of five-star luxury safari lodges and public camping grounds. It's estimated that a rhino is killed every eight hours in South Africa. Last year more than 1200 animals were slaughtered, up from 13 just eight years ago. About 500 poachers have been killed by the South African police, national parks rangers and the army in the past five years. Arrests reached an all time high of 386 last year.

South Africa, Namibia and Zimbabwe, in that order, are home to the last viable populations of wild and farmed rhinos in Africa (Zimbabwe is on a knife edge). It's estimated there are about 20,000 rhino left in South Africa.

At the current rate of poaching, experts expect the tipping point for the rhino, where the death rate outstrips the birth rate, will occur some time in the next two years – from there on it's all downhill.

Manpower, airpower, UAVs, directional finding radar, forward looking infra red cameras and electronic sensors are being deployed to the bush, but even optimists will quietly admit that this is a war that cannot be won solely on the ground.

Reducing the demand for rhino horn is the key to the survival of the critically endangered black and white rhino. This, it seems to me, is a job for strategic communications.

It's first worth taking a quick look at the market for rhino horn and the target audience. For centuries rhino horn has been used in traditional Chinese medicine not, as is commonly believed, as an aphrodisiac, but to reduce fevers – think expensive Aspirin. Interestingly, and this is also often overlooked, demand for rhino horn over all has been falling. For example it is no longer widely used in China. The chief driver of this current lust for keratin (horns are the same stuff your fingernails are made of) is Vietnam.

Following a localised economic boom, consumers in Vietnam – the typical profile is a wealthy businessman - have the means for the first time in their history to buy a commodity that can cost as much as AUD\$100,000 a kilogram.

Horns are not prized for their perceived medicinal value, but rather as a status symbol, trotted out at parties by the flashy businessman hoping to impress or woo a client or future partner. Rhino horn is said to prevent or cure hangovers, but it's more a statement that the person holding it has 'arrived'.

While today's statistics are alarming, the current rate of poaching is a far cry from the 70s and 80s during which the vast majority of Africa's rhinos – thought to number as many as a half a million in the early twentieth century – were wiped from the face of the continent. Demand has dropped, organically, in Asia, but



the remnant hunger for horn in Vietnam could be enough to see the species made extinct.

Communications campaigns have been tried in Vietnam. Early iterations tried to pull at the heartstrings of rhino horn users, showing pictures of dead rhinos and cute little orphaned calves. These campaigns failed.

A new approach being tried by an Australian NGO, Breaking the Brand, headed by Melbourne-based business coach Lynn Johnson, is based on market research carried out in Vietnam.

Lynn interviewed users of rhino horn and found a uniform disdain for the plight of the species. One user said that he didn't care if there was one rhino left in the world; he would still want its horn, whatever the price. What did resonate with users, however, was concern over one of many tactics being trialled in South Africa, that of infusing horns with a mildly poisonous dye.

Not all users were aware that they ran the risk of getting sick from using horn or, perhaps even more of a worry, that a business partner or client might become ill from using a product that had been given as a gesture of good faith.

Breaking the Brand developed advertising campaigns targeted at users, through business magazines and newspapers and billboards in the business class lounges of Vietnam's airports. The message was simple – is it worth the risk of using or giving as a gift something

that could make you sick? The Vietnamese government jumped on board and started running giant lurid billboards showing rhinos and legion of skeletons in business suits marching to their deaths.

It's too early to tell what impact these campaigns have had on demand and there's one more hurdle facing strategic communicators such as Lynn.

In South Africa there is a strong lobby group, mostly farmers who breed rhinos on private land, proposing legalisation of the trade in rhino horn. The pro-traders use public relations, government lobbying and traditional and social media to push the line that only legalisation will save the rhino.

One of their key messages is that infusing rhino horns with poisonous dye does not work and this plays back into the hands of the illegal traders in Vietnam.



The South African Government is not helping the communications fight; it's refused to rule out switching to a pro-trade policy at some time in the future.

What's needed to reduce demand in Vietnam is a planned, sustained and properly funded strategic communications campaign comprising research, advertising, public relations and social media, based on a unified strategy and clear, decisive messaging from government and the private sector in Africa. Unfortunately, with the exception of Breaking the Brand's crowd-sourced advertising campaigns, none of this is happening.

This is a war that needs to be waged bloodlessly, in the minds of people in Asia. Until that happens, under every African full moon people and animals will carry on dying.

See www.breakingthebrand.org for information on the comms fight to save the rhino.

In addition to being a Standby Reserve member of the AAPRS, Tony Park is the author of 12 novels set in Africa. His latest, An Empty Coast, touches on rhino poaching. He would welcome feedback and discussion on how strategic communications might be better employed to save the rhino and other endangered species.
tonyparknews@gmail.com

Cover details

Front cover: Iraqi Army soldiers take firing positions during a night exercise in the urban environment at the Taji Military Complex, Iraq. **Photo:** CPL Matthew Bickerton

Back cover: Australian Army soldier Private Brendan Winter from Task Group Taji 1 provides force protection at the Taji Military Complex, Iraq. **Photo:** CPL Jake Sims

AAPRS ARES Officer Vacancies

AAPRS has several ARES officer vacancies in locations around Australia.

As an ARES Officer, candidates will be required to undertake the broad spectrum of public affairs functions including:

- Leading Army public affairs teams in support of Army activities (including exercises and operations);
- Providing public affairs and issues management advice to Army commanders;
- Developing and implementing strategic, operational and tactical communication strategies;
- Undertaking effective media liaison, escort and support duties;
- Preparing media releases;
- Conducting media awareness training for Army personnel; and
- Overseeing the gathering, management and quality of Army public relations product (including stills and video imagery, and articles for Army publications).

If you know someone you think would be a suitable candidate, point them in the direction of the relevant Corps Consultant (see p.15 for details) and the Army Recruitment website:

<http://www.defencejobs.gov.au/army/jobs/PublicRelationsOfficer/>





The December 2015 edition of *Pen over Sword* was produced by MAJ Lily Mulholland, SO (Res) to HOC AARPS, with contributions from AARPS members.

The next edition is planned to be published in July 2016. While a call for news items will be issued in April, contributions are welcomed throughout the year.

Please send contributions by email to Lily (lorraine.mulholland1@defence.gov.au).