



Pen over Sword

*The newsletter of the
Australian Army Public Relations Service*

August 2017 edition



Message from the Head of Corps

LTCOL Haydn Barlow

It's a great honour to be appointed your Head of Corps and I am truly humbled by the prospect of taking the reins from COL Squire. Like for many of you, COL Squire has been a central figure during my AAPRS career. I offer my sincere thanks for his stewardship of our corps over the best part of the last decade. He and LTCOL Mike Harris have kept us moving in the right direction during an extraordinarily busy period and they have both put their hearts and souls into our future.

MAJ Chris Linden will take over duties from me as Deputy Head of Corps. I look forward to Chris' return from operations next year to read him into the role.

As I explained to those present at the Corps Conference, Head of Corps is responsible to the Chief of Army for advising the Career Management Agencies on specialist matters related to recruiting, retention, transfers etc; employment category management, job specifications, doctrine and training; traditions and history; and communicating corps matters to its members.

As COL Squire points out below, the role would be simpler if performed from within Army. Being the SO1 for Joint MPA capability at the same time as Head of Corps makes me a little skittish at times. The slow progress of recent joint capability matters is indicative of this.

But we continue to push forward and both matters are intricately related. Since I last updated you at the Corps Conference we have had joint competencies agreed by VCDF and our situation was considered at the Defence Education and Training Board. This, I hope, will be our path towards a formal training solution. It is too early to say what that will look like but it is certainly a step in the right direction.

I note we continue to do good things in Australia and around the world. I was very glad

to hear CPL Campos was selected by AHQ to walk the Kokoda Track recently, and note 1 JPAU's similar support to Legacy Australia in August. I saw some great product come out of Talisman Sabre and Exercise Kowari and was really pleased with the training activities undertaken at 1 Bde and in Fiji. More of it!

Looking towards next year, I see several gaps in the ARA posting plot. We're a small corps that can be disrupted by a few small changes. To that end it is vital that we keep producing new members and do our best to support each other. Point good people with the right skills towards Defence Force Recruiting for one. And second, if any of our Reserve personnel are interested in full-time service I encourage them to contact me or their career advisor. There are several opportunities emerging, particularly in Canberra.

If full-time service is not achievable, there are many Army and Joint exercises throughout the year that require support. This is the best way to make your mark and raise your profile for deployment selection, so I encourage you all to seek these opportunities where you can.

I'll close out this message by recognising the service of MAJ Maggie Nichols and MAJ Dan O'Mara, who transitioned out of Defence this year. Both of these officers joined the Army in the 1990s and transferred to AAPRS in the early 2000s. Many of you will have worked with Maggie and Dan over the years, as I have, and will have noted their dedication and the skills they brought to the job. We'll miss them both and wish them well in future endeavours. Likewise to CAPT Dean Muller, who has transferred to the Reserves after nearly a decade of ARA service and is now looking at a posting in the Brisbane area. I hope to see more of Dean in the coming years.

Message from the outgoing Head of Corps COL Jeff Squire

The events of this year have given me pause for thought. As I said to the Corps Conference, there is a certain clarity provided by having your throat cut and part of your spine replaced. The period of recovery and recuperation since my surgery was valuable and renewing and I thank those who covered my absence so capably. While convalescing, I also concluded that now was the right time to transition from my role as Head of Corps. All organisations need new perspectives and approaches in order to progress. Haydn is well placed to take AAPRS forward.

I have often commented that there is tension between the roles that our senior AAPRS officers fulfil within the joint Military Public Affairs organisation and their responsibility to Army as AAPRS leaders. I maintain my view that the Head of Corps function should exist within Army Headquarters and that the fact that none of our ARA LTCOL or WO2 positions sit within Army is wrong. I am sorry that this situation was not rectified during my tenure, but with some evolution in Army Headquarters Communication leadership, Haydn is well positioned to take this forward in the coming years.

I thank you all for your continued professionalism and dedication. While not always visible, your work is vital to Army and the wider Defence organisation. Please support each other, look forwards and focus on the positives.



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

May proved to be a busy month for the Corps with a three-day Communications Working Group and Corps Conference taking place in Canberra. It was also a sad period in which Corps stalwart Derek Roylance was laid to rest in April after a brave fight against cancer. With the assistance of former LTCOL Ross Smith and former Director of Army Public Affairs, Bob Crawshaw, I have included an obituary in commemoration of Derek in this edition. Thanks must also go to John Fairley, who worked with Derek in South Vietnam as a photographer, for providing a picture of Derek in his heyday.

The conference yielded few surprises and fortunately didn't include bad news as to our future, with little change to the Corps, including change in establishment positions. Overall, the future looks quite positive. The Chief of the Army visited and gave a presentation to the working group, providing insight into his views on how community engagement will evolve with changes in social media.

Presentations included the need to regain our newsgathering capability and to be more proactive in telling the 'Army story' to the public. Further discussions took place to identify the transition from our involvement in the Middle East over the past 16 years – now Australia's longest conflict – to a highly changeable and unpredictable regional and global environment and what changes are needed to switch focus.

So overall, it's business as usual for the Corps. The Army History Unit is to produce a CD of all the Army's Corps regimental tunes and as of now,



AAPRS is to have its regimental slow and quick marches included, thanks to the efforts of Major Cameron Jamieson. Head of Corps, Colonel Jeff Squire has handed over to his deputy, Lieutenant Colonel Haydn Barlow, after serving in the position for nearly a decade..

