



HMAS CRESWELL MAGAZINE 2002
Royal Australian Naval College





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Table of Contents



Captain's Foreword	3	Warrant Officer and Senior Sailor	
The Year at a Glance	4	- Entry Officer Course	36
A Word from the Training Commander	6	Training Support	37
CN's Strategic Advice Conference	7	Senior Sailors Advanced Staff Skills	38
Obituaries	8	An Aussie WO loose in the US	39
Anzac Day	10	Senior Sailors Advanced Staff Skills 2	40
Some staff of CRESWELL	11	Junior Officers Leadership Course	43
RAN College Continuum reaches maturity	12	A Bosun's Tale	46
Banksia House	13	Junior Officers Management Course	47
ALMF Report	14	RMITEOC Phase IV	49
RANSSS Report	15	Cadet Midshipmen Course	50
A Year at Kalkara	16	Junior Officers Strategic Studies Course	52
A word from the Chaplain	17	Passing Out Parades 2002	55
More of the Staff	18	Historical Collection Report	56
Beecroft Weapons Range	19	Legal Brief	58
Library Report	20	Corporate Services Report	58
Waterfront Report	21	Ship's Welfare Fund	59
A Burst from the Medical Centre	22	Wardroom Report	59
NEOC 26 - Jervis Division	24	Junior Sailors Mess report	60
NEOC 26 - Cook Division	25	Sea Training Deployments	61
NEOC 26 - Phillip Division	27	NEOC 26 Prizewinners	63
NEOC 26 - Flinders Division	28	NEOC 27 Prizewinners	64
NEOC 27 - Cook Division	30	Bushfires at CRESWELL	65
NEOC 27 - Flinders Division	31	HMAS AUSTRALIA in WW11	70
NEOC 27 - Jervis Division	32	Atomic Ex-Servicemen's Association	
New Entry Officers Course	33	- Reunion at CRESWELL	72
Reserve Entry Officers Course	34	Operational Stress Management in the RAN	74



Ship's Company

Commanding Officer's Foreword

by Captain Andrew Cawley



In last year's Magazine, I mentioned the prospect of more than 100 Midshipman joining the College in early 2002. In fact 112 officers joined in January. Some six months later, 105 graduated and this represents the single largest graduating class in the history of the Royal

Australian Naval College. With so many, you could not help but feel the bustle of activity and excitement about the College. This clearly signals that the role and relevance of the Naval College is as important to Navy—and Australia—as it has ever been.

But 2002 started in quite different circumstances for CRESWELL. On Christmas Day 2001, several very serious bushfires started in the Shoalhaven region. They ran quickly and fiercely toward Huskisson and Vincentia, destroying several homes. CRESWELL moved quickly to respond. Navy people pulled out their combat coveralls and formed teams to man firefighting vehicles. Others populated the main conference room, which became the 'operations room'. We were without power, phones and e-mail for several days (peaceful at other times, difficult when you are surrounded by bushfires). For several days, preparations were double checked and teams practiced. Then, as 2002 arrived, the fires swept up from the southwest and crossed into the Jervis Bay Territory at Sussex Inlet in the middle of the night. By first light, the fires had 'spotted' ahead to within three kilometres of CRESWELL. Fortunately, they were immediately attacked by helicopter water bombing, then Navy teams helped the rural fire service crews blacken out the fires, and this took about four days. It was an exciting time for CRESWELL and everyone pitched in: job well done, BZ.

The new entry officer intake in January was matched with another large intake in July of 63 Midshipman, extraordinarily high for the mid-year intake. The College was also busy, with senior sailor and junior officer leadership and management courses generally well subscribed.

With Navy at its busiest operational tempo since World War II, the School of Ship Safety and Survivability operated at maximum throughput for the whole year. Indeed, there were times when the School operated in two-watches, training day and night. Beecroft Weapons Range was busy with ships working up for operational deployment and there were also a number of large Army field exercises. Kalkara continued to support both east and west coast exercises and the ADF Parachute School frequently operated at the airfield.

Around the base more generally, most of the original heritage buildings earned an external repaint, so the whole place now looks very smart. Unfortunately Cerberus House remains closed, which particularly disappoints the Midshipman who appreciate the history of the place and would like to reinstate the Gunroom into the building.

2002 also had its sad moments. A long-serving officer at the College, Lieutenant Commander Neil Gilmore passed away shortly after posting out in January. Midshipman Norton, who graduated from the College in 2001, was killed in an accident in Canberra in February; he had just commenced studies at the Australian Defence Force Academy. In May, Midshipman Maguire was tragically killed in a car accident near Vincentia, three other RANC Midshipman were injured. Some Midshipman were at sea on training deployment, the remainder with College staff flew to Mackay in Queensland for the military funeral. On another level, Max the long-serving guard dog at Beecroft also passed away quietly in November and the place is not the same without him.

The RANC at HMAS CRESWELL is not the quiet establishment some people would believe, and in reality, I doubt it ever was. Today it is as busy and successful as it has ever been in its proud 89 year history. I do not see this changing in 2003!



The Year at a Glance

By Lieutenant Tom Lewis, with input from Petty Officer Steve Sims and Lieutenant Commander Anton Beauchamp



It was a busy year at HMAS CRESWELL but the trouble was that it started too early. Christmas Day saw the base lose power at 1500, and the rest of that week was spent in a confusion of generators, turning up at the right time for the cold-room opening, and forming teams in case of fire-fighting. The following week was actually spent

fire-fighting – although this is covered later on in the Yearbook.

Thursday 10 January saw the arrival of the biggest collection of NEOCs ever seen since the transfer of the degree course to ADFA. 112 trainees arrived and were sorted into four divisions.

By the beginning of February CRESWELL had run out of trainee bunks, with 272 competing for 267 racks! This was sorted out, however there was some rapid re-allocation of rooms as a result. Divisional Officers saw their offices within the blocks up for grabs as trainee cabins, and there was much debate as to the right road to take.

February 26 also saw a very sad moment for the College. A staff stalwart, Lieutenant Commander Neil Gilmour, who had moved from the establishment in early January after a long stay of around six years, died unexpectedly at his Canberra home at the age of 43. The funeral was held at the CRESWELL Chapel on 4 March. Again, we carry more details later within the Yearbook.

In March the two Heads of Initial and Advanced Training Faculties – LCDRs Dave Jones and Polly Reynolds - posted out, to be replaced by LCDRs Bill Triffitt and John Wearne.

LEUT Terry Bird also joined on 18 March as Training Development Officer, and LCDR Steve Heppenstall – who had served previously at the College - joined on 21 March as Head of Training Support.

The Chief of Navy's Senior Advisory Committee and Navy Star Officers' Conference took place at CRESWELL from 11-14 March. One highlight of the event was the ceremonial dance of welcome performed by a troupe from the Wreck Bay Community. Carried out on the Quarterdeck for the entire College staff, students and the visiting officers, the dance was a unique beginning to the proceedings.

In April the College was saddened to hear of the death of Midshipman Trent Norton in Canberra. Trent completed his NEOC at RANC in 2001, and was a student at ADFA. He was involved in an accident one night, and died of injuries sustained. Several staff members travelled to Canberra for the subsequent funeral for Trent.

On 3 May LCDR Steve Wright posted out to complete a full circle in his career. Heading up the Junior Officers Leadership Course at the College, Steve traces his career from joining as a boy seaman in 1972. His new job saw him return as the Head of the Seamanship School at HMAS CERBERUS.

Chief Petty Officer Andrew 'Connie' Francis posted out, to be replaced in the Gunnery office by CPO Vic Young. Chief Francis was also paying off from the navy, to begin a new career with the South Australian police.

CPO Darren 'Spider' Webb posted out of his position halfway through June, to be replaced by CPO Geoff Chelberg.

Tragedy struck the College with the death of trainee Midshipman Robert Maguire on a night in May. Killed in a car accident, Robert was especially mourned by his fellow NEOC members. His obituary appears elsewhere in this yearbook.

Mid June saw the arrival of the travelling Matthew Flinders exhibition. Celebrating the life of the great navigator, the display was made up of numerous panels and various artefacts from the Flinders voyages. It received more than 1000 visitors in the month it was housed at CRESWELL.

The Year at a Glance

.....continued

On 28 June, with a Ceremonial Sunset and Passing Out Parade, 105 NEOC 26 trainees passed out of the College: the biggest number of graduates in our history. 8 July saw the arrival of 63 trainees joining NEOC 27.

On 13 July a class of Australian Naval Cadet midshipmen graduated, the first such course to be run by the College, and a sign of things to come.

The week beginning 22 July saw the death of Dr HE Dykes, former Director of Studies at RANC from 1964-77. Dr Dykes was also an RN Captain who saw service in WWII. On his retirement from the British Navy he was recruited to his position at the College. He had been a resident of an aged home in Nowra for some years following his RANC service. Navy paid its respects at his funeral.

The Chilean sail Training Ship *ESMERALDA* visited the College in early August, and eight NEOC trainees embarked on her for a voyage to Sydney.

In September Lieutenant Commander Tony Mills-Thom and his family posted out of the College after seven years. Tony managed the School of Ship Survivability for some years, and then took a role within the College management team.

Through the year in excess of 250 visits were facilitated, ranging from conferences, exercises and adventure training by all facets of ADF, to civilian organisations utilising CRESWELL's varied array of amenities and unique surroundings.

CRESWELL'S conferencing facilities were utilised by CDF (Senior Leadership Gathering including Minister for Defence), CNSAC, the Jervis Bay Integrated Management Committee and several agencies of the NSW Police to name just a few.

Overseas visits included the Indonesian Training Commander, the US Naval Attache, an Indian Naval Delegation and a party of Thai Military Students. Several military exercises and ships workups were supported by CRESWELL including Exercise Flash Action (4RAR), Exercise Dugong (MCDTG), HMA Ships SUCCESS, NEWCASTLE, MANOORA, KANIMBLA, STUART, HAWKESBURY,

GASGOYNE, HUON and minor units such as MSA WALLAROO and BANDICOOT.

CRESWELL provided assistance to the community in the form of hosting the Atomic Ex Serviceman's Association's 50th Anniversary Commemoration of Monte Belo; Shoalhaven Marine Rescue, NSW Water Police, Australian Fisheries Management Authority, various Crimes agencies of the NSW Police and a host of civil organisations for tours of CRESWELL'S magnificent surroundings.

As the year neared its end NEOC 27 culminated in the three-day evolution of Exercise Matapan, which tested the trainees (and the staff!) to the limits of their endurance. Three nights and days saw an average of 10 hours sleep in total, and hunger, irritation and outdoor living all thrown in to make things worse. However, a week later the 57 surviving members of the NEOC were in fine form as they conducted their Ceremonial Sunset and Passing Out Parade with Chief of Navy as Reviewing Officer.

The wind-down of the College year was not to be however, with a major re-organisation of RANC immediately undertaken. Several months in the planning, the changes included the abolition of the two-faculty approach and much movement of office allocation and personnel responsibilities. A new RANC will take on the challenges of next year. The turn over of staff was large indeed, with more than the College staff posting out. Those departing included LCDRs Keith Woods and Nigel Dunchue; LEUTs Andrew and Dee Williams; Howie Petts, James Balazs, and Terry Bird; Leading Seamen Brad Hetharia, Corbin Dingle, Jason Hutchinson, and in the new year, Warrant Officer Angie Hillis.

Even though as Christmas approached CRESWELL became quieter, there were still notable celebrations to be run. The Children's Christmas Party saw around 80 children turn up for a host of enjoyable activities, with the best saved until last in the form of Commander Richard Rowan as Santa arriving on a fire truck. The week before Christmas saw the usual Camp Quality Annual Summer Camp provide its many and varied activities for these special children.

And so to 2003!

From the Training Commander RANC

Commander Chris Baldwin

This year has been a tumultuous one for the RAN College, with a record entry of New Entry Officers in January, the tragic death of first LCDR Neil Gilmour and then MIDN Robbie Macguire and the serious injury of three of his fellow NEOC 26 course mates; the redeployment of the Head of the Officer Initial Training Faculty and his duties being taken

the life of the College and the further development of officer training.

2003 brings with it further challenges in terms of increasing numbers of New Entry Officers, the refinement of all officer courses comprising the LMPD, the further development of senior sailor staff skills training in parallel with the finalisation of Sea Eagle V, and the extension of the officers LMPD philosophy to other courses such as the CO/XO Desig, HOD Desig, Legacy populations and WO development courses. The Junior Officer Vocational Education architecture reaches maturity with the first group of Naval Officer Year One candidates to enter ADFA in 2003 to commence a two and a half year degree before continuing their Phase 3 PQ training. The new functional structure of the College will be bedded down and interrelationships between curriculum elements and course phases will be further developed vide the operation of the new Curriculum Study Groups and the two Directors of Studies.



MIDN P. Batten cleans Steyr

up by the Training Commander, and then the re-organisation of the College and consolidation of the old OITF and ALMF into just one RAN College.

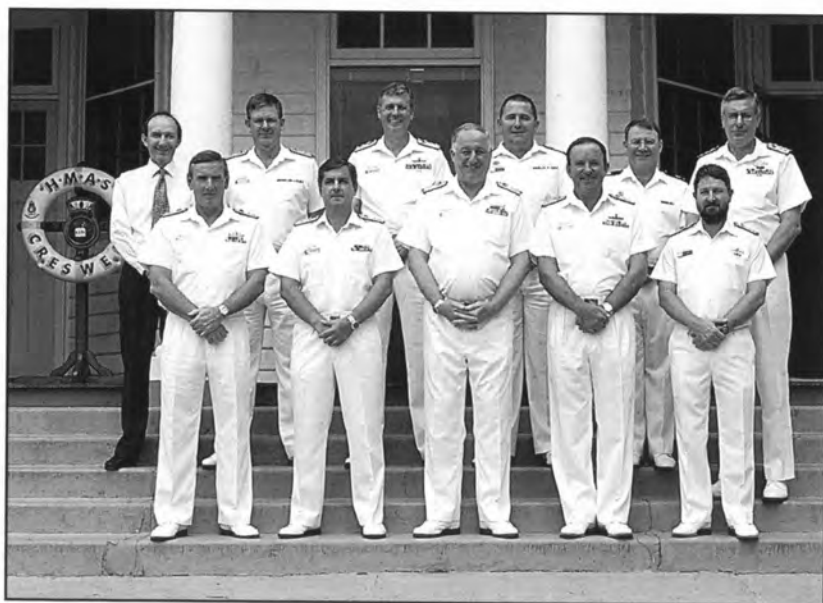
All these challenges have brought out the best of what RANC is about, namely the development of leadership, the striving for excellence in all endeavours and the binding together of a team striving to achieve common goals. The RAN College has seen many valued staff post out over the year; these include Lieutenants Dee and Andy Williams, Lieutenant Nick Edgeworth, Lieutenant Terry Bird, Lieutenant Commanders Bill Triffit, Dave Jones and Tony Mills-Thom (DTA ITLM SO1), Lieutenant James Balazs, Lieutenant Howard Petts and Lieutenant Andrew Nicholls, and last but not least, CPO Rod Waites. We have also seen the end of valued service from Reserve personnel including LS Marion Webb, Lieutenant Errol Hunt and Lieutenant Commander Nigel Dunchue. All these people have made a valued contribution to

The future of the RAN College is slowly taking shape as a vibrant and energetic training and education institution for the 21st century, with close links to the community and tertiary institutions, delivering training programs to officers and sailors alike that are designed to develop their leadership, management and personal qualities and values in order that they may be the best they can be and the leaders of the future Navy.



MIDN P. Batten at periscope

Images Chief of Navy's Strategic Advice Conference



Obituary - Lieutenant Commander Neil Gilmour



The unexpected death early in the year of Lieutenant Commander Neil Gilmour, RAN, deprived Navy and Australia of a fine naval officer. While the loss was felt most immediately by his family and friends, especially at the College, Neil will be missed by all members of the Navy Training Systems branch, to which he devoted much of his naval career.

Neil Gilmour was born in Middlesborough, Great Britain, in 1958, and emigrated with his family to Australia in 1959. He was educated at Primbee State School and Port Kembla High where he performed with distinction achieving high grades in every subject. He attended Wollongong University where he graduated with Honours in Psychology, and also took a keen interest in Rugby Union, which led to a two year Graduate Diploma in Sports Science. For some time he trained the first grade Union side for the area.

His work prior to naval service saw him working as a professional lifeguard and in a number of fitness-related areas. He travelled to Canada where he worked as an instructor to surf lifesavers in Nova Scotia.

In 1987 he took up a Navy Commission working at CERBERUS. His 1990 marriage to Jan Osborne - also a Navy member - saw them settle in Toowoomba while Neil worked at CABARLAH in electronic warfare training. He then served at MORETON before leaving PNF service in 1993 for a short time. The family moved to Canberra with

Neil undertaking a civilian position with a staff development role at the Australian Defence Force Academy.

