



# *Pen over Sword*

*The newsletter of the  
Australian Army Public Relations Service*

January 2017 edition



Vale Bill Cunneen  
1933–2016

## Message from the Head of Corps

COL Jeff Squire

For once I can write in January reflecting on a Christmas reduced activity period that did not involve an operational crisis that required us to scramble to respond. While the fires, cyclones and floods held off, sadly this period of relative calm also marked the passing of WO2 Bill Cunneen.

The obituary provided by COL John Weiland and tributes from the Governor General and Prime Minister below are testament to the outstanding service that Bill provided and the contribution he has made to this country, Army and AAPRS. I thank the current and former AAPRS Sergeant Majors, Neil Ruskin, Gary Ramage and Mark Dowling for their outstanding work in ensuring that Bill's farewell was fitting.

2017 promises to be a challenging year with continued work in Military Public Affairs (MPA) capability development and the establishment of a Australian Defence Headquarters function here at Russell.

Under LTCOL Haydn Barlow's tutelage as S01 Joint Military Public Affairs Capability we will be producing long overdue doctrine that will provide definitive contemporary guidance for the planning and conduct of military public affairs on operations. While this will not be specific to AAPRS activities in Army, it will provide a key reference to guide capability development in the three services. Haydn is also working with the three services to propose for VCDF consideration an interim solution to meet MPA training gaps until an agreed long-term solution is confirmed. Gaining agreement across the three services has proven to be a complex task in recent years. With a formal Military Public Affairs Capability working group

in place we are well positioned to get through it this year.

While details about the implementation of the Australian Defence Headquarters structure and function are not clear at this stage, there is no doubt that it will impact on business processes and responsibilities in the public information space. We will update you on implications and potential opportunities for the Corps when more information is available.

I commend the piece below from SGT Davis covering his and SGT Fabre's work in the AHQ Communication Team. I am pleased that the AAPRS footprint in AHQ is growing and will look for further opportunities this year to align our work and management structures with Army. As a Corps we need to see ourselves as an Army capability that contributes to the joint fight – I think in recent years our commitment to joint structures have often led us to see ourselves the other way around, it is time to fix that.

To this end, this year we are planning to conduct the AAPRS Corps Conference in conjunction with the Army Headquarters Directorate of Communication Workshop in May. While this will allow for some efficiencies in travel for AAPRS personnel posted with the Army structure who can cover both aspects in one trip to Canberra, more importantly it reinforces the primary focus of AAPRS on Army.

To MAJ's John McPherson and Keith Wilkinson, thank you for your service over many years. Your contribution has been significant and I wish you well in your future endeavours.

Thank you to all who have contributed to this newsletter that is helping MAJ Lily Mulholland to grow it with each edition.

## 'Soldier's Five' from the Colonel Commandant

COL John Weiland (Rtd)

There's an old army saying that if you want something done properly, get a warrant officer to do it. This was certainly the case with organising a fitting farewell for Billy Cunneen.

Thank you on behalf of the Corps, Neil and Ramo, for the very professional send-off that you both undertook at very short notice. Billy would have been proud of you both as fellow photographers and warrant officers. It is also pleasing to note that you are a past and a present Corps Sergeant Major and I am certain that the diggers in the Corps would have been very proud in the manner in which they were able to farewell one of their own.

Thanks must also go to Klaus Boehme, President of the AAPRS Association for continually keeping everyone up-to-date with the funeral arrangements and coordinating the many condolences that were posted on the Association's website. Lisa Keen, a former Defence PR civilian who commanded 1 MSU (the forerunner to JPAU) during its operational deployment to Somalia as part of Operation Solace, needs to be especially thanked for keeping an eye on Billy during his twilight years and for liaising with his family members prior to the funeral. Last but not least, thank you Major Lily Mulholland for coordinating the financial aspects of the Corp's tribute to Billy.

In my opinion, the most significant aspect of Billy's funeral arrangements is that you all came together as past and present members of the Corps to farewell one of our own. When time and the occasion permits, I intend to 'christen' Billy's grave in the old army tradition and of course, members will be invited.

On another note, while we are entitled to our own opinions, as Colonel Commandant, I am disappointed that some of our number have chosen to criticise other Corp's members on a public forum. If you have Corps matters that you are concerned about there are avenues for you to

address them through the Head of Corp's support team or through me as the Colonel Commandant, if you think I can assist.

Recently, two long serving PR Reserve officers retired. In the past, I have made it one of my highest priorities to send a letter of thanks to our retiring members. This task is made the more difficult as I generally find out long after the event. I have recently spoken to some of our members who were not aware of the retirement functions and, hence, did not attend. I ask that if you know of someone who is about to retire, is being promoted, receiving an award, having an addition to their family or other pertinent news, to contact MAJ Lily Mulholland ([aaprs.corps@defence.gov.au](mailto:aaprs.corps@defence.gov.au)) who will pass on the information to the relative people for actioning.