In conclusion, I was grateful that I was able to meet all of our Warrant Officers during the conference and was very impressed with them. Together with our Sergeants, we are in good hands, as their ability and professionalism will flow down to our junior members. The old Army adage that if you have good warrant officers, you will have good soldiers has proven to be quite true in our case.

Reminder: Performance Appraisal Reports will soon be due:

- Information on regular officer performance appraisal requirements can be found [here](#) (DRN only).
- Information on reserve officer requirements can be found [here](#) (DRN only).
- Information on regular soldier requirements can be found [here](#) (DRN only).
- Information on reserve soldier requirements can be found [here](#) (DRN only).

All Corps members are reminded it is their personal responsibility to ensure a PAR is raised and submitted in accordance with the requirements described at the above links.

Message from the Corps SM WO2 Neil Ruskin

2017 will go down as a milestone year for 1JPAU and AAPRS members for moving into a new age of imagery and professionalism.

It began with several weeks of training for the newest officers and senior NCOs in team leading and the military appreciation process, as well as the normal PAGs and admin which really piques their interest ... At the same time the Senior Imagery Specialists (SIS) (Sergeants) were training Imagery Specialists (Corporals) to move into the SIS role with up skilling not only in video but in all the relevant military camera team processes. CPLs Sims and Bickerton took the opportunity and seemed to slide into the SIS positions effortlessly.

Normal training also continued with those who required it completing Helicopter Underwater Escape Training (HUET) and Force Preparation for Warlike Operations, this time CS gas being the flavour of the month.

We maintained a steady intensity with fitness, with one team to have the opportunity to hump all their equipment over the Kokoda Trail before the year's end, covering a Legacy trek with kids from across Australia.

Apart from the ongoing continuous rotation for work experience through ABC, Canberra Times and the Australian War Memorial, 1JPAU photographers also received training from one of Australia's best cinematographers: Pieter de Vries. He helped us all improve some already high quality work, refining composition, storytelling and editing tips.

New equipment has rolled in, including small camera drones and Remote Pilot Licence training was undertaken to qualify most of the photographers. The drones have already proven to be worth their weight in gold, as vision from Talisman Saber 17 went global only weeks after purchasing them. Chief of Navy Vice Admiral Tim Barrett, AO, CSC said it was the best vision he had ever seen, with a number of generals commenting along the same lines.

Deployments

- CPL Kyle Genner finished his six month tour in Iraq in fine form with recognition from Commander JTF, who awarded him a Bronze Commendation.
- CAPT Robilliard, SGT Davis and CPL Sims all deployed to PNG for Op Hannah to cover the ADF support to the elections.
- SGT Paterson and SGT Vance (this time on stills) deployed to Vietnam with our US partners for Exercise RIMPAC.
- CPL Bickerton deployed with his team on Exercise Bersama Shield to Malaysia and Singapore as an SIS.
- MAJ McGuire, WO2 Nyffenegger and CPL Bickerton travelled to Fiji for a PA capacity building workshop with remarkable results.
- Almost the entire 1JPAU deployed to cover Exercise Talisman Saber 17 with teams predominately living in the field.

Summary

1JPAU has a board full of thank you letters from far and wide with praises of excellent product and professionalism. The team has worked exceptionally well and I could not have been more proud. All members stepped up with the work of so many vacant positions to take up as well as their own. It could not have been done by Army alone, this is a true tri-service unit and the shared knowledge obtained from this environment allows the team to be (I believe) world class.



CPL Genner and LSIS Badior during the handover takeover of Taji photographer position

Vale: Colonel Derek Roylance AM (Retd)

Former AAPRS Honorary Colonel and Vietnam veteran, Derek Roylance, passed away at the age of 88 on April 17 after a brave battle with cancer. The funeral service was held at the Duntroon chapel and was attended by several currently serving Corps members, former members who served with him and many from the RSL and Legacy communities.

Derek had a reputation within the Corps of being a very competent senior public relations officer and had the reputation of giving a hand to anyone in need. This, together with his positive personality, friendliness and sense of humour, will be always remembered by members of his generation.

He served in an era when the news media expected a very high standard of journalism; a press deadline was 'king' and the story gathered regardless of the dangers involved. He worked very closely with PR photographers and during his time in South Vietnam was part of two field teams gathering news of 1 Australian Task Force's operations.

Leader of the field teams, Major Ross Smith, who retired as a Lieutenant Colonel, had this to say about Derek 'He and Peter Thomas were in charge of field teams that covered the main actions of battalion operations in Phuoc Tuy and neighbouring provinces, producing outstanding results.

'By accompanying rifle companies in some of the most hazardous and fiercest actions between our troops and the Viet Cong they managed to obtain the best coverage possible for the Australian media back home,' Ross added.

Derek migrated to Australia from the United Kingdom in 1965 and was commissioned into the Army in 1967. He served in South Vietnam from March 1969 to March 1970 as a Captain (Public Relations) for duties with 1 Australian Task Force at Nui Dat. Derek served in the Army on various



Photo courtesy John Fairley

postings until he retired in 1984 as a Lieutenant Colonel.

Former Director of Army Public Affairs, Colonel Bob Crawshaw, who attended Derek's funeral, said that it was uplifting. 'His large family, RSL and Legacy friends, former comrades and current AAPRS members paid tribute to the military and community service of our first Honorary Colonel,' Bob added.

On his retirement from the Army after serving more than 20 years, Derek settled in Canberra with his wife, Mary. He continued to serve the Army as Corps Honorary Colonel in 1995, was an ACT Branch President of the RSL and was active with Legacy. He was also a National Trustee of the RSL and organiser of the ANZAC Day March in Canberra for many years.