Returning to the PNF in 1995, Neil was appointed an Instructor at the Naval College. Later he became Head of the Training Support Cell, where he was instrumental in the total redevelopment of the training continuum for junior officers. This saw a revolutionary change in educating officers not only in academic terms but in its philosophical approach as well. He once said that the real issue in Training was not which values were included, but working out how to 'unpack' the values so they became meaningful and real for people. His enthusiasm and expertise in this area saw him receive a Commendation for his efforts. Neil was regularly visited by ship's company members seeking his intuitive advice on not just training matters, but aspects of leadership, personnel management and administrative matters. He was seen as a man of high moral integrity by his colleagues and those he trained. Neil's easy-going nature, positive attitude and non-judgemental approach towards everyone made him a popular figure at CRESWELL.

Neil always retained his keen interest in sport, which included snorkelling, kayaking and touch football. As his family grew these activities were subsumed by his commitments but he continued to participate in the ship's sporting program.

In 2001 Neil undertook six months of study into organisational training and development as part of his Master's degree. In early 2002 he was posted as research officer at the Centre for Defence Command, Leadership and Management Studies at the Australian Defence College. His vast knowledge of leadership theory and education was therefore able to be fully utilised and appreciated by the broader defence community.

Neil Gilmour died unexpectedly at home on Tuesday 26 February. He is survived by Jan and his four young daughters Lauren, Sarah, Keeley and Sian.

Vale Neil Gilmour

RAN College Mourns Loss of one of its Midshipman

The RAN College and HMAS CRESWELL was struck by tragedy early in the year with the death of trainee Midshipman Robert Maguire. MIDN Maguire was killed in a car accident at night outside the establishment near the small village of Vincentia. Four other members of his Division were involved in the incident, which saw a collision with another car driven by a Vincentia resident, who was largely unhurt. Three of the trainees were seriously injured, but recovered, while the fourth member sustained light injuries.

Robert Maguire was a popular member of his Division, and was progressing well in his New Entry Officer Course. His loss was a sad blow to his fellow division members, and to the members of the NEOC class.

Midshipman Maguire was from Mackay, Queensland. An RAN College contingent, along with Systems Commander CDRE Crane; DNOP CAPT Ferguson and the CO of the College, CAPT Andrew Cawley, participated in the Service funeral held in Mackay on Friday 31 May, with a College guard formed for a farewell to their comrade.



ADFA Midshipman dies in Canberra accident



Words spoken

by Adam Simeoni at Trent Norton's funeral.

Most of us here who went through NEOC 24 only really knew Trent for one year and two months, but the friendships made were solid, and the times spent were epic. From the start, for more than six months, Jervis Division were like a big group of brothers and sisters, a team that grew with Trent as a naval officer, as they all went through some of the hardest aspects of starting a naval career. They found support and friendship in Trent, just like he found in them. Trent went on to Brissy, HMAS BRISBANE, where he was proud to be one of the last destroyer Mids, and with that came the comradeship of the DDG and the Gunroom; the brothers who were the 'Destroyer Mids'. He was so proud that day when Brissy sailed into Sydney for the last time, and he admittedly nearly shed a tear when he marched off her for the last time when she decommissioned. He had great mates on HMAS TOBRUK, as we helped each other through the hard times, and whinged a lot about everything, together. At the Academy, he has captured the hearts of 9 and 10 div, and so many of his best mates who have been there with him from the advent of NEOC 24.

Trent Norton - Mates Forever

ANZAC DAY

Anzac Day duty came early for six members of HMAS CRESWELL, with a memorial Service at the Shoalhaven Salvation Army Commemoration.

Trained by two members of the RAN College's Gunnery staff - Chief Petty Officer Andrew Francis and Petty Officer Jason Rombouts - four members of the New Entry Officer Course at the College provided a Colour Party for the Commemoration.

The Party was led by Midshipman Jacqui Kenyon, the Australian National Flag was borne by Midshipman Scott Rau, and the Party's armed escorts were Midshipmen Bernard Dobson and Matthew Cutler.

The College and CRESWELL also provided its usual Dawn Service at Remembrance Park, and villages afield, as well as the main Huskisson March, and service.



Colour Party at Salvation Army



Around Creswell



*CMDR C Baldwin,
TC RANC*



*CMDR R Rowan,
TA-ITLM R&D*



*LCDR J Weame,
ALMF OIC*



*LCDR S Heppenstall,
TS OIC*



*LCDR J Weekley,
TA-ITLM-SO1*



*LCDR M Haines,
OITF Instructor*



*LEUT J Balazs,
OITF CIO*



*LEUT M Bunnet,
CIO JOMC*



*LEUT S Rosengren-
Christie, DO Jervis*



*LEUT T. Bird,
TDO*



*SBLT J Dokon,
COSEC*



*SBLT J McDonald,
DO Phillip*



*SBLT R Norsworthy,
DO*



*WO A Hillis & WO L Perryman,
Instructors, SSASSC2*

RAN's Junior Officer Training Continuum reaches maturity

An important milestone was reached in 2002 in the implementation of the RAN's Junior Officer Leadership, Management and Personal Development Training Continuum. Lieutenant Chris Jones became the first officer in the Navy to complete the process, with the undertaking of the following:

Phase One	New Entry Officers Course NEOC (or equivalent, such as QEOC, REOC etc)
Phase Two	Junior Officers Leadership Course JOLC
Phase Three	Junior Officers Management Course JOMC
Phase Four	Junior Officers Strategic Studies Course JOSSC

As the names suggest, the focus of the four courses is very different. The continuum strives to develop an officer firstly as an individual, then as a team player, then as a manager of a team, and finally as

an officer with a strategic view of a world of teams – the ADF - to and understand the direction of the whole. Typically an officer would move through the continuum over 12 years, although different levels of entry seniority can change this slightly.

Chris thought the continuum let him – piece by piece – slowly appreciate the bigger picture of strategic implications in the region and for the ADF and Navy. 'The whole course too, I thought, was applicable to all officers, regardless of specialisation', he said.

Phases Three and Four of the continuum are necessary for promotion to Lieutenant Commander for all officers of Lieutenant seniority of July 1997 and beyond. The RAN College is catering for demand by offering not only a number of courses each year, but also tailoring the placement of courses to best suit the demands of the Fleet. For example, the JOMC is offered in Perth at Fleet Base West, and consideration is given to running extra courses 'on demand' if sufficient trainee numbers can be achieved.



The Commanding Officer of the RAN College – Captain Andrew Cawley - and the RANC Training Commander – Commander Chris Baldwin – stand behind Lieutenant Chris Jones. Beside Chris are the two heads of the Faculties within RANC, LCDRs Bill Triffitt (right) (Initial) and LCDR John Wearne (Advanced) (left). In the rear row are the three Course Implementation Officers of Phases II-IV in the continuum: Lieutenants Mark Bunnett, Howard Petts, and Tom Lewis.

Banksia House activities for 2002

Banksia House is the CRESWELL Community House which offers a range of support programs for ship's company members

by Kaylene Anderson, President

2002 was a busy year for Banksia House. We had a full program operating for many weeks of the year, with a different event every day. Diversified activities were offered to appeal to people both on and off the base. The program included both day and night-time events in order to attract those Defence members who work full-time.

Activities though 2002 included yoga, parenting programs operated by Centrecare, kids' gym, base tours, walks to Hyams Beach Café, teddy bear-making and mosaic composition. School holiday programs for children offered archery, craft, water play, craft and more craft...



Banksia House

Our committee had big changes through the year due to the posting cycle. Banksia stalwarts who departed included Kristy Wright, Sharron Mills-Thom, Michelle Sims, Cate Berryman and lots of others. A major loss for us was when Jan Gilmour left for Canberra – she really was a “solid rock” on which we had all depended for about five years! During her time at CRESWELL Jan not only contributed in an enormous way to Banksia House but gave birth to four children and commenced raising them as well. No mean feat indeed! Jan

was a mainstay of organisation for the House, and arranged all the school holiday programs, community education and craft.

This year we have been well funded and special thanks for this goes to Treasurer Sarah Morris Adams who helped me tirelessly with the application to the Family Support Funding Program. With the resulting funds we have been able to expand our toy library, replace and increase our craft supplies and replace some of our in-house equipment. To the rest of our hard-working committee Caralyn Dean, Jennifer Veraart, Donna Erwin and Chandra Bornholm go my thanks and I am sure the appreciation of all who utilise Banksia House.

I would like to applaud the Family Support Funding Program for its financial support. We are an isolated community and this funding recognises our special needs and the adverse effects of postings upon CRESWELL families. Bernadette Rayner and the staff at the Defence Community Organisation also deserve a special mention for their support. Bernadette presents a fun-filled and informative program at the Family Liaison Organisation monthly coffee mornings.

One disappointment this year was that we were unable to improve the rear of Banksia House with the addition of a back verandah. This is a rather user-unfriendly area for both children and adults. We hope to rectify this black spot in the future by either filling in and repaving the

area, or receiving the funding to construct a back verandah.

Thanks again to all who have helped make Banksia House a success this year.

A year in the Advanced Leadership and Management Faculty

by LCDR John Wearne



Throughout 2002 the staff of the Advanced Leadership and Management Faculty (ALMF) have continued to provide high quality training for naval officer and senior sailor leadership and management development, as well as contributing to the New Entry induction courses conducted by the Officers Initial Training Faculty. As a group we have provided training on the:

- Senior Sailor Advanced Service Skills Course Phase 1,
- Senior Sailor Advanced Service Skills Course Phase 2,
- Junior Officer Leadership Course,
- Junior Officer Management Course, and
- Junior Officer Strategic Studies Course.

During the year the 'normal' number of personnel changes took place. LCDR John Wearne took over from LCDR Pauline 'Polly' Reynolds (Head-ALMF) in March, who moved on to the Naval Personnel and Training area in Naval Headquarters. LEUT Desmond Woods (Instructor JOLC) joined us in June after service in the New Zealand and British Forces, bringing with him considerable experience in leadership development. LCDR Steve Wright (Course Officer JOLC) moved to HMAS CERBERUS in July as OIC Seamanship School and LEUT Howie Petts (Instructor JOLC) became the Military Support Officer in the Defence Community Organisation in Nowra in October. The last addition for the year was LEUT Tess Cunningham who joined the faculty as the

SSASSC1 Course Officer designate in October as her first appointment. As we finish the training year LEUT Andy Williams (Course Officer SSASSC1) and LEUT Tom Lewis (Course Officer JOSSC) also leave us. LEUT Lewis is to become the Training Development Officer in HMAS CRESWELL and LEUT Andy Williams moves to Naval Personnel and Training Centre - East to the Evaluation section thus joining his wife Dee in Sydney.

As well as the rich array of trainee characters that are the reward of working in the training environment, it would have been impossible for us to conduct our courses without the help and support of the University of Wollongong lecturers, the wide range of other visiting speakers and presenters, and the behind-the-scenes work of Training Administration.

As the year closes we are facing two evolutionary changes for the New Year - the restructure of the Royal Australian Naval College and the College's first foray into on-line learning. In an effort to provide more support to trainees undergoing the SSASSC1 as a paper-based correspondence course the next logical step from telephone and e-mail support is to create a collaborative on-line learning environment - a first for Defence in Australia. The work started by LCDR Wearne, LEUT Williams and PO Gareth Bexton will be continued in 2003.

Changes to the anticipated training load and the desire to make better use of the experienced ALMF instructors has resulted in the restructuring of the RANC as a matrix organisation and involves the dissolution of the ALMF. The instructors are being regrouped by subject specialisation (Leadership, Military Skills, Management and Communication, and Naval and Strategic Studies) and the Head of Faculty is retitled as the Director of Management and Strategic Studies. Since the formation of the Staff Training School in the mid-1980s, the staff of what is now the Advanced Leadership and Management Faculty have worked to provide a range of high quality staff, leadership, management, maritime and strategic studies to thousands of Australian naval officers, senior sailors, foreign naval officers and Australian public servants in the finest traditions of the Royal Australian Navy.

RAN School of Survivability and Ship Safety

By Lieutenant Andrew Nicholls

The RAN School of Survivability and Ship Safety (RANSSSS) is situated close to HMAS CRESWELL, Jervis Bay, and lies within the boundaries of the picturesque Booderee National Park.

The School plays an important role within the RAN by preparing officers and sailors for what is required to keep themselves, their shipmates, and ultimately their ship afloat at sea. All officers and sailors attend a variety of courses aimed at providing them with the skills and knowledge to go to sea, prepared for any situation, be it life-threatening or life-preserving.

Although Combat Survivability (CS) training is primarily aimed at personnel safety both during times of peace and conflict, the courses provide a mix of both practical and theoretical instruction tailored toward an enjoyable level of training for the individuals attending.

The phasing of these courses is parallel with the promotion structure beginning with the Standard CS course, followed by the Advanced CS course. Once personnel are accredited with both qualifications, trainees are required to requalify after being posted ashore for three years or more. There are also specialist courses available (Damage Control Instructor, Damage Control Yeoman and Protection Officer), which are normally associated with the position that the officer or sailor occupies when posted to a ship.

At the senior management level, officers may be required to attend a Commanding Officers/Executive Officers/Head of Department (CO/XO/HOD) Designate course, relevant to either a Major Fleet Unit or Minor War Vessel.

This year has seen two New Entry Officers Courses (NEOC), comprising six classes, migrate through the school and eventually out into the fleet. There has also been one Reserve Entry Officers Course (REOC), Medical Specialists Reserve Entry Officers Course (MSREOC), Naval Institute of Civilian Engineers (NICE) and Marine Engineer Application Course / Weapons Engineer Application Course (MEAC/WEAC). First year Naval Officers from the Australian Defence Force Academy (ADFA) undertook Standard CS training in July 2002. Training in support of the Sea Eagle IV training pipeline was also undertaken for the new entry recruits from HMAS CERBERUS.

The School also supports special training for ships deploying to areas of operations in 2002, the School provided continuation training for the Fleet in the form of team training – Pre-Workup Training (PWT) and Annual Continuation Training (ACT), when all the above courses are generated into a 'whole ship' exercise with all facets of training being experienced.



KALKARA AIRCRAFT TARGET SYSTEM

Kalkara Flight had an interesting year travelling across Australia and achieved a few firsts with warshot firings by a surface ship and a fighter aircraft. The year began with target flights for missile presentations off Jervis Bay in February, March and April. The last flight in April saw a successful warshot launch of the RAAF's latest long-range air-to-air missile. The Flight then moved to Woomera for testing of the RAAF's latest short-range missile in May and we shared weapon range facilities with the Japanese consortium that is developing the National Experimental Supersonic Transport (NEXST).

A quick trip to HMAS STIRLING for ARUNTA's workup in June was foiled by bad weather, however the Flight returned to Western Australia in September and conducted successful presentations for ANZAC and DARWIN. HMAS DARWIN's second missile firing was a warshot.

Back at Jervis Bay again in October and flight operations were conducted from Beecroft Peninsula for another RAAF firing. In total, the year produced seventeen target system flights.



Kalkara guided target system leaving and after initial launch from Gilbert Point Launch Site Garden Island WA.



Kalkara Crew: AB C. Erwin, CMDR I. Payne, CPO J. Hyland (LCDR R Ferry absent)

Alan's Angle

By Chaplain Alan Asplin



Chaplain Asplin at Atomic Ex-servicemen's Association's 50th Anniversary

It is both a very rewarding experience and a great privilege to be working at the College; and a great responsibility, knowing that I have the opportunity to affect the lives of the future leaders of the Navy. Measuring the impact of one's teaching and example is very difficult to quantify, as I'm sure my fellow staff members would agree. It may be many years, if at all, before we get any affirmation of the positive effect we've had on trainees. It's always a great fillip when someone does affirm our contribution to their personal development.

There are very many and varied leadership styles, and people respond in as many different ways as there are styles. None of us is going to appeal to everyone equally but the most important thing, I believe, is to maintain our personal integrity; to be who we are, and not what we think others expect us to be. The trainer who is genuine will be more effective than the superficial, no matter who is the cleverer. St.Paul said, 'We have different gifts, according to the grace given us... if it is leadership, let (us) govern diligently.'

Earlier this year I was asked if I was available to go to the Gulf on an FFG. I said 'yes.' Then I was asked if I was available to work at KUTTABUL. I said 'yes.' And here I am at CRESWELL! It's good to know that life is so predictable. I had been asked if I was available for CRESWELL in Jan 02, when Ian McKendrick was due to go to sea, however the posting came a little earlier than anticipated after Ian was himself posted early. I'm glad to be here in your service after a break of just over two years.

My first day at CRESWELL coincided with the tragic loss of MIDN Robbie Maguire. The next few weeks were very hectic, dealing with the aftermath of the accident – CISM debriefing of NEOC's, the funeral in Mackay, a concentrated period of classroom instruction, followed by the graduation of NEOC 26. It has been no less busy since then, but in varying degrees of intensity.



More of the Staff of 2002



Writers



*These blokes work here too,
but don't help much*



Coxwains



Writers

Beecroft Weapons Range

Throughout 2002, Beecroft Weapons Range provided its usual support for Naval Gunfire support and air bombardment purposes. However, the year was saddened by the loss of one of its staff.

Max, the German Shepherd guard dog who faithfully served at Jervis Bay's Beecroft Range, died in August.

Aged 11.5 years, Max was well known to those naval members who have worked at Beecroft over the last decade. Promoted recently to Leading Seaman in regard to his efficiency and hard work, Max guarded the range with enthusiasm over the years, coping with marauding fishermen, wayward bushwalkers, and doing his bit for environmental management in lessening the rabbit population.