The Army is currently undergoing an era of considerable reorganisation and there is a possibility that AAPRS could be disbanded and amalgamated into a mega-Adjutants General or Logistics corps. For example, some corps have already lost their Other Ranks. The behaviour that I refer to only weakens our image, esprit-de-corps, and resolve to fend off possible action as to our collective future.

We are the smallest corps in the Army by far, and in the past decade almost everyone has served on operations, with many serving multiple tours of duty in what has been the Army's longest period of continual active service since World War II. As we are now approaching what is predominantly peacetime service, there are several areas that I feel need emphasis. I am currently drafting a paper for the Head of Corps' consideration in those areas that I believe should be addressed now that our operational tempo has decreased. The aim of the paper is to present it at our next Corps conference as a building block for the future. I therefore encourage anyone who has suggestions to our way ahead, to give them to me personally ([jweiland@bigpond.com](mailto:jweiland@bigpond.com)) and, where appropriate, I will include them in the draft paper.



## Message from the Deputy Head of Corps

LTCOL Haydn Barlow

In November 2016 I travelled to the United States to attend the Joint Senior Public Affairs Course at the Defense Information School (DINFOS) in Maryland. It was a tremendous privilege and terrific learning opportunity that I hope we can extend to more of our people in the coming years.

To that end I spent a few days consulting the school's leadership about their approach to photographer, reporter and public affairs officer training, and how Australia can tap into this excellent capability. Initial discussions were positive, but there remain some administrative obstacles for us to navigate before we can consider this course of action workable. First the Services must agree DINFOS offers good value for money. That is far from a done deal, as the cost is considerable. But I am convinced it is our best medium-term answer to what seems like an intractable training problem caused by our small numbers. Then the Services must allocate money to the cause. Budget cycles will play a part here. And finally we must determine a logical and fair way for identifying students to attend.

This is all work for the Military Public Affairs Capability Working Group, which is addressing the structural needs of our capability on behalf of VCDF. As you have probably gathered, progress is glacial, but I am confident there will

be some tangible steps taken in 2017. Watch out in the coming year for MPA doctrine! That journey has now commenced the 18-month path to completion.

Speaking of doctrine, Ministerial and Executive Coordination and Communication (MECC) released the [Defence Communication Manual](#) (DRN only) in December 2016. This replaces the old DI(G) 08-1 and is now the guiding administrative policy framework document for Defence public information practices. As public affairs staff it is important we all become familiar with this document. It is not perfect, but it is a good start and is now official Defence policy. I'm sure MECC Division will welcome constructive feedback through your formal chain of command processes.

Finally, if you are writing a PAR on your soldiers this year, please review the good guidance on the [DOCM-A](#) and [DSCM-A](#) websites (DRN only) and start the process now, if you have not done so already. As usual, I will do the Technical Officer section for ARA officers and the Senior Reserve Advisory Group members will do it for Reserve officers in accordance with their location.

All the best to you and your families in 2017.



## Message from the Corps SM WO2 Neil Ruskin

With the ever-evolving and fast pace of Army today, combined with rapidly changing image capture and transmission technology, keeping up with industry standards was as challenging as ever in 2016.

On the soldier side, producing photographers capable of working across the full spectrum of military operations has been the focus this year, with an emphasis on amphibious operations and refining our expeditionary skills to effectively integrate with the Amphibious Task Group.

This was achieved by standardising field equipment and basic IMT training across the three services in 1JPAU, baseline physical training, and real industry experience in photography and video. This was assisted by CPL Ashley Roach volunteering his time to show photographers what he has learned in the 10 years of commercial

photography experience he has acquired since leaving AAPRS.

After the successful acquisition of the Soldier Combat Ensemble – Project Land 125 field pack and body armour we were able to issue it to all services in 1JPAU and begin field training to maintain a baseline.

2016 saw a steady rate of jobs and training. As new equipment comes in, new methods of image capture roll out. The SGTs have been pivotal in the process of upskilling the CPLs and new officers.

I would like to thank all members of AAPRS as well as our Navy and Air Force partners at 1JAPU, JOC and Russell for the amazing work getting the teams out the door and support abroad often under difficult circumstances. It made 2016 a great success.



Above: Urban operations at Majura Range

Below: Training with CPL Roach



Above: Physical training

Below: IMT navigation lessons









## Vale WO2 Bill Cunneen

Corps legend Billy Cunneen was laid to rest on Saturday, 7 January 2017.

Messages of condolence were received from around Australia, including from the Governor-General, Prime Minister, Chief of the Defence Force, Chief of Army and the Regimental Sergeant Major of the Army.