Derek was awarded the very well-earned Member of the Order of Australia (AM) in 2003 ‘for service to veterans and their families, as an executive member of the Returned and Services League of Australia, and as a contributor to the administration of the League in Papua New Guinea.’

Farewell Derek, thank you for your service to the nation, particularly to the Corps and your latter commitment to veterans and their families. You will always be remembered as a good officer, caring colleague and mentor. His wife Mary, his son, daughter, 19 grandchildren and 17 great grandchildren survive him



Colonel Roylance (dec.) (on the right), joined by fellow Vietnam War veteran Second Lieutenant Bill Hindson MC MG (dec.), at the ANZAC Day parade in Canberra in 2015

Updated Information Operations procedures released

Chief of the Defence Force, Air Chief Marshal Mark Binskin, has endorsed Australian Defence Force Publication 3.13.1—*Information Operations Procedures*. The publication – available in the Joint Doctrine Library (Defence Protected Network only) – provides guidance for the planning and conduct of information operations in joint and multinational environments and assists staff with the planning and execution of information operations as part of the wider operational plan or campaign.

The updated doctrine defines Information Operations as ‘the operational level planning and execution of coordinated, synchronised and integrated kinetic and non-kinetic actions against the capability, will and understanding of target systems and/or target audiences, particularly decision making, while protecting and enhancing our own’. The language throughout has been updated to reflect that of the ADF’s international partners.

Focused at the operational level, the doctrine provides definitive guidance on how J39 staff should determine and describe information



operations objectives, tasks and sub-tasks. It also provides an explanation of how to measure and conduct assessment for information operations and includes procedural guides for operational planners, commanders and training organisations to support more effective information operations planning.

Guidance for information operations staff at the combat brigade level can be found in *Combat Brigade ID&I Standard Operating Procedure 7.3*, also available in the Joint Doctrine Library.

Disclaimer: opinions in this newsletter are those of the respective authors and do not necessarily represent those of the Corps, the Army or the Australian Defence Force.

AAPRS Imagery



2017 AAPRS Corps Conference

MAJ Lily Mulholland

The biennial Corps Conference was conducted at HMAS Harman in conjunction with the Army Communications Working Group meeting over the period 1-3 May 2017. The activities brought together a range of public affairs and social media experts from across Army.

Hosted by Acting Director of Army Communications, LTCOL Steve Patà, a highlight of the Army Communications Working Group meeting was a presentation from the Chief of Army, Lieutenant General Angus Campbell. CA acknowledged the importance of Army remaining engaged with the Australian community and drew attendees' attention to the important role played by social media in connecting soldiers direct to the public.

He also addressed the tensions that exist between his roles in maintaining the Army contribution to the joint force through his raise, train, sustain functions and in contributing to joint operations – a tension that has been exacerbated by changes to the Defence Budget introduced through the 2016 Defence White Paper.

CA challenged all Army communications practitioners, including non-AAPRS members, to maximise the return on the constrained investment he is able to commit to engaging with the Australian community.

The Chief's presentation was supported by a series of discussions on a wide range of issues being considered and explored by Army Headquarters. This included internal communication across Army – including the Army newspaper, marketing and brand management.

The Army Communications Working Group also received formation public affairs briefs and developed a synchronisation matrix to assist the Army Communications cell to better prioritise effort over the coming 12 months.

The third day of the activity was devoted to the Corps conference, which saw a good turn out of soldiers and officers from across the Corps, including ARA and Reserve members.



Chief of Army addresses the Army Communications Working Group.

The purpose of the conference was two-fold: to provide an update on current challenges facing the Corps and to provide a platform for discussion around how these challenges might be addressed in the development of the military public affairs capability for the future force.

Head of Corps, COL Jeff Squire, provided an overview of where he saw the future challenges for the Corps, including the need for the Head of Corps function to return to a position in Army so that the management of the Corps could better align with Chief of Army's priorities for raising, training and sustaining the public affairs capability in the land force.

COL Squire also advised that he would be taking a period of long service leave and would hand over Head of Corps duties to LTCOL Haydn Barlow, who has since been appointed to the role by the Chief of Army.

LTCOL Barlow gave a presentation that canvassed the current disposition of the Corps, including providing insights into the differences between our Regular and Reserve liability (the number of members we can have in the Corps), the current asset (the number of members actually in the Corps) and positions (positions that are 'Corps-coded' – that is, must be filled by a member of the Corps).

He reiterated Chief of Army's position that there would be no increase to the liability for the AAPRS and that we would need to find creative ways to deliver the capability required by both the Chief of Army in his raise, train, sustain function and by the Chief of the Defence Force, Vice Chief of the Defence Force and Chief of Joint Operations in their requirements for strategic, operational and tactical military public affairs.

LTCOL Barlow also provided an overview of recent reviews into military public affairs conducted in both the Army and Joint domains. This included a review into the imagery specialist role, which made no conclusions about how a sustainable capability should be managed going forward. More work is to be done in this area by the Head of Corps, Deputy Head of Corps and Sergeant Major of the Corps.

The Corps Conference also included a discussion panel with the Director of the Service Newspapers, Mr David Edlington, OC of the 1st Joint Public Affairs Unit, MAJ Dougie McGuire, and SM Corps, WO2 Neil Ruskin. They discussed the challenges of new media and impacts on newsgathering skills and technology.