Max was buried at Beecroft and a suitable headstone is under construction.



Beecroft Weapons Range Crew:

Back row: POB Peck , SMN Richard , LS Kelly, Leut George

Front row: LS McMahon, AB Reynolds, AB Bornholm

Absent: SMN Prothero, SMN Wann

Defence Library Service

The Library at HMAS Creswell had a face-lift this year. Not only were we repainted, but we also completely renovated the reception area. This has been an improvement for staff, students and lecturers. The IT staff upgraded all the computers and printers during the year, which was much appreciated by all. The inception of the Duty Library Midshipmen roster, using the NEOCs, has been a bonus for all of us and we hope it will continue in 2003.

At the commencement of the year, while other CRESWELL personnel were fighting fires, the Library staff were moving shelves around and stocktaking the resources. As a result, we have focussed on increasing our holdings in leadership and management in 2002 and we now have a much greater coverage of this subject. We have also added resources in history, Australian involvement

The Defence Library Service launched Defence News Online via the Library Portal (on Defweb) in the middle of 2002. This allows any personnel, with internet access, to be able to login and read the latest news from 8,000 regional, state, country and international newspapers and newswire services. The service also provides 'bundled' news under topics such as Navy, Australian defence news, military personnel, global defence news, terrorism and more. Personnel are able to login and request tailored searches. Other new services now on the DLS Portal include the full Emerald journal database in fulltext, Informit (business, education, law, general works) and Lawlex which specialise in legal assistance.

We have enjoyed working with all the students this year. Their enthusiasm is infectious and instils in us the desire to locate that extra piece of information they need. Likewise, the staff in the College has been extremely cooperative. It is much easier for all of us when the Library staff know the topics that the students will be researching and can be prepared when the course commences.

We had a turn around in staff mid year. Lorraine Bentley joined us for a short time job sharing as the Library Manager. It was very helpful for all of us and we wish her well for the future.

To all those who have visited us in the Library this year, we say thank you for your patience and your support. We look forward to seeing all our regulars in 2003 and welcoming the new students to the College.



Julia Birmingham, Sandra Turner, Antonita Jukiel, & Lorraine Bentley

in international conflict, international relations and, more generally, across the defence-related subjects. We appreciate all suggestions received by staff and students for resources and try to purchase all resources requested. This year we made the change from video format to DVD and this has proven to be a popular choice.

Down at the Waterfront

by Petty Officer Michael Wordsworth

This year has seen a very busy start with Major Surface units continuing their operational preparedness in support of OP Slipper and OP Relex II. We have seen some late notice operational activities with major surface units such as target tows, boarding party exercises and numerous boat transfer serials. These extra evolutions were carried out with professionalism and flexibility.

Other units to utilise the waterfront services have been the Mine Hunters and Auxiliary Mine Sweepers from HMAS Waterhen, the Mine Warfare Auxiliary Support Group in support of the Australian Acoustic Generator trial, Parachute Training school, 4 RAR, and all three Helo squadrons from HMAS ALBATROSS.

The Port Services contract with Defence Maritime Services continues to function effectively with 98% of requested services completed within contract guidelines.

In summary it has been an exciting year for Port Services and CRESWELL, and 2003 should only see a further increase in activities as well as providing the perfect setting for personnel on leave to enjoy all that Jervis Bay has to offer.

During the period there were a couple of personnel movements with the Port Services Office, POCSS Stuart Giblin posting to HMAS ALBATROSS to take up the position as Regulator at RANTEWSS, and ABCSO(MW) Amber Hall joining from HMAS WATERHEN.

Defence Maritime Services

by Andrew Dunlop

2002 has been one of the busiest years to date for DMS Shoalhaven. DMS Shoalhaven provides a wide range of services to the RAN and other Defence units, under the 10 year Port Services and Support Craft Contract (PSSCC). The business unit was established in January 1998 with nine permanent staff and has undergone considerable change over the past five years.

This year has been no different and the sail training vessel Salthorse and two sail training staff were transferred to the DMS Sydney Sailing Centre. The move aims to utilise spare Sail Training capacity at Jervis Bay, in the busy Sydney region. Salthorse and Sail Trainers are now deployed to Jervis Bay as required to meet any training commitments.

Ten permanent and a small number of casual staff now provide the services required under the PSSCC, including the maintenance of the vessels. This excludes 'off-shore' services which are provided by the separate DMS Business Unit 'Jervis Bay Off-Shore Vessels', which manages 'Horizon' and 'Tuna'.

DMS is a Lloyds of London, AS9001:2000 quality endorsed company. DMS also complies with the International Safety Management (ISM) code for maritime operators. Things have changed dramatically since 1998 when operations were programmed via the phone and a whiteboard. Operations and maintenance systems are now computerised, enabling live reporting to the DMS National Support Office at Garden Island in Sydney via a company intranet.

In 2002, our various customers requested 1597 individual services of which 1150 were completed, with customers cancelling 435 programmed services. DMS cancelled 12 serials, or 0.75% of services due to either weather or mechanical failure. This resulted in a total underway time of 2938 hours or on average 56.5 hours underway per week.

For more information regarding DMS you can refer to the DMS website (www.defencemaritimeservices.com)

or contact the Regional Manager, Andrew Dunlop on 02-44297852.



A Burst from the Medical Centre

By Lieutenant Greg Davis



Medical Team

Medical Centre CRESWELL, nestled on the shores of Jervis Bay Marine Park and surrounded by the lush lands of Booderee National Park. Sounds idyllic, looks idyllic and, when compared to many other drafts available, is idyllic. These were my thoughts as I hung up from the poster who had just given me five weeks notice of my draft to HMAS CRESWELL.

However idyllic, so I have since discovered, does not mean quiet or uneventful. In fact the Medical Centre here at CRESWELL can be a hive of activity, but more on that soon. Firstly I would like to introduce the staff that make this place run.

Firstly we have the backbone of the Medical centre ABMED Adrienne Rohrt and ABMED Tania Nathan. These two ensure that everything from medicals to administration run as smoothly as possible. They are the frontline of the Medical Centre running the front desk, doing all the prelims, outpatient

assessments, appointments, filing and sterilising to mention but a few of their roles.

They have done a fine job over the past year, so fine in fact that they are both to be promoted to LSMED in January 2003.

Next we have LSMED Shane Coble who, apart from ensuring that the Medical Centre is always well stocked with stores and that all First Aid courses are a success, also fulfils the vital role of patient entertainment! Anyone who has had any contact with LS Coble will vouch for his outgoing and friendly nature and strange (but effective) sense of humour. Alas Shane is lost to us in 2003 as he is fortunate enough to be joining the mighty war canoe HMAS KANIMBLA. He will be missed by all and replaced by LSMED Rohrt.

Any Senior Sailor would tell you that the true foundation of the RAN is the senior sailors, and, I have to say that I can find no argument against this in the medical centre. POMED Kath Videon has been the bulwark of the Centre through the many postings of nursing officers and the introduction of new medical information management systems. POMED Videon not only brought the Medical Centre through in fine shape but she managed this whilst being pregnant with her second child. This pregnancy naturally resulted in her loss to the Medical Centre, through maternity leave, and led to POMED Tristan Harris relieving here for five months in her absence. POMED Harris picked up straight off from where POMED Videon left and has provided excellent support.

Supporting us here are some very special and professional civilian and uniformed practitioners. Our regulars consist of people from the Dental Department, physio and of course the doctors. Dental, and the cast is too large to name individually, actually do their business from HMAS ALBATROSS. Their crew is a combination of tri-service uniform and civilians. They come out to CRESWELL twice a week and use the surgery located in this building. A friendlier bunch of fang bosuns you will not meet and their service is second to none.

Bill our resident physiotherapist, who was once an ETS in the RAN, conducts sessions on Tuesdays and Thursdays, and although he generally takes referrals from the Medical Officer he is more than happy to have people self-refer minor complaints. Bill also has a successful practice in St Georges Basin.

We only have one uniformed Medical Officer attend our medical centre, currently LCDR Dale Thomas who is the Senior MO at ALBATROSS. He attends here once a week on Fridays. Whilst he stills sees patients he ensures that the Medical Centre is well supported in medical surveys and advice. Then we have the person that is probably the longest serving member here, Dr Helen Maloof. Helen works here Monday and Wednesday mornings. Allegedly she has been doing this for nine years and yet she continues to come back for more! However you had better be quick if you want to see Helen, as she is often booked out for up to two weeks in advance.

Finally there is me, LEUT Greg Davis (Davo) the Senior Nursing Officer - the fifth SNO since January 2002. I have probably the best job here, managing these people within this setting, and I must say it is a pleasure for me working with such fine

professionals. However I believe I caused some consternation upon my arrival for people were surprised to hear about the strange Nursing Officer who sported a set of Submariner's Dolphins.

This year was a busy year mixed with both celebration and sadness. The start of 2002 saw all medical staff recalled from leave to support those who were involved in fighting the local bushfires. The Medical Centre dealt with severe staff shortages in the midst of the recruitment of a new NEOC Division. Two staff, sometimes three staff managed to conduct 250 medicals and more than 600 outpatients visits.

On a lighter note we had two pregnancies announced: both POMED Videon and ABMED Nathan, and as a result we had two new commissionings occur in September. AB Nathan had a baby girl named Hayley and PO Vidieon a baby boy named Joshua. Congratulations to both of them and best of luck to them for a good night's sleep.

Please feel free to come in and use our services, and remember, we are here to support you.



NEOC 26 – Jervis Division

By Midshipman Belinda Head

Almost 22 weeks ago 25 vastly different people arrived out the front of Collins House, unsure of what lay ahead. These 25 people living on Jervis Deck had to learn to live with each other and we bonded as a team relatively quickly. As much as marching was always an activity frequently protested, we will always remember that it was at these times we were open to helping each other and co-operating – once we got going!

Jervis Div will be remembered for their camaraderie, fun loving attitude and jokes. It was an extremely competitive division and events early in the course such as the Pixley Cup brought us together and laid the foundations for a strong emphasis on teamwork.

Everyone in the Division came to HMAS CRESWELL with the aspiration of becoming a naval officer. At our induction ceremony into the Navy at various establishments across Australia we would have all been told about having good and bad times throughout our careers. Our division has definitely had its share of good and bad. At this point I would like to remember our fallen Midshipman, MIDN Robbie Maguire. Robbie was an extremely competitive, friendly and fun loving person. He was

a crucial part of our division; each and every person who he came into contact with will always remember him.

Throughout NEOC we have all been challenged in some way or another. Highlights that members of our division found challenging, enjoyable and fun were NBCD, STF, STD, CDF Parade, Exercise New Horizons, Pistol and Steyr and Tasar dinghy sailing.

I would like to thank our extremely dedicated divisional staff, LEUT Edgeworth, CPO Easton and PO Rombouts. They were there for us good times and bad. We are extremely grateful for all the hard work and late nights you put in to transform a bunch of 'civvies' into naval officers. Our divisional staff will be remembered most for: LEUT Edgeworth's no nonsense attitude to absolutely everything. When asked to say something about himself at a divisional meeting his response was 'I'm LEUT Edgeworth, I'm your DO, that's all you need to know.'

Chief Easton's phat times, Accadaca and 'if Chief is happy, life is good'. PO Rombout's efforts at running over a kangaroo whilst driving behind his division in the rain during ITP.



NEOC 26 – Cook Division

By SBLT Kamala Sharma-Wing

From day one, Cook Division started with lots of laughter. This - being infectious - led to our division working really well as a team. We started the week by winning the Pixley Cup on a wonderful sunny day on Captain's Beach. It was our fourth day in NEOC, but we started to believe that we were the best division and just like that, the echo started 'who is the best division in NEOC?' the answer always was 'Cook!' From that day forward, we decided that we were going to work very well as a team and be the best division until the end.

We were a bizarre bunch of people from all walks of life. Our age group ranged from 17 to 32 years. It was a melting pot of Seaman, Supply, Pilot, Legal and Aeronautical and Weapons Engineering officers. Of these, there were four ex-sailors with their own invaluable service knowledge and intricacies. This diversity meant that we were able to source a wide variety of knowledge in helping each other. The first social night was held within the first week. It was one of the most memorable events, with all of us literally rolling round in laughter for a couple of hours.

The first five weeks was our Initial Training Period (ITP). It was a never-ending phase when a ten-minute brew break was a luxury. Although some of us found it quite frustrating, it was good to see that

28 individuals from varying backgrounds were able to work together really well. ITP finally finished in the fifth week after the Chief of Defence Force (CDF) parade. It started off with many mixed feelings but on the day, it was a very proud moment marching with so many ADF trainee junior officers and feeling not only part of the Navy, but also the whole of the Australian Defence Force.

Our first trip outside CRESWELL was the Spectacle Island history excursion. There for the first time we were exposed to the public at the Maritime Museum, wearing our white uniforms, feeling very proud and smart. The types of activities and courses we completed during NEOC changed from week to week. One week we did the nuclear, biological, chemical, damage course training and it was really interesting and quite overwhelming to learn all about fire fighting and to actually fight fires with the entire fire fighting kit. We spent two weeks learning to fire the Browning Pistol and the F88 Steyr rifle. It was a very new experience for most of us as many had never even seen a live firearm, let alone touched one.

We then went to our Sea Training Familiarisation (STF) onboard Seahorse Horizon and Salt-Horse. For many of us it was the first time at sea and was quite exciting even though we did not go much further than just outside the heads of Jervis Bay. There were many people who were seasick and LEUT Rachel Chambers held the vomiting record of twelve times in the space of one and a half hours. Even the hardy ex-sailors could not get used to the roll of Seahorse Horizon. During the STF, we learnt a lot about different types of evolutions carried out at sea including learning to drive the Zodiac and the RHIB. We learnt to sail Salthorse in 35 knot winds and imagined ourselves as future great mariners battling the mighty sea.

Then came ANZAC Day. It was a day with many mixed feelings as some of our classmates' family members had died in war and they held ANZAC Day close to their hearts. After the dawn service near the waterfront we conducted our march in Huskisson. It was a very hot day, but a very special one. We felt very proud marching down the street with our heads held high while everyone was clapping and cheering us.



NEOC 26 – Cook Division

continued.....

Finally, we went to our first real Navy ship, HMAS TOBRUK. Most of us were very excited, as this was the day we had been waiting for. We flew to Brisbane and joined TOBRUK with Army's 21 Construction Unit. We learnt a lot at sea from trying to live in harmony with 20 other people, while trying to get used to their individual intricacies. Working with junior sailors was fun and it was interesting to learn how they conducted their daily jobs and see things from their point of view. We also had a lot of interaction with officers to try and understand our role when we became officers in the fleet and we also started to work on forming our own individual styles of leadership.

When we returned to CRESWELL there was only two weeks left to our passing out parade and our departure to start our individual courses. It was an exciting time but also a sad one. We will definitely miss our dear friends and classmates. Friends we have made during NEOC will no doubt be lasting ones, and one day we will meet again in the fleet and reminisce about our good times as trainee junior officers.



COOK DIVISION – NEOC 26

FRONT ROW: MIDN C. Tan, SBLT K. Sharma-Wing, LEUT A. Nicholls (DO), LEUT R. Chambers, SBLT L. Morris

2ND ROW: MIDN A. Newman, MIDN S. Moore, MIDN E. Mayberry, MIDN M. Ryan, MIDN L. Emmett, MIDN P. Batten, MIDN N. Turner, MIDN B. Sweetenham

3RD ROW: MIDN A. Scott, MIDN A. Yorke, MIDN T. Francis, MIDN C. Hamilton, MIDN M. Warren, MIDN R. Dowling

4TH ROW: MIDN T. Mobbs, MIDN D. Dean, MIDN J. Imlay-Gillespie, MIDN V. John, MIDN A. Carter, MIDN S. Monaghan, MIDN R. Guymer

BACK ROW: MIDN J. Reilly, MIDN G. Vine, MIDN D. MacPherson

NEOC 26 Phillip Division

by Sub-Lieutenant Sharon Pickup

It all began back on 24 January 2002 when 28 bright-eyed and bushy-tailed young NEOCs (well most of them were!) arrived on the top deck of Collins house to begin a new chapter in their lives. The first words to be uttered by one young NEOC as we drove into the grounds of HMAS Creswell was, 'look at those hairy pigs!' Unfortunately, she was referring to the native fauna, that being the numerous kangaroos.

The Pixley Cup at the end of week one was the team building event that first brought us all together and developed the Phillip Division spirit, which has since continued to burn brightly. In the end, it was a close call with the ocean relay race and everyone knows that it was us who deserved to win with the sand sculpture of the Phillip dragon in all of its colourful splendour!

Our time during the Initial Training Period was interesting but fun. It was exhausting but invigorating with Early Morning Activities and much work during the day. We had our own 'Divisional

Reflections' up on our deck that involved chatting, eating, singing and the running of the gauntlet. We also had a few fundraising events such as the Shazwah Hairdressing Salon and a fines system for when people decided that it was OK to not do a certain chore or to fall asleep in class! I think that all of us will recall the lack of sleep and the minimal time that we had to do our own personal admin. and we now truly appreciate whatever time we do have now to do our own thing.