His Excellency General the Honourable Sir Peter Cosgrove AK MC (Retd)  
Governor-General of the Commonwealth of Australia

*Vale*

*Bill Cunneen*

Bill Cunneen was a man who saw the same things we all see, but he had that great and rare ability to capture them—to capture moments, time and history. His photographs, taken over a lifetime of service, are an essential part of Australia's military record. They remind us of who we are as a nation, they speak to the values and ideals we have fought for, and they stand as testament to the deeds and sacrifices of so many servicemen and women.

Bill witnessed some of the defining and most difficult times our country has faced—fifty years on from the Battle of Long Tan, Bill's images are as powerful and insightful as ever. So, although Bill is gone, we will hold his memory close and we have the images that trace his life and hold a mirror to our past.

Bill's family, friends and colleagues knew him as a true gentleman, a man of modesty, honour and quiet resolve; someone whose legendary and trailblazing work speaks for itself.

Bill Cunneen will be missed, and he will be remembered. And as veterans from his time become fewer, we will remember them and their contribution all the greater.

Vale Bill Cunneen, may he Rest in Peace.

*Peter Cosgrove*  
*3rd January 2017*

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PRIME MINISTER

Dear Alan, Chris, Angela, Barbara, Monica, family and friends,

I offer my sincere condolences on the passing of your brother, uncle and friend on 31 December 2016. WO2 William "Billy" James Cunneen's service to Australia, both in uniform and as a civilian, was truly exceptional and deserving of the nation's gratitude and commendation.

Bill's record of service shows a remarkable military career that included service in Korea, Malaya, Borneo and three tours in Vietnam. His overseas service took him to many of the fiercest conflicts of the latter half of the twentieth century. He was a dedicated soldier from his beginnings as a young volunteer in the Citizen's Military Force in 1949. But it is his work with a camera that earned his legendary status. After qualifying as an Army photographer in 1955 he created a unique historic visual record of decades of Australian military operations around the world.

His work was, and continues to be, instrumental in explaining to all Australians the sacrifices made by Bill's comrades in some of the most challenging conflicts in our nation's history. I understand Bill was the first military photographer into the area after the Battle of Long Tan and remember well the iconic photos he took following the battle. His work continues to live on, including in the archives of the Australian War Memorial.

Please accept my thanks on behalf of a grateful nation for Bill's tireless service and unique legacy.

Yours sincerely

*Malcolm Turnbull*  
MALCOLM TURNBULL

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AUSTRALIAN WAR MEMORIAL

CUN/66/0470/VN



AUSTRALIAN WAR MEMORIAL

CUN/66/0693/VN



AUSTRALIAN WAR MEMORIAL

CUN/66/0704/VN



AUSTRALIAN WAR MEMORIAL

CUN/66/0688/VN



AUSTRALIAN WAR MEMORIAL

CUN/66/0620/VN



## Obituary: William James Cunneen

*John Weiland, Colonel Commandant, Australian Army Public Relations Service*

What words can I muster on learning of Billy Cunneen's passing? It's not just a great personal loss but also the departure of one of the Corp's truly gigantic figures. Billy was larger than life and, in passing, he will continue to be always remembered as a damned good soldier, one of Australia's most respected combat photographers, a consummate gentleman and a highly-respected mentor. Each and every one of our photographers, past and present, has been touched by Billy's guiding hand. He mentored all of our young photographers during his Army service and through them, his legacy to the quality of our photographers continues.

When I first joined the Corps his reputation preceded our first meeting and from that first contact, I quickly gained a strong respect for him both as a soldier and as a photographer. I believed that he was the consummate soldier, displaying all the qualities which made him stand out above others and, through his specialisation, he was able to mould the two professions into someone who was respected by generals, soldiers and civilian news gatherers alike. Billy was well known throughout the Army, the news media, as well as internationally, particularly with US newswire photographers who he met during his tours of South Vietnam.



No one knows for sure when Billy joined the Army but we know that he served in Korea as a rifleman and every subsequent conflict up until his retirement in the late eighties. His retirement was due to reaching compulsory retirement age but that didn't stop him from continuing his very long association with the military. He joined RAAF public relations as a civilian photographer with the honorary rank of Flight Lieutenant. He was forced into uniform on one occasion and to the RAAF's astonishment, had five rows of ribbons. This was quite notable as it was in the period when the ADF was largely at peace for nearly three decades.

Billy could also be irascible in that he would never allow limitations to prevent him from take the good shot. I have heard it on several occasions that during his three tours of Vietnam, he suffered the anger of section commanders as he regularly went in front of the forward scouts to get the good pic during enemy contacts. If you peruse the photographic files at the Australian War Memorial you will see the many thousand of the best contact sheets prefixed 'CUN and SVN.'