Against the backdrop of this range of challenges, LTCOL Mike Harris provided his insights into what the history of Army public affairs might be able to tell us about the future (see page 15 for LTCOL Harris's view of our future challenges). His key lesson was that the way Army tells its story to the Australian public has continued to change in response to a highly changeable and evolving media landscape and that we must be alert to these changes so that we can continue to provide the capability the Army requires of us both now and into the future.

To gain insights into how Navy and the Air Force are dealing with their military public affairs challenges, conference attendees heard from Commander Chloe Griggs, Director Communications & Media Navy and Wing Commander Hyph Read-Jones.



CMDR Chloe Griggs provides an overview of Navy's social media strategy at the AAPRS Corps Conference.

CMDR Griggs discussed the challenges of maintaining coverage across social media channels. Her comments around key considerations for Navy in engaging with the community through Facebook, Twitter, Instagram and [Navy Daily](#) echoed discussions earlier in the program around effective social media marketing strategies for public institutions.

WGCDR Read-Jones provided an overview of how Air Force is building its public affairs capability to support the Chief of Air Force in meeting his strategic communications priorities.

The day wrapped up with an interactive discussion where LTCOL Barlow asked Corps members to contribute ideas about how the Corps can manage the triple challenge of:

- Refocusing our main effort to the Army single-service environment
- Recruiting and sustaining soldiers and officers within our small footprint
- Ensuring quality training is provided to soldiers and officers to ensure they develop and maintain the required competencies to perform their duties while posted into formations and when deployed on operations.

The discussion canvassed a range of subjects. LTCOL Barlow also invited Corps members to contribute any ideas they might have had since the Corps Conference. Submissions should be sent to aaprs.corps@defence.gov.au.

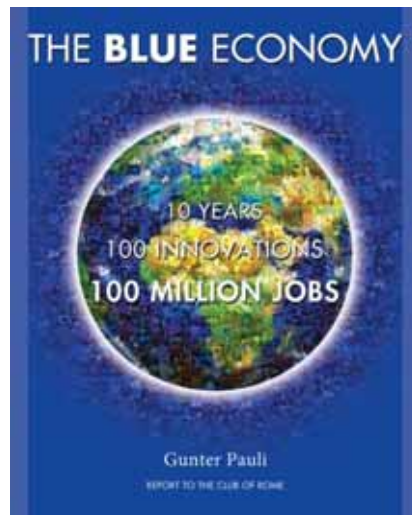
The Blue Economy

For AAPRS members with a strategic studies bent, from recent international security policy theory comes the concept of the Blue Economy.

According to theorist [Pauli Gunter](#), the Blue Economy is seen as the integration of Ocean Economy development with the principles of social inclusion, environmental sustainability and innovative, dynamic business models. It is founded upon a systems approach, in which renewable and organic inputs are fed into sustainably designed systems to fuel 'blue growth'. Such 'blue growth' is expected to address the problems of resource scarcity and waste disposal, while delivering sustainable development that enhances human welfare in a holistic manner.

The concept was adopted as a policy project by the Indian Ocean Rim Association (IORA), which in March held its 20th Commemorative Leaders' Summit in Indonesia, attended by leaders of member countries, including Australia. The summit discussed regional stability and development as being critical for the national security and prosperity of the 51 Indian Ocean Rim nations and how IORA member states can enhance dialogue on shared security challenges.

The Indian Ocean is the world's pre-eminent seaway for trade and commerce and is endowed with a wealth of natural resources.



The development of the Blue Economy in the Indian Ocean region is expected to yield a number of benefits, including:

- Providing a boost to coastal and national economies
- Generating new employment, skill-sets and capacities
 - Promoting entrepreneurship in new areas of economic activity
 - Facilitating the interconnectedness of the regional economy
 - Utilising the vast, untapped potential of the Indian Ocean
 - Contributing to sustainable development and climate change mitigation

With the Australia

Government's strategic focus expanding to encompass the broader Indo-Pacific region, as described in the [2016 Defence White Paper](#), it is important that corps members have an appreciation of the concepts that underpin broader government national security policy settings. A deeper understanding of policy settings will enable military public affairs staff to provide commanders with more nuanced strategic communications advice and products.

Further reading:

Gunter Pauli, *The Blue Economy: 10 years, 100 innovations, 100 million jobs* (Paradigm Publications: 2010)

COVER CREDITS

Front cover: CPL Kyle Genner. Australian Army soldier Private Nicholas Hardiman from Task Group Taji 4 supervises Iraqi Army Rangers while they practice firing at extended ranges with the Dragunov sniper rifle at Taji Military Complex, Iraq.

Photo credit: CPL Kyle Genner

Back cover: Australian Army soldier, Lance Corporal Davide Sargeant, from the 6th Battalion, Royal Australian Regiment's Direct Fire Support Weapons Platoon, prepares 40mm grenades prior to a qualifying shoot on the Mark 47 L40-2 lightweight automatic grenade launcher at the Wide Bay Training Area in Queensland

Photo credit: CPL Max Bree

Smart Soldier magazine

The Centre for Army Lessons recently published edition 48 of *Smart Soldier*. Of particular interest to AAPRS members are articles providing advice on:

- how specialists can work with the combat arms
- how to manage downtime on deployments
- how to maintain fitness over leave periods

This edition of *Smart Soldier* can be accessed and downloaded [here](#) or by clicking on the cover image.