At the end of ITP we were invited to march in the CDF parade at ADFA. Although some of us were feeling out of place as not all of us would be entering ADFA in 2003, we all had the experience of seeing what life was like there. We had the joy of doing marching, more marching and, yes, you guessed it, drinking to drown that thirst after marching all day! The CDF parade was exciting and everyone that was involved felt very proud to be marching in their ceremonials for the first time as well as being part of a large tri-service parade.



Following Easter we all came together as a division to participate in Survival at Sea. This involved getting dolled up in thermal protective suits (aka orange Teletubby suits), jumping off a wharf and sitting in a 25-person liferaft with 27 other people for five hours, with the only toilet being the water outside! Now if that wasn't an experience to bring this family together then nothing could. We all enjoyed the experience and learnt a few things like how to nearly sink a liferaft! After this we left for our sea familiarisation deployment for eight days on board both Seahorse Horizon

FRONT ROW: SBLT S. Pickup, LEUT D. Polycarpou, SBLT J. McDonald (DO), SBLT T. Kenny, SBLT P. Llapitan
2ND ROW: MIDN L. Young, MIDN E. Spencer, MIDN S. Dickfos, MIDN A. Withers, MIDN G. Lawes, MIDN M. Batchelor, MIDN D. Elder, MIDN C. Chalmers,
3RD ROW: MIDN A. Misko, MIDN C. Lehane, MIDN J. Penno, MIDN J. Davey, MIDN P. Garrett
4TH ROW: MIDN F. Simmonds, MIDN C. Emmonson, MIDN J. Poole, MIDN C. Blakey, MIDN B. Fallon, MIDN S. Chapman, MIDN K. Venn
BACK ROW: MIDN M. Burford, MIDN C. Diplock, MIDN S. Murray

NEOC 26 Phillip Division

continued.....

and the yacht Salthorse. It gave most of us our first opportunity to experience getting our sea legs and performing in duty watches, which contributed towards our sleep debt. Seasickness into white paper bags was also prevalent, which at one time were flying everywhere outside the boat. All in all, it was a good experience for most, but I am sure that MIDN Chalmers will now be buying shares in Avomine and Kwells to make some extra money!

Finally, the event that we had all been waiting for was our Sea Training Deployment on board HMAS TOBRUK. Jervis Division joined us and we set off on a RAAF 37 Squadron C130J Hercules on 13 April for Darwin to meet up with the ship. We soon set sail to undertake the ship's role in Operation Relex. I must admit the change in climate was a big hurdle for some but with time we were accustomed to sweating without even doing much, although we did work hard.

ANZAC Day was a good opportunity for all of us to participate in what was for some their first dawn service and march. Many enjoyed the day and will be looking forward to next year's although likely in a different port.

I must say that everyone in Phillip Division has got along extremely well during our time on NEOC and there will be much sadness when some of us depart the rest of the group in late June. Phillip Division has shown more strength of character, teamwork, humour and singing talent than I thought could be possible with such a diverse group of people. I feel honoured to have formed friendships with these people and I hope that the good times will continue to roll.

A toast to Phillip Division, the PREMIER DIVISION!



NEOC 26 – Flinders Division

By Midshipman Bernard Dobson and
Sub-Lieutenant Joshua Sprlyan

On January 24 of this year 28 men and women from across Australia arrived at the RANC to join Flinders Division here at HMAS CRESWELL in sunny Jervis Bay. They began 22 weeks of officer training under the leadership of the Divisional Officer, Lieutenant Nick Davy. Over time, and through our experiences of NEOC, this group of disparate men and women were transformed from a disorganised shambles into a - for the most part - disciplined, hardworking and, dare we say it, self-regulating team of young naval officers.

Flinders Division was unique to start with as all 28 of us were burgeoning Seaman Officers who shared common aspirations. We were a sundry mix of Direct Entry, ADFA entry and sailor changeovers who all embarked upon the hectic road to graduation. Our number was soon to grow to 29 as another member, a budding Supply Officer, joined us. Flinders Division began to bond well as a unit with the many team exercises we either enjoyed or endured.

For many, the Initial Training Period – or ITP - was a period of intense and unexpected change, as we were drilled in the ways of naval life. From numerous fire drills in the early hours of the morning, up until the infamous 'Night of Endless Rounds', the Flinders crew knew that they had their work cut out for them for the remaining 18 weeks. Our usual day consisted of such things as early morning activities at 0500, armed and unarmed drill, physical training, medical and dental evaluations, numerous partial uniform issues and inspection as well as plenty of cabin rounds in the evening. ITP concluded with NEOC 26 travelling to the Australian Defence Force Academy in Canberra to participate in the Chief of Defence Force Parade on 2 March.

After CDF Parade, we started our academic and practical assessments. The course included lectures in naval history, customs and ceremonies, contemporary maritime warfare, information systems, leadership, management and equity and diversity. Other modules included firearm qualification in the 9mm Service Pistol and the F88 Steyr semi-automatic rifle, the nuclear, biological, chemical, damage course; boatwork and sailing. Furthermore, some of the division were lucky enough to spend a week working towards their TL-

NEOC 26 – Flinders Division

continued.....

4 Crew Competency Certificate on board SV Salthorse.

The second half of the course was devoted more to the nautical side of naval life. The Division learned and practiced flashing light after hours, many of us enjoying it and finding it useful or interesting. Flinders Division was split up into two groups for Sea Training Familiarisation on board Seahorse Horizon (formerly HMAS PROTECTOR) where many found a love for ropework and navigation. As our Sea Training Deployment (STD) on HMAS TOBRUK was pushed right by unexpected technical problems, Flinders Division participated in a 24-hour initiative expedition with the DO, LEUT Balazs and H-OITF LCDR Triffitt. The activity was good as many of us discovered more about our strengths and weaknesses and by

the end learned a lot about teamwork and cooperation.

On 23 May, Flinders and Cook Divisions travelled to Brisbane to join HMAS TOBRUK for STD. The aim of the deployment was to gain an appreciation for the life and work of a junior sailor at sea. For many it was the first true glimpse of the life that they had signed up for five months previously. We were able to travel across the 'top end' of Australia, experiencing how varied life at sea can be and the joint Navy-Army role of the amphibious units in the RAN. We were also fortunate to experience the feeling of pride and interest in such things as entering Sydney Harbour formed up on 'the Uppers' for Procedure Alpha and participating in Officer of the Watch Manoeuvres with HMAS KANIMBLA and a French P400 corvette.



We returned to the RANC to complete the last two weeks in the lead up to the Passing out Parade on June 28 before we would go our separate ways to further our training for our primary qualifications. We have learned a lot in the last six months, making excellent new friends and enthusiastically endearing ourselves to the service of our country.

FLINDERS DIVISION – NEOC 26

Front Row: MIDN A. Dickerson, MIDN C. Mills, LEUT Nicolas Davy (DO), SBLT J. Sprlyan, MIDN J. Parker

2nd Row: MIDN A. McGregor, MIDN A. Glowacki, MIDN A. Runde, MIDN J. Stephens, MIDN T. O'Sullivan, MIDN J. Polatos, MIDN H. Redfern, MIDN A. Hansen

3rd Row: MIDN M. Sammut, MIDN D. Greene, MIDN B. Dobson, MIDN B. Scott, MIDN D. Phillips

4th Row: MIDN M. Cutler, MIDN M. Templeton, MIDN A. Coleshill, MIDN M. Sanders

Back Row: MIDN A. Barrett, MIDN P. Ellis, MIDN D. Sheleen, MIDN G. Engelsman, MIDN S. Rau, MIDN J. Kenyon, MIDN E. Duggan

Absent: MIDN P. Oliver

NEOC 27 - COOK DIVISION

SBLT Catherine Bevan-Jones



It all started on a sunny Saturday afternoon, as a victorious Cook Division claimed victory in the coveted Pixley Cup. Not even a week into NEOC 27 and the sporting prowess of our team was established – a dream come true. Indeed our ability to relay in snorkelling fins and run a tyre around the quarterdeck was second only to our prowess in the tug of war and our uncanny ability to hobble around in circles with balloons between our knees brandishing pins to burst the balloons of our opponents. It was a proud moment for all, especially our Divisional mascot, Lara the Husky. From there we went on to provide the male and female winners of the Commander Grey Cup, the top four runners in our long distance competition, and win the inter-divisional sports competition.

Whilst our sports record is by no means the most important of all things Cook Division has achieved during our time at CRESWELL, it provided us with an important foundation for developing the team skills so essential to life in the Navy. Whether we were firefighting, leak stopping, floating around Jervis Bay in a life raft, ambling through the bush, or working on HMAS MANOORA, members of Cook Division were always working as effective members of the team.

However, it is important to note that as officers in the Royal Australian Navy, much of our job will involve acting in a leadership role. Coupled with a

good theoretical background to leadership taught in the classroom were the practical opportunities to act as leaders. For example, the role of class leader and particularly the task of marching Cook Division around the base could be both challenging and hilarious. Hint #1 for future NEOCs – know your right from your left and recognise which way the squad needs to turn before you give the order. This will avoid having to engage in sneaky, sideways glances to see which of the training staff and ship's company has watched you turn your squad to face away from you. Hint #2 – such training staff will be easily recognisable as those rolling around on the floor in fits of laughter.

Whilst there is not one member of Cook Division who didn't have to about face the squad at some point, I am happy to report that in all leadership positions in which we were placed, we rose to the challenge and were successful in achieving the required objectives and learning from our experiences. Of the 21 members in the Division, four have an Army background and one is a Navy changeover from the sailor ranks. The age demographic ranged from 18 to late-40s and the range of experiences and pre-Royal Australian Navy vocations vast. On more than one occasion we were able to use this diversity to our advantage, pooling our experiences to find effective and innovative ways to solve problems and deal with various challenges thrown our way.

In many ways I think that the group of people in Cook Division who graduate NEOC 27 are very different to the group that originally began the course way back in July. I would like to think that every member of the Division is proud of all that has been achieved, both on the personal and professional level, during our time in Farncomb House. As we each take the next a step along the road to our chosen specialisations, I would like all Cook Division members to remember that no matter where we go, we will always have Cook Div and Cook Div rocked!!!

NEOC 27 – Flinders Division

By Midshipman Nathan Parsons

When we look back on our time in NEOC 27 those members that were lucky enough to be a part of Flinders Division will remember a diverse group of people that transformed from strangers into a happy 'family' in 22 short, but fulfilling weeks. At first it was hard on everyone and people couldn't quite see the end of the line but as time passed we quickly grew into a small unit with a single goal in our sights - that of graduating from the College.

Over the 22 weeks, even though during the working hours we were separated into our various watches, Flinders Division managed to maintain its group identity by pooling our collective experiences and knowledge to push through the various obstacles that were thrown in front of us. It also saw each person grow in some way, learning to live in harmony with a group of people, to tolerate others, and also to let loose and go crazy once in a while - which we did, more often than not.

The group was seen at its finest during the ship's concert, in which, although given very little time to prepare, we gave a well thought out and absolutely ridiculous play in front of the rest of NEOC 27. It wasn't an uncommon thing in Flinders Division seeing people at various stages of the course enjoying themselves to the full, although it was very worrying as one member appeared more than once dressed in drag. He had a laugh and it brought a little bit of colour into our lives.

Not only did we possess those colourful members of NEOC 27 but when it came to shooting with the pistol we had the two crack shots of the course with MIDN's Chris Broadbent and Nick Plenty scoring 199 and 198 out of 200, respectively. One of the best things about Flinders Division was our ability to congratulate someone on an outstanding performance or just as easily help out those who were struggling.



Flinders Division will not be remembered for our sporting achievements and maybe not for our academic achievements, but I hope that we will be remembered for the larger-than-life personalities that made up the Division. To quote MIDN Allison Berry 'we may not be able to play sport, but we've got loads of personality!'

FLINDERS DIVISION – NEOC 27

Front Row: MIDN G. Kennedy, MIDN M. Adams, LEUT L. Meyle, LEUT G. McConachy, LEUT T. Holland, MIDN J. Cias

Middle Row: MIDN D. Lewin, MIDN L. Rowe, MIDN S. Aitken, MIDN J. Phillipson, MIDN N. Parsons, MIDN A. Berry

Back Row: MIDN A. Howe, MIDN C. Broadbent, MIDN R. Woodall, MIDN M. Madarac, MIDN S. Minchin, MIDN N. Plenty, MIDN R. Fitzsimmons

NEOC 27 – Jervis Division

By Sub-Lieutenant S. Staff

New Entry Officer Course 27 has been a challenging and rewarding experience for all members of Jervis Division. We arrived at HMAS CRESWELL as individuals and leave as part of something bigger than just ourselves. We will all be able to look back proudly on our achievements and know that we have become better people because of each other.

It was a daunting experience for the members of the Division arriving at Collins House, our home for the next 22 weeks, to be met by a six foot three, ramrod straight Chief Bosun who escorted each of us to our rooms. However we soon got over the initial shock and began to get to know each other. There was a wide range of experiences within the Division with the youngest member being eighteen and the oldest a forty-eight year old former RAAF Mirage fighter pilot. With a wide range in between including sailor changeovers, Army changeovers, lawyers, marine biologists, food technologists, commercial pilots, engineers and even a former United States Marine.

The first four weeks of NEOC gave Jervis the opportunity to bond as a Division and to really become quite close; friendships were made that will last a lifetime. The first big event was the Pixley Cup, an inter-divisional sporting competition, in which Jervis came second, however we still maintain that this was the result of some very ordinary decisions by the umpires.

The Initial Training Period ended with Jervis completing a rites of passage exercise. This gave us the opportunity to come together as a team and work with each other to complete a variety of tasks. This was a fitting end to the initial phase of intensive training, and provided a good initial platform for the rest of our training.

A first for NEOC 27 was the watch system. This meant that the members of the different divisions were split up into different watches, made up of integral divisions, for class work. This was a great experience as it gave everyone the opportunity to meet everyone on NEOC more rapidly but you still got to come home to your division at the end of the day.

It was at this time that we undertook our training in all the skills that are common to all members of the Royal Australian Navy. This included training in rifle shooting, pistol shooting, survival at sea, first aid, damage control, fire fighting and sailing. This time also included the first chance for most people to get an idea about life at sea as each watch spent ten days at sea on Seahorse Horizon. This time was spent doing class work on seamanship and leadership, as well as an introduction to navigation and chart work on the bridge.

Over this time much of our work was done in watches and not divisions; however we were still undertaking sport as a Division, competing in soccer, touch football, AFL, hockey and softball over a number of weeks. Jervis pulled together and ran a close second in the overall point score, with some convincing wins in soccer and touch.

The highlight of the course for everyone on NEOC was the Sea Training Deployment. NEOC 27 spent nearly five weeks on HMAS MANOORA whilst the ship undertook first-of-class flight trials off the coast of Tasmania. This involved everyone living and working alongside the junior sailors onboard the ship. It was an opportunity for us to gain an appreciation of the work done by a junior sailor and to see the good and bad points of life at sea. It was also a good experience being able to observe the flight trials and to see the capabilities of helicopters.

After 22 weeks together Jervis had one final challenge to overcome before all heading our separate ways. The ceremonial sunset and passing out parade were a fitting end to the course. It gave Jervis the opportunity to finish the course as a Division. Now we were graduating as a cohesive unit, not only work mates but also friends.



New Entry Officer Course



COOK DIVISION – NEOC 27

Seated: MIDN S. Baldwin, MIDN R. Mathieson, SBLT C. Bevan-Jones, LEUT N. Zuniga, SBLT S. Taylor, MIDN M. Ross

Front: MIDN P. Clarke, MIDN S. James, MIDN A. Ellem, MIDN Lillico, MIDN D. Scott, MIDN Timperon

Middle: MIDN K. Sanchez, MIDN M. McKenzie, MIDN J. Cameron, MIDN G. Hickey, MIDN M. Read

Back: MIDN D. Williams, MIDN M. Wright, MIDN B. Marshall

Absent: MIDN G. Morgan



JERVIS DIVISION – NEOC 27

Seated: MIDN G. Riebelt, SBLT S. Staff, SBLT S. White, LEUT P. Hawthorn, SBLT J. O'Loughlin, SBLT J. Christmas

Front: MIDN J. Harland, MIDN J. Kemp, MIDN S. Hoskin, MIDN J. Appleby, MIDN J. Buchanan, MIDN A. Forman

Middle: MIDN B. Hammond, MIDN L. Sykes, MIDN A. Clyne, MIDN D. Metschke, MIDN A. Breckell

Back: MIDN K. Whitehead, MIDN S. McConville, MIDN K. Davies, MIDN M. Hinsley, MIDN S. Backo

RESERVE ENTRY OFFICERS COURSE

By Lieutenant Brad Jones

Saturday 6 April 2002 was unseasonably warm as 20 REOC candidates arrived at RANC HMAS CRESWELL for their Initial Officer Training. The weather together with the pure white sands and magical blue waters of Jervis Bay lead to thoughts of an indolent two weeks by the sea. Alas, it was not to be. It was better.