Billy liked a drink or two. I made it a rule that during my regular visits to Sydney we would regularly have lunch at the Brown Derby restaurant located at the Rocks. When it came to five o'clock the *maître de* would ask us to leave in order to prepare for the evening's trade. Billy would say 'book us in for dinner and get us another bottle of red'.

Billy touched all of our lives and I among many thank him for his friendship and all that he taught me. Billy, I am already missing you very much. Farewell Digger, until we meet once more and share that often-repeated bottle of red.

BRIG (rtd) Adrian D'Hage's eulogy for Bill Cunneen is available [here](#).

Bill Cunneen's contribution to the Australian War Memorial's collection may be viewed [here](#).

## New Corps Members

The ranks of the Australian Army Public Relations Service have been boosted by the recent appointment of new officers and the corps transfer of a new imagery specialist:

- CAPT Dean Muller (ARA) transferred from RAE to AAPRS and posted from 1 JPAU to HQ 1 BDE.
- CAPT Jesse Robilliard (ARA) was appointed and posted to 1 JPAU.
- CAPT Sandy Biar (ARES) was appointed and posted to HQ 5BDE.
- CAPT Zoe Griffyn (ARES) was appointed and posted to HQ 8 BDE.
- CAPT Tim Sydenham (ARES) was appointed and posted to HQ 9 BDE.
- FLTLT David Cusworth transferred to the Army and was appointed a CAPT (ARES) in the AAPRS.
- CPL Nuno Campos (ARA) transferred to the AAPRS in September 2016.

If any appointments to the Corps have been overlooked, please email details to [aaprs.corps@defence.gov.au](mailto:aaprs.corps@defence.gov.au) with details so they can be included in the July edition of the newsletter.



Chief of Army, LTGEN Angus Campbell (left), DSC, AM, chats with CPL Nunu Campos during the Australian Army Skill at Arms Meeting at Puckapunyal, Victoria, on 15 May 2016.



S01 Shaping and Influencing MSC Div LTCOL Jason Logue (right) welcomes photographer CPL Nunu Campos and his wife, Floriana, to the Australian Army Public Relations Service during a ceremony held at Army Headquarters in Russell Offices, Canberra, on 30 September 2016.



### Our Contract with Australia

I'm an Australian soldier who is an expert in close combat  
I am physically and mentally tough,  
compassionate and courageous  
I lead by example, I strive to take the initiative  
I am committed to learning and working for the team  
I believe in trust, loyalty and respect  
for my Country, my mates and the Army  
The Rising Sun is my badge of honour  
I am an Australian Soldier – always



## 1<sup>st</sup> Joint Public Affairs Unit Update

MAJ Dougie McGuire, Officer Commanding

As we start another busy year at 1 JPAU, the Unit has a problem I hadn't foreseen when I took over in January 2016, namely no more room on the notice board for 'thank you' letters generated by the teams.

It's not the worst problem to have, by any stretch of the imagination, and it reflects just what an extraordinary job our MCTs do when they are deployed. It might sound like a small thing, but I think it is actually not a bad measure of the level of hard work, talent and commitment that the Team Leaders, SIS and IS display when they are on task.

Interestingly we have had highly complimentary feedback from senior levels of all three Services, and the merit of having a dedicated 'Amphib' MCT throughout the year generated some of the most satisfying reports. 2 RAR, which forms the core of the Amphibious Ready Element, had such a positive experience during EX RIMPAC 16 and the various build-up exercises with MCT 1 that they completely re-evaluated how to use them. Teams will now be attached to the rifle companies as a matter of course, which is a significant change in how that part of the Army views our capability, and the fitness and competence of our people.

We have also had some strongly positive feedback from the media, which, despite all the focus on social media and direct communication with our (ADF) audiences, still plays by far the most significant role in getting our messages out.

The quality of the imagery our shooters generate is genuinely first-class, and the fact that so many stories have run our pictures, and used 1 JPAU video is satisfying. This has been noticed by the media themselves, and our allies who have also taken the trouble to praise the



Individual photographic enhancement training during Exercise Northern Shield

shooters' work. I have also been almost embarrassed by the complimentary comments from ADF colleagues – people who have nothing to do with Public Affairs – praising the imagery the teams have produced.

As we look forward to 2017, we are also planning a new line of operations which has arisen as a direct result of the outstanding work on OP FIJI ASSIST, when MCT2, then a hybrid HQ team deployed in the aftermath of Tropical Cyclone Winston.

The Unit will be conducting regional capacity building engagements in 2017, working with some of our neighbours to develop their own PA capabilities. This is an exciting new area for us to be working in, and I am very much looking forward to rolling this training out.