Corps Movements and Member Milestones

Members marked the following milestones in 2017:

- MAJ Maggie Nichols transitioned out of Army in August 2017, following more than a decade of outstanding service to the corps, and 26 years of Army service in total.
- MAJ Kris Gardiner and WO2 Mark Dowling commenced long service leave in 2017.
- CAPT Dean Muller transferred into the Reserve in July 2017.
- OCDT Patricia Dias has been approved for Corps transfer and appointment as a Reserve Captain in the AAPRS. She will be posted to Canberra, where she works in a civilian capacity in the Department of Defence.
- CAPT Jonathan Pavetto was appointed as an officer in the Army Reserve in June 2017.
- Brad Richardson has been promoted to MAJ and posted to 1 DIV, taking up his appointment in early August.

If any movements or milestones have been overlooked, please email details to aaprs.corps@defence.gov.au so they can be included in the December edition of this newsletter.



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

1st Joint Public Affairs Unit Update

MAJ Dougie McGuire, Officer Commanding

Nothing quite like a deadline to sharpen the senses, and I am writing this on a number of those as Exercise Talisman Sabre 17 reaches its peak.

It has been an interesting couple of weeks here, again reinforcing the exceptionally high quality of the people I am lucky enough to command.

The standard of the stills and vision has been exceptional, and the video shot by SGT Mick Davis on our new Phantom 4 Drone has been a game changer, capturing almost cinematic quality shots of beach landings as part of the EX for exploitation on conventional and social media.

Away from TS 17, the Unit has been no less busy than usual, with the rotation of people through the 3 jobs we fill in the MER, a raft of Regional Ops and taskings and, as usual, a long time away from home and families for all of us.

One of the more significant aspects of all this has been the Mobile Training Team we conducted in Fiji, a result of the great work done by the Unit during the response to Cyclone Winston last year. The Republic of Fiji Military Forces sought out help in setting up their own public affairs capability and I was lucky enough to go back and conduct that training package in June.

The Fijians, starting from scratch, showed themselves to be very fast learners and blew our minds with the quality of the products they were capturing by the end of the fortnight. Particular thanks to LS Jake Badior and CPL Matt Bickerton for the training they delivered, and the way they did so. We have made some

lasting friends in Fiji, a place that I would go back to tomorrow given half a chance, largely due to their work and the emotional intelligence they displayed as they did it.

We are likely to be doing more of these engagements in the future, and this was a highly successful start to this line of operations.

CAPT Megan McDermott is due back shortly from the MER along with SGT Ricky Fuller who has been doing some brilliant work while he was there. We've also welcomed CPL Kyle Genner back – yet another 1JPAU member who was recognised with a Commendation for his work with TG Taji. SGT Ray Vance is back there again, alongside AB Chris Beerens who has already made a great impression on his TG Taji rotation.

Although the statistics on time away from home are hard to pin down and to compare with recent years, I feel that we are managing this downwards as much as possible, though it seems like we are averaging about 90 nights away a year. I absolutely understand the pressure this puts on people, and while we are trying to at least make it as predictable as possible, no amount of notice or planning can make up for missed birthdays, anniversaries, Mothers' and Fathers' days, wrecked holiday plans and such like. I want to again thank all of those who 'serve out of uniform' in this regard, and who continue to support my team members through it all.

Assisting the Republic of Fiji Military Forces in developing public affairs capability



1JPAU in Action



Gas, gas, gas. Members from 1JPAU prepare to be exposed to CS gas during Force Preparation Training



Mr Pieter de Vries during Q&A session at 1JPAU video training week



SGT Davis provides a rundown on the photographer capability during the Regional SATCOM seminar



LSIS Badior and CPL Sims during the Remote Piloted Aircraft (RPA) course



LSIS Badior and CPL Sims during the Remote Piloted Aircraft (RPA) course



First job of the year. MCT 3 covers the VCDF Induction Day.

Chief of Army directive on the management of Army Reserve Training Days

The Chief of Army has issued the following directive (OCA/OUT/2017/R29828303):

RETROSPECTIVE REQUESTS FOR EXTENSIONS OF SERVICE DAY LIMIT

Reference:

A. Army Standing Instruction (Personnel), Part 7, Chapter 2

1. I have recently become aware of a number of instances of less than satisfactory management of reserve training days, in particular retrospective requests to extend a member's service day limit. Reserve training days are a valuable and limited resource and these instances have highlighted a disappointing lack of due diligence from commanders.

2. From 1 July 2017 I will not approve any requests for retrospective extensions to reserve training day limits. Furthermore, I will seek administrative and or disciplinary action against

the supervisors of reserve members who parade beyond their authorised training limit. The responsibility to instigate this action lies with commanders. To that end, I seek your support in disseminating this information to all relevant Army personnel within your organisation.

3. To help ensure that Army's processes and procedures in this area are clear and best practice, I have directed DCA to convene a working group to comprehensively review the management of Army Reserve Training Days within Army. This will include a review of ref A.

4. My point of contact in this matter is Director General of Personnel – Army.

AJ Campbell
LTGEN
CA

24 May 2017

Call for expressions of interest – Pre-Command Course 2017

Are you interested and available to assist in delivering public affairs training for the 2017 Pre-Command Course (PCC) being held at Kokoda Barracks, Canungra?

We are seeking expressions of interest from CAPT/MAJ/LTCOL to support the course.

The course delivery date is **Tuesday, 5 December 2017**. Personnel are required to be available in Canungra from 1500h, Monday 4 Dec. Personnel are expected to be released from 1700hr on Tuesday, 5 Dec.

Non-local participants will be billeted on base from Monday 4 Dec through to Wednesday 6 Dec as required. ARTS, travel costs and allowances will be paid by Officer Training Wing.