Our class consisted mostly of lawyers, some intelligence people, a psychologist, Naval Control of Shipping officers and a couple of chaplains as well. Thank goodness for that. If we'd all been lawyers and perchance found ourselves at the bottom of the sea, some wit would have observed that it was a 'good start'! Nevertheless, we quickly developed a sense of group identity and camaraderie that would later help us through more trying moments.

For most of us this was our first taste of military life so we were unsure of quite what to expect. However, our DO, the urbane LEUT Raudino, quickly disabused any notions that we may have held of being subject to the command of humourless martinets.

Indeed throughout the course the serious nature of most of our studies (leadership skills, problem solving, teamwork, navy organization, navy history etc) was tempered by much good humour. Parade training with the Bosuns, in particular with the ever-patient POB Rombouts, was always amusing: 'Squad will move to the left in threes - Left turn!...That's the *other* left Sir' Pistol training with CPOB Francis was another highlight, who will ever forget his demonstration of the 'snoop doggy dog' technique of shooting. How does that go again Chief?

The group dynamic, fostered among other things by the exigencies of nightly rounds, was tremendous. Whenever somebody needed a hand, at least a dozen would appear. The course was challenging. The overnight expedition, which included a 19km walk on 2.5 hours of sleep, tested both our teamwork and our endurance. However, team camaraderie and our pride as officers in the RAN carried us to the end, albeit on blistered and weary feet. Our thanks to LEUT Adams and LS Hetharia both for keeping us on track and their

inventive methods of concealment – like lying prone in the middle of the track. I'm sure the SAS will like to hear from you.

Sincerest thanks also to Captain Cawley and Anna Glynne for the invitation to dinner and your moral support during the swim test. Another highlight was undoubtedly mixing with the NEOCs. Even though most were at least a decade younger than us, they were bright and friendly and willing to engage in conversation or join us for a meal at the dining table. If the quality of officers and senior sailors in the fleet is the equal of those I met at HMAS CRESWELL, I am confident that the future of the RAN is in good hands.



RESERVE ENTRY OFFICERS COURSE



REOC IOT 2/02

LEUT A. Arthur, SBLT D. Bellamy, SBLT S. Bennett, LEUT M. Birmingham, SBLT J. Cavanagh, LEUT N. Cooper, LEUT M. Davey, SBLT J. Davidson, CHAP D. Dunn, LEUT B. Gask, LEUT M. Gore, LEUT M. Gracie, LEUT L. Gray, LEUT M. Honess, SBLT D. Kent, SBLT T. Kiernan, LEUT J. Lindsay, LEUT M. Manetta, SBLT T. Martin, LEUT D. McDonald, LEUT G. McKay, LEUT A. McLean-William, SBLT A. McNeill, LEUT A. Michalski, LEUT M. Norris, SBLT T. Slater, LEUT W. Sofronoff, LEUT C. Spencer, LEUT C. Woods.



NEOC 27 Graduating Class with Chief of Navy, VADM Ritchie

Warrant Officer Senior Sailor Entry Officer Course



Back Row: Bob Carlyon, Tony Everingham, Taff Foster
Middle Row: Griff Eldridge, David Gayford, Terry George, Steve Woodman, Harry Noe, Guy Wall
Front Row: Paul Ukhoff, James Balazs (CIO), Keith Wood (Instructor)
Terry Bird (Instructor), Tess Cunningham



WOSSEOC 1 of 2002 (not in order)

LEUT Stephen Alchin, LEUT Richard Barraclough, SBLT Dave Dawes, SBLT William Edwards, SBLT Brett Gillespie, SBLT Matthew Hams, LEUT David Hughes, LEUT Danny Jensen, LEUT Dean Lewis, LEUT Glenn May, LEUT Murray McAuliffe, SBLT Kenneth Meredith, SBLT Cadeym Okely, SBLT Barry Purkiss, SBLT Michael Ryan, SBLT Roderick Sadler, LEUT Lachlan Sowden, LEUT Timothy Standen, SBLT Todd Tippett

The Changing of the Guard in Training Support

By Lieutenant Commander Steve Heppenstall



Training System Co-ordinator Team

Well what a successful year it has been. Whilst the faces in the Training Support Section may have changed, the excellent service provided in ensuring the training goes according to plan has continued. The year started with LCDR John Wearne and a skeleton crew avoiding any major crisis with ease. To assist the team, Trish Staunton joined in mid January and quickly assimilated her role as Staff Officer Admin. With over a hundred new entry officer trainees arriving at the same time the learning curve was, to say the least, vertical. With able assistance from the course programmer, Rodney Webb and the many talents of the course administrator, Ray Burt, the training admin team quickly met all challenges in a most professional and timely manner (and maintained a sense of humour).

With the departure of Lisa Hughes back to New Zealand last year, the gap left needed to be filled...and quickly. Fortunately, Lisa Nicholls was

around the corner and she joined in February for a 'three month contract' which managed to last the whole year. After word got out about what good work she produced she was snaffled by the School of Survivability and Ship Safety to a permanent and higher position. We wish her well.

But wait there's more...staff changes that is. In mid March, LCDR Wearne was posted far away to the building next door, (formerly known as the Advanced Leadership and Management Faculty). In his place and returning to CRESWELL after five years in the wilderness, was LCDR Steve Heppenstall. Another return posting was also in the offing for LEUT Terry Bird, who joined as the Training Development Coordinator at the same time. Terry was only with us for nine months but in that time made significant inroads to improving the documentation for the New Entry Officer Course prior to his posting to sea on board HMAS TOBRUK. We also wish him well.

And finally...the last staff change, yeoman extraordinaire, Petty Officer Darren 'Spider' Webb vacated the Quality Control Officer position for a posting to HMAS DARWIN. Fortunately we were able to acquire the services of Petty Officer Geoff Chelberg to continue the QC process and managing to maintain continual improvement in all training courses.

The most pleasing aspect about Training Support this year is that, despite the changes, we have maintained the extraordinary level of administrative support as well as continuing to assist the training staff to improve courses and documentation. Finally, course programming has taken the lead to introduce Syllabus Plus across the RAN and now timetables are available over the net which provides a huge improvement over previous systems.

In 2003, staff and trainees alike will notice the improvements made by the Training Support staff which will inevitably lead to better training and higher quality trainees.

Senior Sailors Advanced Staff Skills Course Phase 1

By Lieutenant Andrew Williams

The Senior Sailors Advanced Staff Skills Course Phase 1 (SSASSC1) is a 12 month, distance learning course that assists senior sailors to develop their skills in written expression, grammar, and the application of the ADFP 102 Manual for Defence Writing Standards.

Senior sailors are provided with all the tools they require for successful completion of the course and allowed a maximum of 12 months to submit the four course modules. Over the last two years course numbers have grown significantly to where we have had approaching 500 Chief Petty Officers, Petty Officers and Leading Seamen on promotion, signing on during 2002. Staff also manage course members who signed on in 2001. To deal efficiently with such numbers and provide expected student feedback, the team no longer provides just two courses each year. SSASSC1 courses are initiated on a monthly basis to provide a more immediate response to student course requests and to allow the staff to track student progress and promote completion.

The duties of senior sailors, and the writing tasks they may be called on to perform, vary widely so the content of the course has been structured to cover a broad range of staff skills. The content is in

line with the changes introduced by the Brand Navy project and has been modified to project a positive image of Navy life and the abilities of all members.

To provide distant learning students with the support of a classroom, an on-line learning environment has been developed for SSASSC1. The team has modified the course structure and provided on-line links to course resources. Currently on trial, this medium is expected to provide yet another way of providing service and also to allow on-line students to support each other in a friendly group environment while being in the normal workplace. Staff will be able to guide the class through the on-line discussion rooms.

All study materials are now being e-mailed to students and completed modules are, as often as possible, being both received and returned via this medium. Our staff support students via telephone counselling, a free-call number, library assistance and visits to major naval localities each year.

The SSASSC1 instructors Lieutenant Andrew Williams, and Petty Officer Gareth Bexton have tried especially this year to reduce student drop out levels and increase levels of service and support to students by adopting appropriate technologies and responding to student feedback.



LEUT Andy Williams and PO Gareth Bexton

An Aussie WO loose in the States

From 04 Aug to 12 Oct 02, WO Angela Hillis, SSASSC2 Instructor at the RAN College, visited the Senior Enlisted Academy (SEA) of the USN. The purpose of this visit was to observe the delivery of senior enlisted leadership education conducted at the SEA. She penned the following report for the Yearbook.

The SEA is located at Naval Station Newport, Rhode Island. The mission of the SEA is to strengthen the senior enlisted leadership and reaffirm the commitment to professional excellence and mission accomplishment. Five courses of nine weeks duration are conducted annually. Each course consists of 60 students and is conducted in a small group process by dividing the course into five groups of 12. While the majority of the students are from the USN, the SEA has places for students from all arms of the US military, and foreign students. The course observed had three USAF, one USCG, and two South African students - one Navy and one Army.

As a part of the course curriculum, two visits were conducted with the Class: one to Great Lakes Recruit and Service Schools Commands, Chicago;

and one to the USS CONSTITUTION in Boston. Both visits served to reinforce the history of the USN and allow the students to see first-hand the progress made in the conduct of both recruit and trade training. The visit to Recruit Command, in particular, provided the opportunity for the senior enlisted to interact with the recruits. A day in New York allowed me to feel the emotion of the American people – now involved in the war on terrorism - and visit places like Ground Zero.

While visiting Recruit Command, I was able to meet up with LS Mark Albertson from Recruit School, HMAS CERBERUS, who was at Recruit Command to observe the recruit phase of sailors training. Not wanting to miss a photo opportunity, we had our photo taken in front of the Lone Sailor memorial.

While at the SEA, I took part in a number of activities including a CPO pinning ceremony, dining-in night, and the graduation dinner. I gave a 40 minute presentation on 'Australia - The Land Downunder and the RAN'. The visit allowed me to establish a good number of contacts throughout the USN Commands and I now have some very good memories of my time in the USA. The opportunity to look into another Navy's way of doing business, in particular their culture, was extremely rewarding.

It is also reassuring to know that while we do business a little differently, the outcome of the training delivered in both the RAN and the USN is very similar. Lastly, I noted how strongly the USN embrace their history and keep it alive, something I think the RAN could give more attention to as it will enhance the importance of knowing where we come from, who we are and what we stand for.



Angie Hillis in USA

Senior Sailors Advanced Staff Skills Course Phase 2



SSASSC1 PHASE 2 53/02

Front Row: CPO M. Budden, WO L. Perryman, LCDR J. Wearne, CPO P. Livingstone, CPO D. Lewis
Middle Row: CPO W. Allen, CPO G. Light, CPO D. Smith, CPO S. Thomson, CPO R. Herbert
Back Row: CPO M. Taylor, PO B Leis, CPO M. Ballhause



SSASSC PHASE 2 49/02

Front Row: CPO R. Christensen, WO L. Perryman, LCDR J. Wearne, WO A. Hillis, CPO R. Reid
Ends: PO G. Bexton, CPO R. Brown
Middle Row: CPO D. Roberts, CPO S. Campbell, CPO M. Dagg, CPO S. Robinson, CPO G. Dennis
Back Row: CPO P. Popovich, CPO L. Payne, CPO M. Connors, CPO L. Anning, CPO M. O'Reilley

Senior Sailors Advanced Staff Skills Course Phase 2



SSASSC PHASE 2 51/02 17 June–05 July 2002

Back Row: CPO B. Cashmore, CPO I. Richardson

Third Row: CPO A. Luvisi, CPO M. Milne, CPO S. Rule, CPO A. Long, CPO B. Brown

Second Row: CPO S. Duffey, CPO N. Pepper, CPO J. Wilson, CPO B. Thompson, CPO P. Fawbert

Front Row: CPO J. Keenan, WO A. Hillis, LCDR J. Wearne, WO L. Perryman, PO D. Webb



SSASSCC 48/2002 (1/2002)

Back Row: CPO R. Jeffree, PO P. Wetherspoon, CPO P. Graham, CPO A. Dennis

Middle Row: CPO A Bond, CPO D. Thompson, CPO R Carr, CPO W Mansfield, PO R. Brennan, CPO G Smith

Front Row: CPO M. Cinello, WO L. Perryman, CMC C. Yager (USN), WO A. Hills, CPO G. Bowen

Senior Sailors Advanced Staff Skills Course Phase 2



SSASSC PHASE 2 50/02

Front Row: CPO J. Bower, WO L. Perryman, LCDR J. Wearne, WO A. Hillis, CPO S. King

Middle Row: CPO R. Gardiner, CPO P. Gatti, CPO L. Lee, CPO M. Draper

Back Row: CPO D. Munro, CPO T. Birkmyre, CPO P. Marsh



SSASSC PHASE 2 52/02 29 July–16 August 2002

Back Row: CPO S. Eames, CPO S. Burgess, CPO A. Crowe, CPO P. Calvert, CPO G. Johnson

Middle Row: CPO T. Teale, PO L. Marshall, CPO G. Wight, CPO A. Pearce, CPO C. Perceval

Front Row: CPO S. Richards, WO L. Perryman, LCDR J. Wearne, LEUT T. Bird, CPO S. Feenan

Junior Officers Leadership Course

By Lieutenant Desmond Woods

RANC Advanced Leadership ran four JOLC courses in 2002. The course is designed to ensure that every junior officer is exposed to maritime studies, OH&S, modern theories of leadership, and given an opportunity to put them into practice. JOLC is also the RAN Divisional Officer course and puts before students the Navy's expectations for effective performance of their divisional duties as assistant DOs in ships and shore establishments.

Highlights of JOLC in 2002 included an excellent series of Exercise Conflux, during which JOLC students relieved the citizens of 'Creswell Island' from the effects of a devastating cyclone and patched up their wounds, while keeping looters and other undesirable characters from interfering with their tasks or boarding their vessel.



LEUT Howie Petts & LEUT Des Woods

JOLC students consider that the divisional counselling sessions are a highlight of the course. This may be because the warrant officer (who shall be nameless) and senior sailors who play the part of the difficult divisional 'problem sailors' relish the opportunity to test the knowledge and patience of their DOs to destruction.

A recent innovation to the course is a one day Leadership Seminar. This is intended to provide an opportunity for civilian and ADF experts in innovative leadership to place their ideas in front of the students. This intellectual exchange has been mutually beneficial providing a forum for students to also place their thoughts about leadership and current practice in the fleet in front of senior officers.

JOLC continues to be an enjoyable as well as a useful part of junior officers' career development. On course every category and sub specialisation can be represented. Many students are former junior and senior sailors who bring a wealth of experience with them to share with those from ADFA or Direct Entry who have spent less time serving. The result is a valuable blend of talents and expertise and more than a few surprises for the team who run the course.

LCDR Steve Wright and LEUT Howie Petts were responsible for the further JOLC development in 2000/2001. Steve went to HMAS CERBERUS early in the year and was replaced by myself, LEUT Desmond Woods. Howie moved on at the end of 2003 to become the Military Support Officer at DCO in Nowra. Both officers made a major contribution to the fleshing out of the course and ensuring that it met the perceived needs of the students on course and the fleet.

Despite the operational tempo, JOLC courses for 2003 are filling with students keen to come and add to their store of knowledge and wisdom in the most

fundamental task of every officer: leading, motivating and looking after the Navy's greatest single asset – its people.

Junior Officers Leadership Course



JOLC 5/6/02

Front Row: LEUT W. Chew, SBLT M. Calvert, LEUT D. Woods (CO-JOLC), LCDR J. Wearne (H-ALMF), LEUT H. Petts, SBLT S. McHugh,

2ND Row: SBLT S. O'Loughlin, SBLT I. Cain, SBLT SBLT K. Metcalf, SBLT R. Norsworthy, SBLT A. Andrews, SBLT E. Burns, SBLT T. Yates

3RD Row: SBLT S. Moore, SBLT D. Stapleton, SBLT D. Gerrard, SBLT A. Majcherczyk

4TH Row: SBLT S. Franklin, SBLT D. Crocker, SBLT R Thompson, SBLT K. Yates

5TH Row: LEUT D. Jensen, SBLT T. Lam, SBLT B. Hurst **BACK ROW:**SBLT C. Johnstone, SBLT D. LeRaye



JOLC 1/02 21 January–26 February 2002

Back Row: MIDN S. Whiteman, MIDN S. Fairall-lee, MIDN D. Barr, MIDN T. Watson

Middle Row: MIDN B. Horn, MIDN C. Eng, MIDN A. Booth MIDN B. McLaren, MIDN A. Pearson, MIDN T. Lobban, MIDN K. Browning, SBLT K. Maxwell

Front Row: SBLT S. Immerz, LEUT R. Barraclough, LCDR S. Wright, LEUT H. Petts, LEUT D. Swanson

Junior Officers Leadership Course



JOLC 2/02 21 January–26 February 2002

Back Row: MIDN B. Francis, MIDN T. Williams, MIDN D. Shirvington

Middle Row: MIDN J. Moloney, MIDN A. Petrie, MIDN J. Beatty, MIDN S. Zohar,
MIDN K. Love, MIDN M. Belnap, MIDN S. Lindsay, MIDN A. Dickenson

Front Row: SBLT C. DE Boos, LEUT H. Petts, LCDR S. Wright, SBLT R. Sadler, MIDN H. Anderson



JOLC 9/02 23 Sep –1 Nov

Back Row: MIDN M. Ayton, MIDN J. Flood, MIDN R. Toohey.