Of course none of this would have been possible without the steadfast support of the Unit's families, as always this has been a year where we have all been absent for long periods and have missed significant family occasions and milestones.

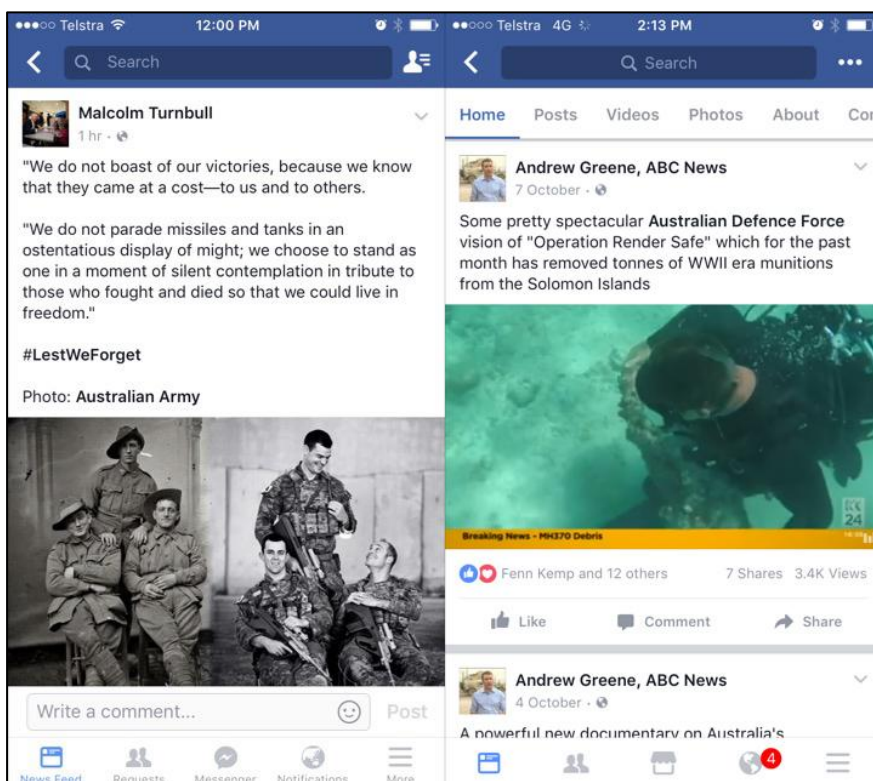
We've deployed on six operations, gone to 12 countries, taken part in 16 exercises, released 2300 stills and 15 hours of video and that comes at a cost. SGT Ray Vance and PO Paul Berry were both away for their first Fathers' Days, and I hate to think how many other birthdays, anniversaries, school events and family triumphs and challenges we have collectively missed. It is the nature of the beast, to some extent, and we have managed this as best we can but I do understand the strain this puts on people.

We all feel it and knowing we have our families at our backs makes all this a bit more workable.

Two AAPRS Captains have posted out of the Unit to Army Combat Brigades: Dean Muller and Anna Rosendahl who will move to 1 Brigade and 7 Brigade respectively. I would obviously much rather they stayed here, but I am confident that they will continue to excel in their new roles. With CAPT Jill Gaze away on maternity leave and various vacancies currently not being filled, there is the opportunity for some of the SIS to step up to MCTL roles in 2017. Looks like being another interesting year...



SGT Paterson tests out the new shoulder cameras



Some great praise from ABC defence journalist Andrew Greene and the Prime Minister Tweeting CPL Jake Sims's amazing photos.



## Army HQ Photographic Cell

SGT Mick Davis

*After the establishment of the AHQ positions, SGT Davis and SGT Fabre have been working around the clock (and the world) to support the Chief of Army's strategic narrative.*

The Directorate of Army Communication photographic cell within Army Headquarters (AHQ) has developed into a fully functional capability since the first position was raised in January 2016.

Operating with the latest photographic equipment and laptops, the positions have been on task for most of the year. The cell has travelled overseas a few times to capture high-profile events that have received wide media coverage.

These new positions at AHQ give the photographer plenty of scope to explore ways to exploit product and design imagery to suit the needs of Army branding, social media and national media agencies.

Moving forward, CPL Nunu Campos has just been posted into the cell, after he was recently given a trade transfer to AARPS. CPL Campos comes to us from the infantry and brings new ideas and style to enhance the Army brand with strong video and stills skills. With CPL Campos moving into AHQ, SGT Davis posted back to 1 JPAU in Jan 17.

The cell has also taken on a challenge to raise a new capability by purchasing a small drone to capture imagery from a new perspective. This new platform is still in the process of approval to operate on Defence establishments, but, under the new Civil Aviation Safety Authority operating procedures, we have approval to operate everywhere else.