At this time EOIs are sought from officers serving in SERCAT 7 (ARA) or SERCAT 5 (ARES) only. Please advise MAJ Kathryn Ames (kathryn.ames@defence.gov.au) if you are interested and available.

Searching for a Beginning

LTCOL Mike Harris – Public Affairs Officer 'at large'

For a recent gathering of AAPRS personnel, the Acting Head of Corps, LTCOL Haydn Barlow, agreed that I could present a discussion aimed at reaching back to the roots of our professional origins and then track a short path to current day operations.

As a collective, we are rarely funded to come together and exchange information so the challenge is to make these events as engaging as possible, across the widest audience. Mine was to be a talk; no PowerPoint slides or videos. It was to be more freestyle rather than a structured, formal brief. But the night before I suffered pangs of guilt: the opportunity to brief my fellow officers and other ranks was too important just to refer to notes. I had previously written a paper on the history of Australia's media–military relations and remained disappointed that we were not actively engaged in professional discussion, challenging ourselves to be leaders in our field, not followers. At 4am, I hastily put together a brief complete with video content.

When you work from home you are unencumbered by the technological limits set by the Defence Restricted Network. My first mistake was not having the brief sitting on the other side of the firewall. The second mistake was having large video files as part of the brief. The third was not being able to try and test the brief – all rookie errors quite rightly identified in the post-briefing wash-up as shortcomings in the session. Perhaps we will eventually learn these lessons for future conferences. But then again, perhaps not!

The purpose of the talk was to consider the experiences of previous generations and present a snapshot of what we may have learned from contemporary military operations. My research efforts were to be quickly disappointed. As the Corps Colonel Commandant, Colonel John Weiland, likely attests, we may be professional communicators but we have been ordinary collectors of our communications. Forgive me if I am wrong but I have yet to find any compendium of our collective works; no post-graduate research; no reports or reviews that have surveyed our past organisational structures and their contributions to Defence's official record of achievements; no publications of an individual's efforts or the outputs of a particular operation. Post-World War II, our Public Affairs contributions to conflicts in Korea, the expansive contributions to military operations in Vietnam, peace monitoring operations in Iran and the Balkans, peacekeeping and other 'Blue-Hat' United Nations operations in Somalia, Rwanda and Cambodia all remain mostly undisclosed or unpublished. There may be a picture book here, a paragraph in a post-operations monologue there, but no definitive textbook or collection of papers that can act as a searchable resource. Perhaps we should raise this with our Australian War Memorial colleagues?



At the invitation of Major General Matt Hall, Chairman of the ADF Aussie Rules Association, I was asked to toss the coin between Port Adelaide and Carlton at Adelaide Oval, marking the start of the Anzac Day Round. To a packed oval screaming the theme song of Port Power, I performed this simple act. Representing the ADF, the Australian Army and, importantly, the AAPRS was a great moment in my life. I thank MAJGEN Hall and especially LEUT Dave Devlin, RAN for organising this event, for recognising my efforts supporting ADF Aussie Rules and for the central role that my wife Kim has made in helping my with my journey with cancer.

After reading various textbooks – Anderson and Trembath’s ‘Witness to War’, Young and Jesser’s ‘The Media and the Military: from the Crimea to Desert Strike’, and Phillip Knightley’s ‘In War, Truth is the First Casualty’ to name just a few of the numerous academic references on military-media relations, it became clear that the role of correspondent and official communicator have always been similarly motivated. In the spirit of informing the public, both agents sought to tell versions of the truth. This was certainly the basis for me joining the Army.

Prior to enlistment in the Army I spent a decade as a broadcast journalist with the ABC, commercial television and corporate communications. While posted with the ABC to operate its East Kimberley office in Kununurra, I had the fortune to join the soldiers of Norforce on a task involving World War II veterans returning for the first time to their defensive locations at a secret airbase on the Anjo

The Corps Badges of the Australian Army

If you have not had the opportunity to drive into the Royal Military College – Duntroon during a visit to Canberra, I recommend you do so. The lawns of Duntroon House are beautifully manicured and the heritage buildings within the College grounds hark back to the days of Federation and the earliest beginnings of Canberra. When entering off Morshead Drive and up Staff Cadet Lane you come to an intersection marking the front of RMC Headquarters. Along a low concrete wall are emblazoned the badges of the Australian Army’s Corps. Amongst the Corps whose histories are almost as long as the Army itself is the ‘pen over sword’ badge of the Australian Army Public Relations Service (AAPRS). Our Corps badge is equal in size to all other badges. It is positioned alongside its colleague Corps without deference to the other Corps’ histories, size, role or function. That is because the contribution of each Corps to the Australian Army is not influenced by the relativities of importance. Each Corps has their part to play. It took a discussion with a 5RAR sniper returning home for a well-earned break from operations in Afghanistan for me to realise this.

In May, the Australian Army’s Headquarters brought together its Public Affairs Officers for a two-day workshop followed by a Corps conference. Chief of the Army was the keynote speaker and he provided insight into his thinking about the future of communications within the Army and the need for Army to manage its future requirements for public affairs within its current means. It was a sobering presentation although not a surprise considering the feedback provided to Major General Crane following his review. With the recent loss of a number of AAPRS officers, the reintroduction of a photography school continuing to remain an idea, and the future of military reporters at odds with the direction of our function and the organisation, I remarked to my friends that I did not think we had ever been in such a parlous position. Something needs to change or we might break.