4th Row: SBLT G. Newhill, SBLT T. Campbell, SBLT B. Olds, MIDN K. Gosper, SBLT P. Pilbeam.

3rd Row: SBLT L. James, SBLT W. Bray, SBLT A. Sorensen, SBLT I. Goodson, SBLT R. Haremza

2nd Row: LEUT G. Eldridge, SBLT M. Abela, SBLT D. Wallis, SBLT C. Semaan, SBLT D. Bettell,
SBLT D. Dodds, LEUT D. Matthews.

Front Row: SBLT J. Floyd, LEUT H. Petts, LCDR J. Wearne, LEUT D. Woods, LEUT T. Cunningham

A Bosun's Tale

For Steve Wright

On posting from CRESWELL to CERBERUS May 2002 By Howie Petts

There was a rumour in the building
For the word had got around
That an ol' DO from Recruit School
Was riding into town

With trim beard, and neat cut hair
And ironed coveralls
The WOQMG changeover
Was soon to pace our halls

And came he did, and met right there
A tree-hugging lefty care-bear
And laboured they together
An odd (mostly hairless) pair

Adventures came, Conflux descended
Jack Brumby came and went
But amidst it all the brave JOLC crew
Passed every students' test

But now our parting time has come
From TA to TA he goes
To head up Seamanship at CERBERUS
Truly an ol' sailors home

So when he bends your ear
You're sure to hear him say
That the greatest of his 30 years
Was spent on Jervis Bay



Junior Officer Management Course 2002

By Lieutenant Mark Bunnett

The Junior Officer Management Course has had a very successful year in 2002. Six courses have run throughout the year with the number of participants on each one ranging between six and fourteen. The course's success is largely due to the quality of visiting lecturers who present the maritime and strategic studies components as well as contract management, and international law. Thanks to CAPT R. Menhinick from the Sea Power Centre, Dr B. Howard and Dr S Bateman from the University of Wollongong, LCDR C. Moore and Ms M. Sefton for their valuable contributions to JOMC. Thanks also to LCDR J. Wearne, LEUT A. Williams and LEUT H. Petts from the RANC for their equally valuable presentations on management theories, JMAP and risk management.

The course's greatest achievement has been raising the awareness level of maritime and strategic studies and demonstrating to the participants how the Navy does its core business. It has also been able to equip them with new management ideas and strategies that might be used by them in their workplace, now or in the future. The range of presentations that have come from the participants' defence papers has been excellent and each course has demonstrated the diversity of concerns, problems and issues that have arisen from their workplaces.

The increasing number of people who have attended the course has reflected interest in JOMC across the Navy. One of the major benefits of the course is the networking that the participants are able to do, often with personnel who work in areas that they have had little to do with in the past. The participants have also appreciated the quality of the presenters, particularly in Maritime and Strategic Studies. JOMC 6/02 was also very fortunate to have the opportunity to attend a presentation by Dr Norman

Friedman at HMAS ALBATROSS, which enhanced the maritime and strategic studies modules that followed.

Two courses were conducted at HMAS STIRLING to make the course as accessible as possible. The highlight of the June course was the trialing of video conferencing between presenters at HMAS CRESWELL and HMAS STIRLING. By all accounts the participants and the presenters thought it was a very worthwhile exercise and it ensured that the personnel in the West had access to all of the presenters at CRESWELL.



*JOMC in the WEST from left to right.
All LEUTs M. Drake, M. Jacobson, J. Tha, D. Findlater,
M. Bunnett, C. Ashdown, P. Rokic, S. Wren, D. Carlson*

After being the course officer for the last two years I am now about to move on to new challenges at the Sailors Leadership and Management Faculty in Sydney. I wish my successor well in the continuing development and implementation of this important part of officer training.

Junior Officers Management Course



JOMC 3/02 6-17 May 2002

Back Row: LEUT C. Oldham, SBLT M. Pearce, LEUT B. Trim

Middle Row: SBLT D. Tully, LEUT G. Mungovan, LEUT D. Rae, LEUT J. Booker, LEUT J. Godwin

Front Row: SBLT J. Smith, LEUT S. Muller, LCDR J. Wearne (H-ALMF),
LEUT M. Bunnett (CIO-JOMC), LEUT M. Marley, LEUT P. Andrews



JOMC 5/02

Front Row: LEUT S. Rivett, LEUT P. Butcher, LEUT M. Bunnett (Course Officer),
LEUT S Hung, Leut P. Applegate

Middle Row: LEUT D. Unwin, LEUT P. Delaney, LEUT K. Young, LEUT K. Devlin,
LEUT J. Middleton, LEUT J. Luck

Back Row: INSP T. ESEKIA, LEUT N. Cornelius, LEUT C. Baldwin, LEUT L. Rider, INSP C Ioan

Royal Melbourne Institute of Technology Course



RMITEOC 2/02 11-22 March

Back Row: SBLT Wiseman, SBLT Vadocz, SBLT Michell, MIDN Evans, MIDN Reeves, MIDN Graig, MIDN Bundy.

Front Row: SBLT Parkes, MIDN Loynes, MIDN Wight, SBLT Nicholls (DO), SBLT Fulton, SBLT Butler, MIDN Mark

Junior Officers Management Course



Back row: LEUT Catriona O'Sullivan, LEUT Nicola Belcher, LEUT Teresa Jackson

Front row: LEUT Mathew Bradley, LEUT Peter Collins, LEUT Mark Bunnett (CIO), LEUT Michael Parker, LEUT Grant Wing

Cadet Midshipmen Complete Course



The inaugural Australian Navy Cadet Midshipman Course graduated from the College on Saturday 13 July.

Twenty cadet midshipmen were reviewed by Captain Gavin Reeves, ANC, who then presented them with their graduation certificates.

The co-host of the course, and Captain of the RAN College, Captain Andrew Cawley, RAN, commented to the media that he was very impressed with the standard of the training and commitment the cadets attained. He went on further to say: 'The Royal Australian Navy is honoured to be associated with this program to provide opportunities like these for future leaders'.

An annual course for Cadet Midshipmen is envisaged for future years at the College.



Cadet Midshipmen Complete Course



Trainees with the Creswell CO Captain A Cawley, (left) and Captain Gavin Reeves



Trainees with ANC staff, led by LCDR David Manolas

Junior Officers Strategic Studies Course

by Lieutenant Tom Lewis

The JOSSC 'turned the corner' this year, in terms of attendance running five successful courses throughout 2002. The relevance of strategic studies has also come more to the attention of many, with the 2001 terrorist attacks against America, and then in October of this year, the strikes against the Sari nightclub in Bali. Course content has undergone a little adjustment as a result.

The Canberra component of the JOSSC continues to be a highlight for many trainees, with the Parliament House visit and ensuing discussions attracting much positive comment. The experience of naval officers in front of Senate Committees drew attention to the unique relationship between

Defence and politics, and the JOSSC has managed to provide a very useful experience in this area which complements naval officers' career experiences in a number of ways.

I post out to a new position within the College for 2003, but it certainly has been a unique experience bringing the JOSSC through birth to a very suitable place in a naval officer's career progression. I am sure the course will continue to thrive under the management of the new Course Officer.



JOSSC 1/02 04 February– 5 February 2002

Back Row: LEUT R. Bryant, LEUT E Murfett, LEUT R. Gishubl, LEUT M. De Ruyter,

Front Row: LEUT S. Humphrey, LEUT T. Lewis (CIO), LCDR Reynolds (H-ALMF), LEUT K. Watts

Junior Officer Strategic Studies Course



JOSSC 4/02 9-20 Sept

Back Row: LEUT Amanda MacKinnell, LEUT David McCue, LEUT Gary Holgate, LEUT Dee Williams

Middle Row: LEUT Belinda Thomson, LEUT Lance Davis, LEUT D.W. Clelland, LEUT Darren Rae, LEUT Timothy Standen, LEUT Catherine Hayes,

Front Row: LEUT Andrew Reichstein, LEUT Tom Lewis (CIO), LCDR John Wearne (H-ALMF), LEUT Rodney Horsburgh, LEUT Kenneth Ferguson



JOSSC 3/02 13-24 May

Back row: LEUT Mark Fielder, LEUT Christopher Jones, LEUT Simon, Carroll, LEUT Christopher Hunt, LEUT Bevan Andrews

Front row: LEUT Azlan Ruzlan, LEUT Fiona Ewington, LEUT Tom Lewis (CIO), CAPT Richard Menhinick (Director of the RAN Sea Power Centre/lecturer), LCDR John Wearne (H-ALMF), LEUT Eka Satari

Junior Officer Strategic Studies Course



JOSSC 5/02 21/10/02 – 01/11/02

Back Row: LEUT Chris Williams, LEUT Steve Alchin **2nd ROW:** LEUT Damien Munchenburg, LEUT Paul Denny, LEUT Bill Waters, LEUT Rob Lightbody
Front Row: LEUT Gavin Chave, LEUT Phil Ridgway, LCDR John Wearne (H-ALMF), LEUT Tom Lewis (CIO), LEUT Ben Peck.



Passing Out Parades 2002



Historical Collection Report

by Lieutenant Tom Lewis (Curator)

This year saw the development of two massive projects which have advanced the establishment's Historical Collection in a significant manner. The first of these was the digital copying of the Collection's photos and negatives, and the second was the development of a big new display entitled 'The Career of a Naval Officer'.

15, 000 photos later...

Many thousands of photographs and negatives have been collected since 1913, and these have been housed within the RANC Historical Collection. Most are black and white prints, with some colour prints, and several thousand 35mm and 120mm negatives.

An initiative from then Chief of Navy – VADM Shackleton – saw it resolved that these photographs are a valuable resource that need to be widely available, and need to be preserved. Accordingly, digital copying to professional standards was investigated and pursued.

The project was outsourced to Camera House in Wollongong, and over six months pursued to completion. A database was developed, and facility to copy the prints within RANC was acquired, so prints could be given to interested visitors on request.



*Opening of the RADM Swan Historical Section at HMAS Creswell's Historical Collection building
Left to Right: CAPT Cawley, LEUT Lewis and RADM Swan*

New Display

The Career of a Naval Officer display consists of sections, divided according to rank, from Midshipman to Rear Admiral. Each section has a sign outlining the rank badge; duties; courses and so on. On the walls are materials from the career of Rear Admiral Rothesay Swan, who collected all sorts of materials from his days as a midshipman in WWI to his retirement. He subsequently donated these materials to the College. A uniform of each rank is featured on a mannequin. A further display features a career progression chart with discussion of the origins of the present rank system, a discussion of the nature of an officer's commission, and signage explaining types of officer (eg: Supply, Seaman etc.).

RADM Swan also supported this project monetarily, with a gift to support the purchase of display materials. He also donated various other items of memorabilia (eg: uniforms) to the display.

On 4 December a small ceremony was undertaken for the opening of the new area, to acknowledge the generosity of RADM Swan. The ceremony saw a short word of welcome and introduction from the Captain of the College, concluding in an invitation to RADM Swan to unveil the plaque, and to say a few words. The RADM was also an invited guest at the NEOC 27 Ceremonial Sunset and Passing Out Parade; the former event taking place that evening and the Parade the following day.

Historical Collection Report

....continued

Elsewhere this year

Other small projects undertaken were the acquisition of a new glass-fronted bookcase and subsequent display of Vice Admiral Collins' personal books, as well as several volumes dating back to the late 18th century. Another initiative was the gathering and subsequent display of a time-capsule of New Entry Officer Course opinions, collected at the end of their course and scheduled for opening in 20 years time.

Several people deserve a mention for their assistance throughout 2002. Mr Ray Hannett put in much hard work to get the new display area converted from two shabby rooms to the high standard it now has reached. Mr Rob East, from the print shop within the College, gave much good advice and assistance during the preparation of materials. And once again Leading Seaman Geoff Evans has carried out much-valued work on Reserve days, handling the main task of duplicating and preparing print items within the 'Career of a Naval Officer' area.



Legal Brief - A Good Year For The Lawyers

by CMDR Benjamin Spurgin RANR,
Legal Officer, HMAS CRESWELL

I hesitate to call this short piece a 'brief' because I've heard it said that only a lawyer would have the temerity to call a long-winded legal advice a 'brief', but I shall try to keep this update short!

In another hectic year for the RANC, I was pleased to welcome the expertise of a newly qualified Legal Officer in the person of Lieutenant Cathy Rice, RAN. As a local resident from Shell Cove, and having completed her law degree at the University of Wollongong in 2001, Cathy is well placed to add her local knowledge and training to the work of the Legal team at HMAS CRESWELL and HMAS ALBATROSS. An Officer with significant prior experience in Naval administration and personnel management, Cathy has been utilised this year at CRESWELL as a lecturer in a variety of legal subjects, in addition to her role as a provider of legal aid advice to staff and cadets alike.

Lieutenant Commander Colin Campbell, RANR, continues to provide an invaluable legal service to the Shoalhaven military community. As a senior partner at a local legal firm and active Reserve Panel member, no task is considered too large or small for Colin and his helpful team from Morton & Harris Solicitors in Nowra. I would like to acknowledge the advice and support of Colin throughout the year and congratulate him on his much-deserved promotion to the rank of Lieutenant Commander, RANR.

The increasing requirement for 'in-house' legal advice is keenly felt at remote establishments such as CRESWELL. With the additional full-time legal billet in the Shoalhaven region, I am confident that the Command team and ship's company at CRESWELL will continue to provide a range of legal services which complement the critical tasks performed by all personnel at the RANC.



Corporate Services & Infrastructure (CSI)

The Corporate Services Infrastructure group has been formed by the amalgamation of Defence Corporate Support, Defence Estate Organisation and Information System Division. The purpose of the amalgamation was to better utilise the resources of the individual components and thus provide a better service to our customers. Please note the name change.

Onboard CRESWELL CSIG is a very small group of dedicated personnel. The Informations Systems section is headed up by Daryll Ward (nicknamed the grumpy old man), assisted by Wally Lendrum and Lucy Bell.

We then have the service delivery section. This section may have the most personnel and you may think that their offices are actually the verandah but this is not really true.

Steve Ryan heads this section and is always ready to listen to complaints and ideas. CPO John Matheson, PO Dave Mulholland, Chris Cross (John) run the Contracting division. Their jobs range from ensuring that the grass is cut to making sure you have enough to eat.

LS Mick Poole and LS Colin Mott are entrusted with making sure your leave and movements are correct. Pay and allowances is run by John Pratt who sticks by the rules.

Mr Jorge (no you can't have it) Valdivia is the Finance Officer. Jorge is 'by the book' so all wish-lists need to be spot on as regards the financial regs.

Ian Cook (Cookie) heads up the Naval Stores Section. He has joined Cheryl (gee I love my overalls) Peck. They are both pretty good with the box packers' lingo.

Registry is manned by Dawn Brown and Kathy Swanson .

CSI is here to help and your comments both positive and negative are always appreciated.

Ship's Welfare Fund

By Lieutenant Andy Williams
& Jacqueline Cheetham

During 2002 the HMAS CRESWELL Ship's Welfare Fund supported a number of projects suggested by the ship's company that enhanced life in the establishment. A representative from each department attended the monthly Welfare Committee meetings that were chaired by the XO.

Welfare contributed an amount in excess of \$6000 towards a number of events. These include inter-mess sport, the children's Christmas party, the Melbourne Cup day luncheon and provision of donations to worthy causes and organisations such as the Sir David Martin Foundation, Vietnam Veterans Association and local organisations such as Jervis Bay Primary School.

The Fund also supports the daily running and management of the ship's canteen helping to provide a friendly and valuable service to the CRESWELL Community.

During 2002 Welfare committed funds to the ongoing refurbishment of the highly patronised visitors flats on Chambers Street and along the waterfront. The improvements included the replacement and upgrade of all the entertainment units.

All members are welcome to put forward requests for funding. Suggestions that emphasise a benefit to the morale and well being of the ship's company will have the greatest chance of success.

HMAS CRESWELL Wardroom

by Lieutenant Andy Williams, Wardroom Representative

It has been a busy year for the Wardroom. From the AGM to the Christmas raffle, members strove to be involved and, through the leadership of CMDR Glenn Forrest, get the right mix of amenities, social events and formal occasions.

Our AGM brought new blood to the committee and set the tone for the year with financial responsibility, gradual change and noticeable improvements. We

provided a steady stream of Happy Hour functions, special events and mess improvements that, overall, gave something for everyone.

The Lieutenant Commanders' wine appreciation evening was a great success with the special guest, Mr Don Ditter, a past Grange master, giving the members an insight into the history of some of Australia's better wines. Mr Ditter also provided a commentary on the wines we provide in the mess. LCDR Keith Wood was chiefly responsible for this fine event.

The monthly Happy Hour meals were continued, raffles and special meals provided and members welcomed with discounted wine and the presentation of their mess tankards. CAPT Andrew Cawley and Mrs Anna Glynne graciously hosted a dining-out evening, with a French theme. Mess dining in nights were finely presented, memorable and entertaining as were the private functions. The Wardroom was also a place to relax with the everyday gathering of members for lunch and on the veranda of an afternoon.