SGT Mick Davis (above) and SGT Janine Fabre (right) in France for the French National Day parade

## Military Reporters – 2016 in Review

WO2 Andrew Hetherington

It was a hectic, but rewarding 2016 inside and outside the office in Russell for AAPRS Military Reporters.

The five of us, with our one Navy and one Air Force Military Reporter, wrote stories, took images and shot some video for the 23 editions of Navy, Army and Air Force newspapers, Defence Magazine and Defence websites.

To put together our products we either travelled individually or as part of a 1JPAU MCT to the UAE, Afghanistan, Iraq, Tanzania, Oman, Singleton, Townsville, Malaysia, Singapore, Solomon Islands, Sydney, Townsville, Brisbane, New Zealand, Cultana, Wagga Wagga and to other countless locations within Australia.

As at 18 November 2016, AAPRS Military Reporters had written more than 750 stories and submitted to the gallery more than 700 images.

In 2016 we also welcomed CPL Sebastian Beurich into our office and trade. He proved his worth throughout the year. If he continues to improve he will have a long and extremely successful career in AAPRS.

CPL Mark Doran and CPL Max Bree successfully completed their Subject One for Sergeant course and by mid-2017 we will know which of them will replace SGT Dave Morley, who ceased full time ARA service and returned to the active Army Reserve on 1 January 2017, after his 3 years and 7 months of valuable service.

MAJ Kate Ames ran basic reporter training and an On the Job Assessment for two promising Military Reporter candidates and three 1JPAU photographers at Defence News. A new Military Reporter was selected, PTE Julia Whitwell, who has begun the transfer process and will start work at Defence News hopefully in March.

We do not envisage 2017 will be any less busy so we, like 1JPAU, took full advantage of the stand down period to recharge and prepare for another year of telling the stories of the uniformed and civilian personnel in Defence.

We wish everyone within the Corps and their families a happy, safe and prosperous 2017.





## 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:

- provide AAPRS technical and career support to the Career Advisory Group and Defence Force Recruitment; and
- provide 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

**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](mailto:ADF.ARRTS@defence.gov.au)

## How to build a strategic narrative

*Thanks to LTCOL Harris for alerting the AAPRS Head of Corps cell to this article.*

The Harvard Business Review recently published an article on the art of creating a strategic narrative. At its heart, the journal argues, is the need for an organisation to know its story and to own its story. It is not the job of creative agencies to identify your story for you but the story must be at the core of what the organisation is and does.

A story is important, says the journal, because it 'inspires employees, excites partners, attracts customers, and engages influencers'.

They say a strategic narrative must be 'concise but comprehensive. Specific but with room to grow'.

The story needs to define the organisation's vision, communicate its strategy, and embody its culture.

The article says that this kind of story can't be developed through customer interview, workshops and flow charts; rather, the story needs to embody a relationship – it needs to be understood at a human level.

This human relationship is important as it enables a conversation between the

organisation and its stakeholders – in Defence's case that is the Government, Parliament and the Australian public – about what the organisation does for those people. The story must therefore embody a 'shared purpose' if it is to resound with those stakeholders.

The article provides an interesting case study about what happens when an organisation loses its connection with its 'brand DNA'. When Starbucks moved away from its central idea of providing a 'third place' where people could meet, and changed its focus to selling greater volumes of product, it created a disconnect between what the company wanted and what its customers valued. Its financial performance suffered as a result.

Other global corporations such as IBM and Nike have prospered, as they have remained true to their brand DNA and structured their business practices and corporate campaigns around their central idea.

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

## Member Milestones and News

- MAJ Dan O'Mara discharged after 22 years of service in the ARA and Army Reserve
- MAJ Sean Childs announced he will discharge from the ARA upon his return from operations in the Middle East to start a PhD at Monash University. MAJ Childs served in the ARA and Army Reserve for 6yrs
- MAJ Keith Wilkinson retired after 46 years of service in the Army Reserve
- MAJ John McPherson retired after 46 years of service in the ARA and Army Reserve
- SGT Dave Morley ceased full-time service and returned to the Army Reserve on 1 January 2017 after 3 years and 7 months of CFTS.
- CAPT Sandy Biar, S03PR HQ 5 BDE, successfully completed his SSO course in September 2016
- LTCOL James Baker, ARES Corps Consultant for South-East Queensland, was appointed Head of Government Relations at Boeing Defence Australia
- WO2 (rtd) Barry Buckley had open-heart surgery in late 2016. His achievements in uniform continue to inspire our photographers today – the Barry Buckley award remains a most sought-after prize. We wish him well in his recovery.