So how would it look if the AAPRS Corps Badge was no longer a part of the Australian Army’s ‘ORBAT’? A gap in the wall in front of RMC HQ would certainly be disappointing and would not respect the work done by people like WO1 Barry Buckley, who had such a defining influence on how we are seen. We should celebrate our history and recognise the people who have contributed to the establishment of our Corps. When I drive past the wall, without fail I feel a great sense of pride seeing our ‘pen over sword’ Corps badge and know the effort that went into having our role and function recognised is more than worth the hard work and sacrifice today to keep our Corps from being subsumed into the workings of another organisation that may not have the same focus as the AAPRS.



Peninsula, in the far north Kimberley. The Department of Veteran's Affairs flew dozens of veterans and their wives as a prelude to the Australia Remembers program (1945-95) into the airbase that was being used by the South Australian Northern Territory Oil Search company. Still standing were the latrines and open-air kitchens of the disused airbase as well as a number of lorries that had been readied for post-war disposal but canny Indonesian fishermen had known their location and removed the vehicle's running-gear for their own purposes. The rusting equipment was nearly forgotten reminder of how close the war had come to this part of Australia's shores – the locals were also happy to tell tales of the Japanese air raids on Broome, Derby and the remote communities of the Kimberley coastline that occurred before and after the Darwin bombings. Accompanying a Norforce squadron into the men's country of the Kalumburu people was an adventure in itself but it also opened my eyes to the possibilities of story-telling inside the Army. The fire was sparked but the recruitment freeze of the Defence Reform Program was to delay my entry into the Army for a few years yet.

On entering service in 1997 there was a deep divide between the Australian Defence Force and the media. There was a prevailing attitude among Defence personnel that the media were not to be trusted; a strong thought process that the media were at fault for the loss of public support for the Vietnam War and they still had a lot to answer for. On discussions with my colleagues it was clear that there was to be no formal association with the 'other side' of the fence other than through the now defunct Defence Media Advisory Group (DMAG).

In Australia, the term 'Accredited Correspondents' lost favour during the high-tempo operations of 1999-2009. The doctrine of the 1980s was out-dated and needed replacing, with the process of rewriting doctrine commencing around 2006-07. A decade later and it is only now being funded to be rewritten. Over the preceding period, through intense pressure from the news media, Defence introduced a policy of media embedding: we learned by doing. While we were attempting to rebuild meaningful, long-term relationships with the Defence correspondents and national security writers, elements of the media found fault at every turn. Academia sided with the journalists' accounts of incompetence and disorder as the military public affairs community was being peppered with continual bad press while trying to meet the ever increasing demands for transparency and accessibility by the Defence Senior Leadership and manage the, at times, mischievous if not malicious actions of certain visiting news media to our deployed forces on operations around the world. If it were not for the even-handed approach taken by the Commanders of Joint Task Force Headquarters and Chief of Joint Operations, military public affairs officers over the past decade would have been summarily executed for their failings to censor, control and manage the news media under their care. On the flip-side, the more savvy deployed commanders were aware of the political power held by the news media and there were information leaks or story breaks that accelerated policy change on operations. On the rare occasions where the visiting journalist was a more seasoned specialist and the commander was respectful of the news media's role, deeper policy analysis and more fruitful reporting of progress with military campaigns resulted. This was the sweet spot that we tried to aim for but often did not get.

To say that the ADF has been active like never before is difficult to root in fact. It is a perception based on the information we have access to. We appear to be busy based on the number of activities supported at any one time but my guess is that mounting operations in support of Vietnam and Korea probably also taxed the organisation of the day. A couple of years ago I was tasked with reading the "lessons learned" reports gathered by Joint Operations Command to extract any relevant lessons for military public affairs. I was also tasked with scanning coalition doctrine to find key themes that could be employed in any ADF iteration. These were compiled into a spread sheet (as we must do in Army to remain relevant as Excel ninjas). What was apparent in this exercise was the haphazard manner in not only how the public affairs capability was reviewed by various commanders but also in how it was employed.

The lack of dedicated doctrine has not helped with these issues. But in an operational environment where Defence has continued to draw on the small MPA community to support the response to any number of contingencies, the wonder is how it has been able to cope with the span of operations as well as the resource requirements. Disappointing also is the fact that lessons captured for military public affairs are not engineered into updated operating procedures or refined operations doctrine. The capability continues to exist on the boundary of military consciousness and only finds



The author, as a young(er) captain in East Timor during INTERFET in 1999

itself at the centre during a crisis – either organisationally or strategically. It would do well for the Land Warfare Centre, Command and Staff College, the Australian Civil-Military Centre or any one of the national security or public policy institutes to consider the binding role that public information plays within policy frameworks and the impact that effective or ineffective media engagement can have on the successful achievement of policy goals. The collection of lessons and careful assessment of the measurements of progress and effect would bring the MPA community into the centre of contemporary military discussion.

Instead, we continue to operate as outriders, employed to check the boundary fences of Defence's reputation, report on gaps and mending the fences as required. There is a deeper role for MPA than just reputation and publicity – a role that needs to be understood more deeply all the way up the chain of command as we consider how information operations more broadly are to be employed in the conflicts after next.

So, in developing the brief for the Corps Conference, I took the view that while what we do changes to match the realities of the operational environment, there are some things that remain enduring. The role of the news media in scrutinising and reporting on military operations has been a constant since Australia sent its first troops overseas to support the British in Sudan 1895. The ADF currently has a contingent in South Sudan as part of a United Nation support mission and while the news media is not overly interested in UN missions, there occasional enquiry about military contribution.