Inter-mess sport started promisingly with good member turnout and the solid support of the Wardroom sporting representative. Hopefully, 2003 could be the year for a turnaround in results since all our efforts did not produce the heady heights of victory.

The Wardroom gained, through the efforts of LEUT Tom Lewis, four rifles in excellent condition to display above the bar. The Blue Room gained, after much trial and error, an espresso machine that forgives the ignorant and provides a consistent quality. The wardroom also gained Mr Bob Pritchard as Mess Manager. Bob has put the Wardroom on a solid financial footing, ensured good staff relations and provided good, quality food.

The coming year should see a new batch of keen committee members, good food and company and the promise of some refurbishment to the bar on the horizon.

HMAS CRESWELL Juniors Sailors Mess - 2002

By Leading Seaman Michael Pool

The Junior Sailors mess for 2002 has seen a busy and successful year with many post-ins and post-outs. Generally our functions have been enjoyable and well attended by mess members especially in the first half of 2002.

LSBM Smith (Mess President) and AB Dingle (Mess Vice President) have endeavoured to provide the mess with their best efforts despite their sea deployments with the sea training platforms.

The first mess function for the year kicked off in February with a raffle, keg and sausage sizzle welcoming new members and families to the Mess. Our next function was a keg and raffle, sausage sizzle in March. April saw the fancy dress night, which was an 'all-nations' function, combined with karaoke.

In July the leading hands were invited to a dine in night in the Senior Sailors mess. This was a chance for us to see how a formal mess dinner is conducted with the many rules and protocols being explained by WO Hillis the Senior Sailors Mess President.

October saw an Octoberfest function with a local band providing entertainment. December saw a send off for AB Dingle again with a band, keg and BBQ.

A thankyou goes out for all those who assisted the President with the functions. A special mention goes to LS 'Jack' O'Neill who posted out in May. Jack provided us with numerous musical renditions with his guitar.

NEOCS AT SEA



Sea Training Deployments



Sea Training Deployments



NEOC 26 Prizewinners



ADML C. Barrie, AO, RAN, CDF
MIDN Jason McBain
Prize: The Royal United Services Institute
of Victoria Prize



MIDN Andrew Carter
ADML C. Barrie, AO, RAN, CDF
Prize: The Commodore
Sir James Ramsay Prize



ADML C. Barrie, AO, RAN,
CDF – MIDN Simon Dikfos
Prize: The Governor General's Cup



MIDN Nicole Turner
ADML C. Barrie, AO, RAN, CDF
Prize: Department Of Defence Prize



ADML C. Barrie, AO, RAN, CDF
MIDN Darren Elder
Prize: Royal Australian Naval College Prize



ADML C. Barrie, AO, RAN,
CDF – MIDN Darren Elder
Prize: The Naval Historical Society Prize

NEOC 27 Prizewinners



Midshipman Williams and Lieutenant Zuniga, winners of the Commander (E) Gray, DSO, Perpetual Cup, with the presenter, Mr Robert Grey, the Commander's son, and the Commanding Officer of the College, Captain Andrew Cawley, RAN.



Sub-Lieutenant Catherine Bevan-Jones, winner of the Commodore Sir James Ramsay Prize, with Vice Admiral C. Ritchie, AO, RAN, Chief of Navy.



Midshipman Andrew Howe, winner of the Royal Australian Naval College Prize and The Naval Historical Society Prize, with CN and the CO.



Lieutenant Peter Hawthorne, was the winner of the Department of Defence Cruise Prize, - photo unavailable.

Midshipman Aaron Breckell, winner of the Governor-General's Cup, with CN.

Navy Members Fight Fires at Jervis Bay

By Lieutenant Tom Lewis

Around 60 Navy members from HMAS CRESWELL defended the establishment against the NSW Christmas bushfires in December 2001 to January 2002. Deployed into firefighting teams and logistic support, the crisis saw Navy members on the frontline of property and asset protection throughout the Jervis Bay peninsula.

The situation was interesting to say the least for CRESWELL personnel from Christmas Day. Around 1500 the base lost power, and although emergency generators cut in where necessary, houses and most work buildings were without electricity. This was a result of a huge bushfire affecting the nearby township of Huskisson. Several houses were lost there, and the road between Huskisson and the Princes Highway was cut. The intervening forest was subsequently completely burnt out before the blaze was brought under control.

At CRESWELL, an Operations Room was opened the following day, and several personnel came voluntarily off leave to co-ordinate matters. For houses without power, hot water was slowly disappearing and cooking was a problem. Gas appliances were distributed from the establishment PTI store and a mess cold room and freezer room were set up for residents to store food. Firefighting teams were formed later in the week as a fire on another front was beginning to be a threat. This situation at first developed on the western side of the Princes Highway, but it subsequently jumped the road – or ‘spotted’ as the fireies say – and threatened Sussex Inlet, around five kilometres from the establishment. 12 houses were destroyed there and Navy commanders at CRESWELL made the decision to forward deploy firefighting teams given that, with constant westerly winds, the blaze if not controlled would eventually engulf the establishment.

The subsequent firefighting effort saw three man teams deployed into a range of light ‘striker’ appliances – generally short wheelbase Toyota Landcruisers with tanks and pumps. These were supported by ‘tankers’ which could refill around four of the strikers before needing refilling themselves. The Navy effort was largely co-ordinated by Booderee National Park management, but also saw

some control from Serco team leaders based at CRESWELL. The work included putting out fires which had spotted to areas of the peninsula, ‘blackening’ areas brought under control – which means soaking burning trees with water – and also patrolling areas to catch spots as they ignited. With two 12 hours shifts, the teams were kept on patrol for around five days before the fire on the peninsula was extinguished. Patrols early in the effort made use of the Jervis Bay Range Facility airfield control tower for observation of the main fire’s progress.

Some of the more memorable incidents:

- Some local ferns burn fiercely down through their roots, and subsequently leave a hole in the ground around a metre deep. Falling into such a hole can cause injury, but most of the teams suffered this experience at no harm except to blacken their coveralls even more. Falling limbs from burnt trees was another hazard. ‘Hot boots’ was a common happening, and usually resulted in the member turning the team’s hoses onto themselves.
- The only female member to deploy with the teams actually fighting the fires was Lieutenant Dee Williams. She reported no problems, but did advise that she intercepted more queries as to her well-being than her male counterparts.
- At one stage the members of CRESWELL were awakened by a telephone call advising them they had around an hour to evacuate if they wished, as the Jervis Bay road would soon be covered in fire, cutting them off by road from the outside world. While uniformed members stayed behind, some families made the decision to seek shelter with friends and relatives.
- A lonely vigil was had by some members doing invaluable working spotting outbreaks from watching towers at the Jervis Bay airfield and beyond. A number of personnel spent some days armed with binoculars in this pursuit. Chaplain Ian McKendrick did similar duty but after several days effort in his other calling managed some better weather from above.

Navy Members Fight Fires at Jervis Bay

.....continued

- At least one phoenix rose from the fire: PO Dave Dawes became a SBLT on the final day of the firefighting, his commission having arrived through normal means rather than as a 'promotion in the field'. He was promoted anyway, with the CO of CRESWELL, Captain Andrew Cawley, RAN, handing him a pair of SRI's as well-deserved beers were distributed to weary crews once the fires were out.
- At the operations room, WO Angie Hillis turned up on Boxing Day to help out. Despite recent hospitalisation that meant she could not drive or do anything rigorous, she worked tirelessly for several days, doing everything from making coffee to co-ordinating personnel lists.
- Navy teamwork and leadership was evident especially to all of those who worked at the

firefront. The three-man teams were deployed together, which meant one tender could keep an eye on another and go to their aid if necessary. Safety was kept to the fore, with an escape route on hand at all times. The teams developed over the days to be a highly efficient unit, with the driver swinging the truck into position, and then the attack party quickly alighting from the cab and starting the pump with one member forward and the other backing up. They would then be joined by the driver in support, often with portable sprayers, with all members prepared to beat a fighting retreat if necessary. One thing that was remarkable through all of this work is that injury was not a factor – the leadership and teamwork paid off.

But overall, the work was hot, hard and arduous, and there are too many names to represent individually. But as a Navy team effort, the team that perhaps saved HMAS CRESWELL had a Christmas to remember!



Navy Members Fight Fires at Jervis Bay
.....continued



Navy Members Fight Fires at Jervis Bay

.....continued



Navy Members Fight Fires at Jervis Bay

.....continued



Kamikaze attacks against HMAS Australia

By Midshipman Andrew Howe

Midshipman Howe's essay was one of the very best of his intake of NEOC 27. MIDN Howe won the History prize for best overall performance in the RAN History module.

Living next door to my mother-in-law is an elderly gentleman who I know by sight, and well enough to say good morning to when observing the rituals of politeness. He is a quiet unassuming gent whose past until recently I had only glimpsed through snippets of conversation with him regarding my pending appointment as an officer in the Royal Australian Navy.

Alec Reid is one of Australia's few remaining unsung heroes from a time when gallant deeds were every day occurrences during the middle of the World War II. His experiences have brought to life for me the history lectures presented at HMAS Creswell in a way that is both personal and surreal as he shared with me some of his memories from his services onboard HMAS AUSTRALIA.

This essay has been compiled through a series of telephone conversations and written communications between Alec and myself whilst I was undertaking NEOC 27 at HMAS CRESWELL.

Inside St Paul's Anglican Cathedral Melbourne, on the western wall can be found a bronze plaque with dozens of names of officers and ships company that were killed on HMAS AUSTRALIA in the Philippines in the latter stages of World War Two. Heading the list of names is Captain E.F.V. Dechaineux D.S.C. RAN.

Alec was present when this plaque was dedicated in the mid 1990's by a retired naval officer, Commodore Peter Dechaineux, the son of the captain whose name appears on the plaque. When Peter's father was killed on the bridge of AUSTRALIA on the 21st Oct 1944 he was a five-year-old lad.

Alec recalls that all in attendance on this day experienced great emotion, 'especially those of us

who served on this ship at this time. Like many of my ex-ship mates I had tears running down my cheeks. It was a special day when we all in our own way paid tribute to those men who died.'

Captain Dechaineux was killed when the first of six Kamikaze attacks on our ship took place. The first was on the morning of the 21st Oct 1944 ¹ at Leyte. The remaining five took place at Lingayen².

Alec's job during the attacks was to maintain the guns. 'I was standing midships aft of the rear funnel that way I could keep an eye on both of the 4 inch guns by going from one side to the other, when the plane hit the bridge. The S2 gun had been following the plane in. The plane wreckage killed the gun crew³. I can still remember the heat from the fire it was so hot and intense. There was fire all round the ammunition locker, the damage control party was hosing down the ammo so that it would not go off with salt-water hoses, it was one of those brave unsung hero pieces. It was the first time we had ever experienced the like before...we were all walking around the upper deck in utter shock when it was all over.'

'Sub Lieutenant Keith Levy⁴ was the captain of the gun and I was the AO. I was standing next to Keith when the attack was happening. Next thing I know Keith dropped to the deck, I first of all thought he was praying, but when I bent down to him I could see that he had been shot in the gut, his eyes were glazed he had died instantly. I didn't even get a scratch, how lucky'.⁵

Alec regularly attends HMAS AUSTRALIA reunions and was fortunate at the 2002 meeting to meet a relative of Keith's: his sister Sheila. Sheila never knew how her brother had died; and Alec was able to tell her. 'She and I were both very emotional, we had tears running down our faces.'

Interviewing Alec for this assignment has opened my eyes to those around me, especially towards the men and women of Alec's era who lived through World War II. Alec's recollection of events is still very vivid even if dates and specific incidents have become slightly entwined (death of Keith Levy), which required research to untangle. This checking of source material became a fascinating trawl

through references which at times found myself reading far wider than was required in what became real life history and not just words on a page.

Alec has shown me through his meeting with Sheila that history is not just a series of isolated incidents from the past, but a continuing part of our life. In this context I am very proud to say that I have now become a small part of Alec's history, a man whom I now know slightly better and hold in the highest esteem.

References

G. Gill (1968) Australia in the War of 1939 – 1945



Royal Australian Navy 1942 – 1945. *Collins: Canberra*

1. Squadron Report, 30th September to 31st September 1944 records the time of attack as 0605 (Gill 1968).

2. The five Kamikaze attacks were carried out from the 5th to 9th January 1945 (Gill 1968)

3. A total of thirty officers and men were killed or died of wounds and 64 officers and men were wounded, 26 seriously (Gill 1968).

4. Sub-Lt K. Levy, RANR; was killed in the Japanese Kamikaze attacks at Lingayen Gulf on 5th and 6th January 1945 (Gill 1968).

5. Alec was wounded by shrapnel during one of the Kamikaze attacks at Lingayen Gulf.



Atomic Ex-Servicemen's Association - Reunion at CRESWELL



Atomic Ex-Servicement's Association - Reunion at CRESWELL



Kristin Young's Defence Paper was judged to be the best of those submitted on the Junior Officers Management Course for 2002. It is reproduced here with her permission.

THE UTILISATION OF UNIT PERSONNEL IN OPERATIONAL STRESS MANAGEMENT IN THE ROYAL AUSTRALIAN NAVY

'The art of war aims to impose so much stress on the enemy soldier that they lose their will to fight...To win, combat stress must be controlled.'

INTRODUCTION

1. The effectiveness of a fighting force depends not only on its weapons and technology but on the ability of its people to function effectively under the range of conditions they will encounter in war and in peace. Australia's recent Defence White Paper, Defence 2000 - Our Future Defence Force, explicitly states that 'People are Capability'², recognising that the human factor is essential to military capability planning. The key doctrine of the Royal Australian Navy (RAN), Australian Maritime Doctrine, states that 'People generate Navy capabilities and are THE MOST IMPORTANT FACTOR'³. It specifies that 'crew cohesion and mutual trust and support are essential factors in sustaining battle readiness'.⁴ With these guiding principles in mind, it is essential for the RAN to address any factors which have the potential to degrade the human aspect of capability. Operational stress is one of those factors.

2. **Operational stress.** 'Operational stress' can be defined as follows:

An array of effects caused by the stressors of operations and refers to the temporary or lasting disturbance which results in a marked reduction in an individual's ability to function effectively.⁵

It encompasses concepts such as 'Combat Stress Reaction' and 'Critical Incident Stress', as well as 'Post Traumatic Stress Disorder'. As stated in ADFP 714 - Operational Stress Management, it 'may be a normal reaction to a very abnormal situation and does not constitute a psychiatric illnesses, although it may become one'.⁶

3. There is a significant body of research and anecdotal evidence documenting the rates of psychological casualties in war and operations other than war (OOTW). As an example, during WWII, US psychiatric casualty rates exceeded rates of those wounded and were twice the rates of those killed.⁷ Based on this evidence, ADFP 52 - Health Support to Operations⁸ estimates that, for planning purposes in war, combat stress reaction casualties in a maritime environment will be 12% of those wounded in action. Psychological casualties are also expected in peacekeeping and other OOTW. The potential for operational stress to undermine operational effectiveness is clear.

4. **Operational Stress Management.** It is commonly recognised in the Australian Defence Force (ADF) and other Defence Forces, for example the US Army and Britain's Royal Marine Commandos, that the management of operational stress is primarily a command responsibility. It is integrated with good leadership, unit cohesion and morale. ADFP 714 states that operational stress management requires action by unit personnel at all levels as well as by specially-trained mental health professionals.

5. The ADF and in particular the RAN is currently experiencing its highest operational tempo since World War II. At the same time, the ADF is in the process of developing and implementing a Mental Health Strategy in recognition of the contribution of mental health to ADF capability, as identified in the ADF Health Status Report in 2000. It is timely then to examine the effectiveness of the RAN's current approaches to operational stress management.

6. **Scope.** Due to the breadth and complexity of the topic of Operational Stress Management, it is beyond the scope of this paper to examine all aspects of the RAN's performance in the field. The paper will focus only on the extent to which unit personnel contribute to the management of stress within operational units. It does not address the role of commanders, provision of specialist health services or the management and treatment of psychological injuries. A basic understanding of the concept of stress, including critical incident stress, is assumed.

7. **Rationale.** As responsibility for management of operational stress rests primarily within ADF units themselves, it makes sense to examine ways to optimise the utilisation of members of those units in operational stress management. There is also a practical benefit of equipping personnel with skills to manage operational stress as there are difficulties deploying specially-trained mental health professionals to seagoing ships.

8. The paper will examine the current approach to involving unit personnel in operational stress management in the RAN and compare this approach to best theory and practice. It will then identify ways in which the RAN could better utilise unit personnel in the management of operational stress.

AIM

9. The aim of this paper is to evaluate the RAN's utilisation of unit personnel in the management of operational stress.

CURRENT APPROACH

Critical Incident Stress Management

10. The RAN has had a well-developed Critical Incident Stress Management (CISM) Program in place for some years, as set out in DI(N) PERS 5-7 Critical Incident Stress Management. (It should be noted that this Instruction is currently being rewritten to reflect Program changes). The Program encompasses a 'wide range of strategies designed to prevent stress and mitigate traumatic stress following serious accidents or incidents'.⁹

11. A key feature of the CISM Program is a peer support system, which prescribes an active role for unit personnel in the management of critical incident stress. Peers may be from any Branch, with minimum rank of Petty Officer (PO) and are specially selected and trained for their role, which is additional to their billet duties. Peers contribute to CISM at two levels:

- a. Peer Support Members of CISM Teams;
- b. CISM Advisors.