## Farewell to two AAPRS olds and bolds

MAJs John McPherson and Keith Wilkinson both recently retired after 46 years of service in the Army. Their four decades of service belies the strong levels of personal commitment, perseverance and resilience they both have and have given freely during their time in uniform.

Congratulations to MAJs McPherson and Wilkinson – may you enjoy your well-earned retirement!

### Finally hanging up his boots – MAJ John McPherson

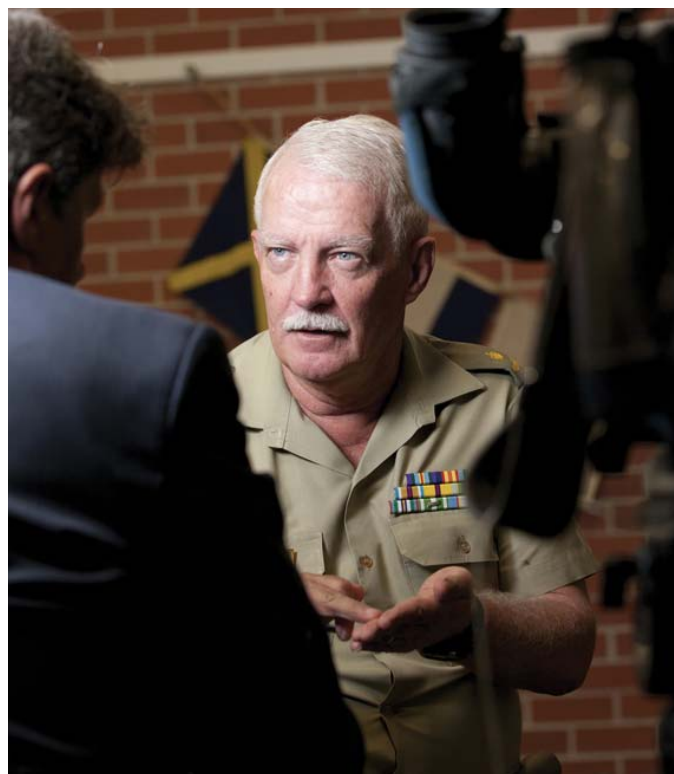
While undergoing a cadetship at The Age newspaper in Melbourne, MAJ McPherson's number came up in a conscription ballot in 1968. He was able to defer his entry and finish his cadetship two years later.

His service with the Army began in 1970, when he was posted to the 1<sup>st</sup> Psychological Operations Unit operating out of Nui Dat in Phuoc Tuy Province, Vietnam after completing his 10-week basic training course at Puckapunyal. His role in Vietnam was multi-faceted and ranged from preparing numerous psy ops products through to producing a one-hour sports news broadcast for the troops out in the field.

MAJ McPherson left the Army after his two-year commitment and for the next three decades plied his trade in public relations and marketing.

In 1994, during a stint in Darwin, his interest in the Army was rekindled and he joined the Army Reserve public affairs office with 1 BDE. He went on to transfer into the regular Army as a Captain and was soon promoted to Major. In 2003, he was once again deployed overseas, this time to Timor-Leste for eight months, followed by a rotation to Iraq in 2005, rotating with LTCOL Rob Barnes as the senior public affairs officer in the MEAO.

After a busy few years, MAJ McPherson once again retired from full-time service. He says he



MAJ John McPherson

then received a phone call to see if he was willing to return for a second stint in the Middle East on CFTS from July 2010 (replacing LTCOL Jason Logue) to February 2011, when LTCOL Mike Harris rotated with him in early 2011.

As many of our Corps olds and bolds know, there remains an eternal need for experienced Public Affairs Officers. In 2012 MAJ McPherson backfilled CAPT Jesse Platz at 7 Brigade on CFTS for 12 months in 2012 when he went to the Middle East, and for MAJ Kris Gardiner at 1 Brigade when he did the same in 2014 (he'd already been the PAO at 1 Brigade between 2002 and 2007 before joining LTCOL Rob Barnes in setting up the PA Cell at HQJOC when it was at HMAS Kuttabul in 2007 before it moved to Bungendore in 2009).

In 2015 he was on CFTS again as the PAO for the MSCT (Military Support Coordination Team) working with the Marine Rotational Force - Darwin and then, 2016, rounded out an age extension on CFTS as the SMPAO for HQ2DIV.

He is fairly certain this is his final retirement from the Army.

## Ex RIMPAC 2016: ATG

CPL Matthew Bickerton

In late June 2016, Military Camera Team 1 (MCT1) from the 1st Joint Public Affairs Unit set off for Hawaii in support of the world's largest maritime exercise, Exercise Rim of the Pacific 2016 (RIMPAC).