News media are able to travel and visit our deployed forces in Iraq, Afghanistan and in support of Maritime Security Operations in the Gulf. There has been no real difference in the role of the news media reporting on the service men and women's efforts since the days of CEW Bean's reporting on the Gallipoli campaign. Thankfully, the loss of life is not considered with such low regard. That is one major difference between the wars of today than those of yesteryear. While the advances of technology have opened the far-reaches of the globe to the reach of the news media and vice-versa, the people of these places are able to express themselves, the process of information exchange remains fundamentally the same. Time and space may have been compressed but each technological advance since the introduction of the printing press has brought with it major improvements with the speed of information travel. While there is a strong focus on social media at the moment, in my view the imperative remains of providing factual, timely public interest information to the Australian public about Defence operations. The need to tell Army's story remains as unchanged as it did when I joined the AAPRS 20 years ago. What we before us are the distinct challenges of working with the limited resources that we have, a constraint unlikely to change in an environment where there are so many resource demands being made on the Army.

Senior Reserve Advisory Group and Corps Consultants

The Senior Reserve Advisory Group (SRAG) was formed in 2014 to provide support to the Head of Corps in managing AAPRS reserve matters.

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

The Long Road: Australia's train, advise and assist missions

Edited by Tom Frame

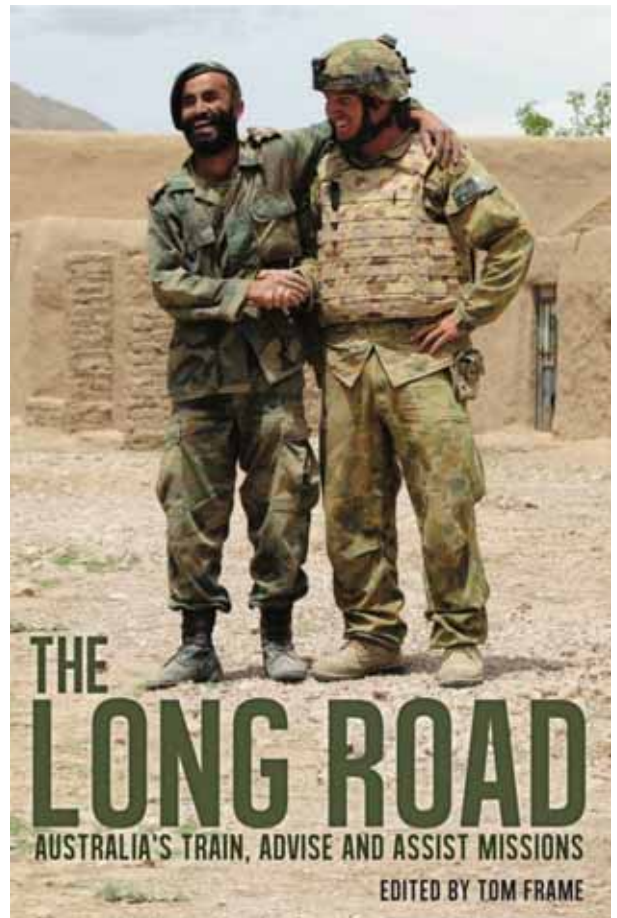
On 4 April 2017, a new book that analyses the ADF's 'train, advise, assist' missions in Iraq, Afghanistan, Papua New Guinea, Bougainville, the Solomon Islands, South Vietnam and Uganda was launched by the volume's editor, Professor Tom Frame, and the Chief Defence Scientist, Dr Alex Zelinsky.

With contributions from media commentators Chris Masters and Ian McPhedran, politicians Kevin Andrews and David Feeney, academics, aid workers and military personnel, *The Long Road* evaluates the successes and failures of Australia's efforts to help its neighbours and partners avoid armed conflict.

The book is part of a series produced by the Australian Centre for the Study of Armed Conflict at the University of New South Wales.

Copies may be purchased from publisher [Newsouth Books](#).

The National Library of Australia entry, which includes a list of contributors, is available [here](#).



Dominating Duffer's Domain – Lessons for the U.S. Army Information Operations Practitioner (RAND)

More than a century after its release, The Defence of Duffer's Drift by Major General Sir Edward Swinton has become an [enduring military classic](#). That piece of instructional fiction, in which the narrator learns from his operational mistakes over a series of dreams, has earned a place in military classrooms and has inspired military leaders, analysts, and historians. Indeed, the narrative form can be a powerful teaching and learning tool.

To support U.S. Army efforts to better integrate information operations into operational planning, RAND has adapted the premise of General Swinton's work for a modern-day audience and a different problem set. The fictitious narrator, Captain I. N. Hindsight, takes readers repeatedly through the same mission over the course of six dreams in which she makes short-sighted decisions, critical miscalculations, and smaller mistakes that contribute to spectacular failures until the accumulated lessons ultimately allow her and the command she supports to succeed. The fabricated instructional scenario draws on actual historical operations, alternative directions that these operations could have taken, and realistic challenges that an Army information operations planner might face.

Source: <http://www.rand.org>

Interested members and former members can download the RAND report [here](#).

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.20 for details) and the Army Recruitment website:

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





The August 2017 edition of *Pen over Sword* was produced by the AAPS Head of Corps Cell, with contributions from AAPS members.

All content is unclassified and has been cleared for public release. As noted elsewhere, opinions expressed in this newsletter are those of the authors and do not necessarily reflect the views of the Corps, Australian Army or Australian Defence Force.

The next edition is planned to be published in December 2017. While a call for news items will be issued in September, contributions are welcomed throughout the year.

Please send contributions by email to aaps.corps@defence.gov.au.