12. **Peer Support Members.** Peer Support Members complete a CISM Skills

Course and are employed as an integral member of a CISM Team, which are currently regionally-based. They can participate in CISM interventions and provide basic counselling and support under the supervision of a mental health professional.

13. **CISM Advisors.** Finding 51 of the Board of Inquiry (BOI) into the fatal fire on HMAS WESTRALIA¹⁰ stated that 'Navy should introduce a requirement for at least one CISM Peer Support Member to be posted to each Major Fleet Unit.' As a result, a new role of CISM Advisor was created and numbers of these personnel in ships are growing. CISM Advisors complete a course tailored to their role of education, advice and non-interactive interventions but receive no ongoing training or development. They do not have a counselling role.

14. The definition of 'Operational Stress' in ADFP 714 encompasses both acute sources such as critical incidents and chronic sources arising from the more general or ongoing factors in operations. In its current form, the policies and procedures of the CISM Program are still strongly incident-focussed. With the recent increase in operational tempo, it is likely that there will be a wider range of stressors on operations than critical incidents alone. The RAN's CISM Program makes good use of trained unit personnel in the management of critical incident stress. However, the Program is not currently set up to employ them to best effect in the management of a broader class of operational stressors.

Operational Mental Health Briefings

15. Since Oct 01, the Fleet Health Support Unit in Maritime Headquarters (MHQ) has sponsored the provision of Pre-Deployment and Return to Australia (RTA) Mental Health Briefings to ships deployed on OP SLIPPER and RELEX. The briefings are conducted by Navy Psychologists, both Civilian and Reserve, at sea and alongside. No doctrine specifically covers the conduct of the briefings but general provision for these types of briefings is made in both DI(N) PERS 5-7 (Draft version) and ADFP 714. These briefings take established stress management training concepts and apply them to the operational environment, both in terms of their content and their delivery in the operational setting.

16. Unit personnel are not utilised in the provision of these briefings at this stage. However, a key feature of the briefings is their emphasis on the role of group cohesion and social support in operational stress management. The aim is to activate unit social support networks in the management of stress on operations. Due to their educational nature, they do not provide for

development and practice of actual operational stress management skills

Stress Management Training

17. Stress management training is widely used in the RAN in a range of environments and for a variety of purposes. According to DI(N) PERS 5-7 (Draft version), stress management training is also a 'major element'¹¹ of Navy's CISM Program, whether or not it is delivered under the formal auspices of the Program. It is seen as contributing to pre-incident preparedness for critical incidents.

18. New entrants to the RAN receive instruction in basic stress management as part of their initial training at HMAS CERBERUS and CRESWELL and at the Australian Defence Force Academy (ADFA). Stress management training is also incorporated into leadership training, for example, in the Junior Officers Leadership Course at HMAS CRESWELL and the Leading Seaman Leadership and Petty Officer Management Courses at the Sailors Leadership and Management Faculty. It is also delivered to trainees in specialist categories such as Medical and Naval Police Coxswains (NPCs), where an awareness of stress issues may assist them with their duties and also to participants in Substance Abuse Prevention Education Groups (SAPEGs). Training is also provided to Commanding Officer and Executive Officer designates to prepare them for their command responsibilities. There may well be other ad hoc, local training in stress management which has not been identified in the preparation for this paper. It should also be noted that personalised stress management training is routinely provided to individuals presenting to Navy and Defence Psychologists for counselling. Stress management training does not necessarily include CISM awareness training but often does, particularly at the leadership and specialist levels.

19. There seems to be little training that focuses specifically on providing unit personnel with skills in operational stress management. However, even a basic level of stress awareness training provides stress 'literacy' and the foundation skills for unit members to identify and respond to stress-related problems in themselves and their shipmates on operations. The operational environment has a greater likelihood of critical incidents, therefore those personnel who have also received CISM awareness training should be at least partly equipped to manage certain types of stressors on operations.

Joint Approach

20. A comprehensive approach to the provision of mental health support to Joint operations has been in place for some years. The approach used is the Australian Army's single service operational stress management model, extended to the RAN and RAAF when deployed in a Joint setting. While it is intended that RAN personnel are included in the program when deployed on Joint operations, their participation rate is less regulated in practice. There is currently little co-ordination between this model and the RAN's own single service operational stress management activities.

21. Key elements of the Joint approach are pre-deployment education, deployed mental health support elements on land operations and post-deployment individual mental health screening and support. There are no peer programs or defined roles for unit personnel. However, there is a strong focus on educating unit personnel to be able to recognise stress-related problems and to provide basic support at the unit level. There is little in the way of actual skill development.

BEST THEORY – REVIEWS OF LITERATURE

Rayner's review of Best Practice Prevention and Management of Stress-Related Psychological Injuries in Navy Personnel, 2000.

22. Recommendation 50 of the WESTRALIA BOI stated that:

Navy should examine the appropriateness of introducing more extensive preparation for all personnel for critical incidents including sailors at the time of entry, and expanding that preparation beyond simple awareness to stress/trauma management, both for the individuals and for managers.¹²

In partial response, Rayner conducted a review of current medical, psychological and military literature on the topic of stress-related psychological injury. He then formulated evidence-based recommendations for preparation and management of Navy personnel for such injuries.

23. While Rayner's review is focussed mainly on critical incidents, key recommendations relevant to the utilisation of unit personnel in operational stress management are summarised below:

- a. stress management training should be a routine aspect of preparation for operations and for other high stress/high demand roles;
- b. the CISM Program (which includes peer support roles) should continue, although with adjustments which reflect best practice as identified in the literature.

24. Recommendation 9 warrants quoting in full, despite its focus on only one aspect of operational stress management (traumatic injury):

Navy must recognise the significant importance of unit cohesion as one of the primary strategies of protecting personnel against psychological injury after trauma. Routine Navy training and operational readiness assessments should include a focus on methods to develop and measure cohesion amongst personnel, such as ships' crews, departments and mess decks.¹³

Australian Centre for Posttraumatic Mental Health's Acute Intervention Following Traumatic or Critical Incident Stress: A Review of World's Best Practice, May 2002.

25. In response to a climate of uncertainty currently in the field of trauma and critical incident stress, the Australian Centre for Posttraumatic Mental Health (ACPMH), a collaborative project of the ADF, the Department of Veteran's Affairs (DVA) and the University

of Melbourne, prepared a Review of current knowledge and practice and produced a number of recommendations for acute intervention following traumatic or critical incident stress. It presents 'a strong evidence base...regarding the benefits of social support in recovery from traumatic exposure'.¹⁴ This points to the value of unit cohesion and the use of unit social support networks in mitigating the effects of operational stress.

26. The Review proposes a best practice-based model for intervention following potentially traumatising events (PTE). The model is placed 'in the context of an integrated approach...including training and preparation at all levels' and 'peer support options'.¹⁵ However, while recognising their value, the Review makes no attempt to describe peer support options in any detail. The model proposed in the Review is now being used as the basis for the development of new ADF practice under the auspices of the Mental Health Strategy.¹⁶ It does not prescribe a formal role for Peer Support Members or other unit personnel.

Value of best theory

27. Current literature reviews provide evidence confirming the importance of unit social support in operational stress management. They also confirm the need for training to prepare unit personnel to manage operational stress. The reviews also indirectly support the use of peer support systems, although lack evidence on which to base detailed proposals for improvement of the RAN's existing model. The strategies recommended in the reviews have not yet been proven in practice. In sum, best theory has little further to offer the RAN beyond broad-based support for maintaining and enhancing existing approaches. In the absence of a strong research base, it will be more instructive to consider examples from other large Defence Forces overseas, as illustrations of best practice.

BEST PRACTICE – OTHER DEFENCE FORCES

US Defence approach

28. The US Department of Defence has recently issued Combat Stress Control Directive 6490.5 which sets out Tri-Service policy on the management of operational stress in the US Defence Forces.¹⁷ The policy emphasises the importance of leadership, unit cohesion and morale in stress control. It applies the principles of early intervention, provision of 'forward' mental health support, the engagement of line personnel in the management of affected personnel and preventative training. These principles imply that unit members have a central role to play in the management of operational stress in the US forces.

29. **US Army Combat Stress Control.** While each arm of the US Defence Forces has its own program, the US Army's Combat Stress Control Program, as set out in Field Manual 22-51 Leaders' Manual for Combat Stress Control, provides a good example of the integration of operational stress management into the everyday business of the military. Most relevant is the identification of the role of 'buddies' in combat stress control. All soldiers

are assigned or should develop 'battle buddies' with whom they share their feelings and ventilate about their experiences.¹⁸ If a member is in crisis, the Manual points to specific actions that a buddy can take to provide appropriate assistance. Buddies are expected to be able to provide 'psychological first aid' to affected peers. Every soldier is also required to learn at least two relaxation techniques that can be quickly and easily applied to control excessive alertness and facilitate refreshing sleep.

Royal Marine Commandos Peer Assessment and Support Program

30. Britain's Royal Marine Commandos' (RM) Peer Assessment and Support Program is a strong example of integrated use of unit personnel in operational stress management.¹⁹ It is now being introduced into the Royal Navy, as well as a number of civilian organisations, and it is likely to become the Tri-Service British post-trauma model from 2003. Its key message is 'Be Strong in Stress'.²⁰

31. The Program is sponsored by the RM Headquarters and supported at all levels of the command chain. It is based on a system of Stress Practitioners who also function as Peer Group Risk Assessors. Practitioners are serving members of operational units, organised into small teams within each unit, and all ranks are represented. The structure of the program allows flexibility to 'mix and match' between units as required.

32. Training starts with education of recruits in stress management. Two levels of structured training are then provided to the Stress Practitioners to prepare them for their roles. Unit training workshops are also conducted regularly to provide refresher training.

33. **Peer Risk Assessment.** The main aim of the program is to identify members who may be affected by stress, to aid recovery and to arrange for appropriate assistance. The main tool used to achieve this aim is the Peer Risk Assessment. The key activity is a meeting with the affected individual(s) and their leaders, whereupon a standardised risk assessment instrument is completed. This produces a simple decision-making matrix which can inform appropriate interventions. It does not replace professional clinical assessment or counselling. Rather it reinforces good man management by creating a structure out of long-standing informal social support networks.

34. The RM program has a great deal of natural appeal to military personnel and is generally well regarded in the field of operational stress management.

NAVY'S PERFORMANCE

35. Before the RAN's performance relative to best theory and practice can be fully evaluated, it would be helpful to have a more detailed understanding of what it is already doing to utilise unit personnel to manage operational stress. In this paper, it was not possible to conduct an investigation of the depth required. However, it was sufficient to reveal a number of significant themes.

36. Best theory and practice show that training unit personnel in stress management is a critical aspect of operational stress management. The RAN has a well

established system of stress management training. However, it is clear that the RAN's existing training lacks co-ordination within the RAN and with the wider ADF. Operational focus, beyond the CISM perspective, is limited, notwithstanding the recent introduction of Operational Mental Health Briefings. Although awareness training is widespread, training appears not to be providing unit personnel with sufficient practical skill in techniques for the management of operational stress.

37. It is also clear that the role of unit personnel in operational stress management is poorly defined and developed. The CISM Program provides for structured use of unit personnel as trained peers in the management of critical incident stress, which aligns with best theory and practice. However, CISM Team Peer Support Members are highly specialised, few in number, and, by definition, they do not belong to the operational units they support. There are a growing number of CISM Advisors on ships, however the role appears narrow in view of the current operational climate. Lack of ongoing training and support is likely to undermine their confidence and readiness to develop the role to its full potential. Unit personnel outside the CISM Program have few tools at their disposal to manage operational stress. Unlike the Royal Marines, there is no established process for peer risk assessment.

38. While many sailors will be able to identify a 'buddy' at sea, use of buddies in the management of stress, as practised in the US, is not yet part of accepted norms in the RAN. ADFP 714 makes brief reference to 'buddy first aid' for operational stress reactions but neither defines it nor integrates it into procedures for training and intervention. One model of psychological first aid is taught to students in formal CISM courses²¹ but this training is not available currently to the wider RAN.

39. From an organisational perspective, the RAN's understanding of operational stress and its relationship to capability appears to be poorly developed, in comparison with overseas models. It is still perceived by most RAN people as a health or welfare issue, rather than as central to operational effectiveness. This said, the RAN's existing structure and culture already provide high levels of support to personnel within units, although not explicitly shaped towards operational stress management. The Divisional System exists to look after the wellbeing and the morale of personnel and 'works through early detection and action to prevent potential problems escalating'.²² Shipboard life naturally facilitates sharing of personal difficulties and noticing when one's mates are in trouble. This has an important, though implicit, role in the management of operational stress and creates fertile ground for the development of a more structured approach to the role of unit personnel. The use of Alcohol and Drug Program Advisers (ADPAs), as set out in DI(N) PERS 31-9 *Management of alcohol and the prevention and management of alcohol abuse in the Royal Australian Navy*, demonstrates the RAN's willingness to use trained unit members in the management of personnel problems. The ADPA system has potential to be a model for expansion of peer support systems into other areas.

THE WAY AHEAD

40. The RAN has already taken some steps along the path towards effective utilisation of unit personnel in operational stress management. Firm foundations already exist for the improvements suggested by the examination of best theory and practice.

41. **Training.** Effective training for unit personnel in operational stress management is an obvious next step. Rayner's final recommendation in response to the WESTRALIA BOI was that 'Navy should undertake an audit of services to prepare personnel for critical incidents and traumatic events....should compare current practice with...best practice'.²³ An audit of existing training is needed in order to establish where any shortfalls may lie. Once this is completed, strategies should be developed to address these shortfalls. This is likely to include the introduction of more focussed skills-based training in operational stress management techniques and a shift from a critical incident focus to a broader concept of operational stress, better reflecting the current realities. Enhanced co-ordination of stress management training within the RAN will be important in the way ahead. Any new RAN strategies will need to be co-ordinated with the ADF Mental Health Strategy, while ensuring Navy-specific factors are given due recognition.

42. **Peer Support Programs.** The value of adopting part or all of the RM Peer Assessment and Support model for the RAN's own use should be investigated. Its current adoption into the Royal Navy adds credibility to this proposal. The RAN's current methods of peer support would adapt readily to the RM approach. The new network of CISM Advisors on ships is particularly ripe for the application of a new and more active role. Using ADPAs as a template, the new peer supporters/assessors could be titled 'Stress Management Program Advisers' or a similar term. The RAN would also benefit from access to early mental health interventions in the absence of readily available mental health professionals at sea.

43. The question of whether the RM Peer Support model is appropriate to the RAN context will be a matter of both organisational and clinical judgement. It will take time and effort on the part of stakeholders to work through the relevant issues. For example, the upcoming implementation of the ADF Mental Health Strategy and its proposed intervention models would not co-ordinate smoothly with the RM model. If it were adopted, there would be a considerable lead-time for developing the acceptance across the chain of command and for training personnel in the new techniques. A substantial structure would need to be established to provide ongoing training and support to the deployed peer supporters. None of these obstacles seem insurmountable, however, if the will to change exists.

44. **'Buddy' psychological first aid.** The question of which specific buddy psychological first aid techniques, if any, should be introduced as part of new training regimes for general use in the RAN is also a matter for further consideration and clinical judgement. The 'buddy' approach makes good use of existing social support structures in the RAN and would be relatively

straightforward to implement, whatever other changes were also occurring. It also provides a comprehensive system for responding to operational stress, even in the event of the loss of designated peer supporters and health personnel in combat.

CONCLUSION

45. In recognition of the important contribution of people to capability, the RAN has a responsibility to mitigate the negative effects of any factors that have the potential to degrade that capability. The RAN already has a number of policies and practices in place to address the effects of one such factor, operational stress. The RAN has been reasonably effective in making use of unit personnel in operational stress management, especially in the use of trained peer support personnel in the response to critical incidents. Stress and CISM awareness training is widespread in the Navy and new operational mental health training is being introduced.

46. However, a comparison of the RAN's performance with best theory and practice reveals a number of areas where there is clear potential for improvement. It is now time to address the need for better co-ordinated, more skills-oriented training for unit personnel in operational stress management, including specific techniques such as psychological first aid. Furthermore, significant potential exists to develop a comprehensive network of peer supporters, trained in assessment and intervention techniques, based on existing frameworks and using best practice models on which to design new programs. The RAN's use of peer options must not be degraded as a by-product of any initiatives arising from the new Mental Health Strategy.

RECOMMENDATIONS

1. In line with Rayner's recommendation, undertake an audit of RAN training in operational stress management. Compare current practice with best practice and develop and implement strategies to address any shortfalls;
2. Investigate the value to the RAN of adopting part or all of the Royal Marine Commandos' Peer Assessment and Support Program. At the least, investigate an enhanced role for Navy CISM Advisors in the management of operational stress;
3. Investigate the implementation of a system of 'buddy psychological first aid' training and practice into the RAN.

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Notes

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