Our team of four were to embed with the 2nd Battalion, Royal Australian Regiment (2RAR) and elements from the 2nd Cavalry Regiment, who make up the core of the Amphibious Ready Element (ARE). The ARE sailed into Hawaii on HMAS Canberra after a two-week voyage. MCT1 covered a broad range of training activities which emphasised the ADF's amphibious capability and our interoperability with the participating nations.

We were accommodated at the United States Marine Corps Base in Kaneohe Bay, Honolulu, in a temporary tent city which the Marines had

set up prior. The initial training was focused on integrating with the host nation and other participants. This was a key aspect which we covered.

After a week in Kaneohe Bay, the ARE embarked back onto HMAS Canberra and set sail for Hawaii Island. The island was built from five volcanoes which have left huge lava fields over much of the island. The solidified lava made for spectacular scenery which was a treat to photograph. The ARE used the ranges at the military training area to conduct a variety of live fire practices by day and night.

The activities culminated with a two-day free play exercise back at Honolulu which saw HMAS Canberra deploy the ARE into a tactical scenario ending with a clearance of an urban training facility.



Above left: Australian Army soldiers from the 2nd Cavalry Regiment engage targets with Australian Army Light Armoured Vehicles by night on a live fire range during Exercise Rim of the Pacific 2016

Below left: Australian Army soldiers from Direct Fire Support Weapons platoon, The 2nd Battalion, Royal Australian Regiment, engage targets in support of a live fire section attack during Exercise Rim of the Pacific 2016.



Below right: Soldiers from the Australian and Tongan armies wait before boarding a United States Marine Corps MV-22 Osprey aircraft during Exercise Rim of the Pacific 2016, Marine Corps Base Hawaii





## First Six Months at 1JPAU

CPL Kyle Genner

My journey to 1JPAU has been full of interesting ventures. The process started in 2012 when I first put forward an expression of interest to transfer from RAINF to AAPRS and to secure a position on the 2012 Photographer Basic Course. Alas, I was in competition with my best mate – Jake Sims. However, the powers that be saw to it so that Jake would be on the 2012 course and I would follow suit in 2013. Luckily for me, 2013 was the very last Photographer Basic course before the School of Photography closed its doors.

After completing the basic course, I posted back to the Big Blue One and for 2014 and 2015 balanced the duties of section commander with being 3rd BDE's photographer/quasi-reporter. A big thanks to MAJ Al Green, Army News and the Townsville Bulletin for helping me find my feet. Perhaps the highlight of these years was in 2015 when I was on a temporary attachment to 1JPAU and once again deployed with my best mate Jake – this time on Op Nepal Assist. Fast forward to March 2016 and finally after four years, my transfer to AAPRS was accepted.

Under the leadership and guidance of FLTLT Laretta Webster and PO Paul Berry, I formed part of MCT1 and was flung through the revolving door that is 1JPAU Ops. Some of my tasks this year have included an RMC Battle Block, amphibious ops with 2 RAR, 1 CDO Anniversary, Ex Northern Shield and Ex Pandaroo.

Also, myself and Cpl Matthew Bickerton supported a DACC task in response to the Forbes floods. This is all amongst the various jobs and training activities in Canberra, which has included some time with the team at DMM (formally DDM) and the ABC. Not to mention, the OC has kept us engaged with military skills. In the eight years I spent in the RAINF, I completed the amphibious swim test precisely once. But, in 2016 – three times! I have certainly maintained my fitness since transferring.

Additionally, I am currently studying a Bachelor of Communication and support for my external study has been outstanding. Somehow, between the tasks or even whilst on task, I have found the time and space to study. It certainly helps that 1JPAU is officer heavy, there's no shortage of people to help proofread my essays!

During the last quarter of 2016, my focus changed from PA tasks to preparing myself to replace LSIS Jake Badior on the next OP Okra rotation – TG Taji-4 (Iraq). It has been a steep learning curve jumping through the admin hoops prior to a deployment. Gone are the days when an orderly clerk would do it all for you. However, at least I know how to navigate CMS like the back of my hand.

On reflection, I can say that the first six months at 1JPAU has significantly accelerated my skills as an imagery specialist both in the technical and philosophical sense. Missing from my experience at 3 BDE was critique and perhaps more importantly, exposure to PA planning and a clearly defined intent. Much like my time as a section commander, involvement in planning with staff, particularly at MCT level, has been most useful exercise which has enabled me to achieve my tasks. I am looking forward to putting all the skills knowledge that I have learned this year into practice on and operations in MER, and I am looking forward to seeing what the coming years in the AAPRS have to offer.



## 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 January 2017 edition of *Pen over Sword* was produced by the AAPRS Head of Corps Cell, with contributions from AAPRS members.

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

Please send contributions by email to [aaprs.corps@defence.gov.au](mailto:aaprs.corps@defence.gov.au).

