



**ARMY
REGENERATION**
What's in store?

MIF DRAW DOWN
Two years of hard mahi
draw to an end

**CLOSE QUARTER
COMBAT**
A new approach

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Cover: A B Coy Platoon Signaller gets satellite communications back to Company HQ with the D3 (PI Signaller fit out) Network Enabled Army system during exercise FOXHOUND 2.

Photo: CPL Sean Spivey.



NZArmy



NZDefenceForce

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SMA.NET

Switching arcs – a return to purpose and function

I can imagine the relief following the Government's recent call to downscale MIQ efforts. After support to almost 230,000 returnees, it's time for us to close out Operation Protect, re-group as an Army, and generate to that effective state we were prior to Covid. Having visited and talked to almost every unit in the Army, we have all discussed this moment and the opportunities available.

As many commanders will agree, there's a priority to engage in some well-earned respite, both for you and for your loved ones. While operations are our business – over long periods they take a particular toll on our energy, routines and resilience, and you all need time to reset. It will take time to reorientate to a 'business as usual' routine, and there's a sense

that orientation will occur equally at home as it does across your workplaces.

The current-state of Army is challenging, there's no denying that. Hollowed-out units, a fatigued force, deficiencies in some core competencies and a loss in confidence in others. But there are favourable situations found even amongst the worst. I expect that you have the answers to many of the issues we face, and the willingness to undertake them in time. My humble opinion is that you don't wait for orders and detailed direction to do the things you own. Some of the characteristics of a New Zealand soldier are adaptability and strong leadership; individual tenacity and determination to do right, and of course to balance them all – a key attribute of conscientiousness, paying attention to task detail, not cutting corners and certainly not giving up.

Having worked through at least two force regenerations in my career, I don't think this can be done – I know it can!

Now that we're confronted by a rapid MIQ withdrawal and some military normalcy ahead, there's a chance to embed the needed training, adventure and exercises that underpin our competence and readiness levels. As the Land Component Command work toward regeneration timelines, it's important that you do your part too. This might look like reconnecting with your people, setting and sustaining fundamental standards, and also ensuring that every day is a learning day – typified by getting better as a team. As I conclude this article, I suspect you are all contemplating what a [read your] Platoon or Section needs to achieve deployability standards, physical fitness, team-work, and those largely unpractised all-arms skills. Each will require a plan of action, moving through the crawl-walk-run methodology.

But beyond the aspect of doing your part and the things that occupy you as a capable officer, soldier or NZDF civilian staff member (Army) – is that you have



to want to be here. Part of being a warrior or enabler is to have a calling. Part of living this dual-life of soldier and citizen is to really enjoy it. In this goal we must marry our profession with an organisational purpose and an individual passion for doing it well. In this pursuit and the task ahead – I wish us well.

Get after it. SMA

WO1 Wiremu Moffitt
16th Sergeant Major of the Army



LOOKING BACK

Anzac Day next month marks the 40th anniversary of New Zealand's involvement in the Multinational Force & Observers in the Sinai, Egypt. The mission supervises the implementation of the Egyptian-Israeli Peace Treaty.

A report to mark the anniversary will appear in the April issue of *Army News*.

Photo: A sign on the back of a tanker in the Sinai.

A MESSAGE FROM CHIEF OF ARMY



In my email to the Army, following the Prime Minister’s announcement of our withdrawal from Op PROTECT, I spoke of the need for all of us to pause, take stock and regroup. Having done so, I then noted that we will look to recommence training and regenerate our capabilities. Let me expand on what I want this to look like.

None of us should ever underestimate just how much Op PROTECT has impacted the NZ Army. It was a significant commitment, over an extended period, and it caused us to scale right back both our training and the capabilities we maintain. A significant number of individual courses were cancelled, collective training above platoon level effectively ceased, and our international exercise/training programme was put on hold. It was also a cause, but not the only cause, of increased attrition and a number of quality people made the decision to take their release from the Army.

But that was yesterday’s, last week’s, last year’s circumstance. It is certainly not where we want to remain and nor is it our future. More and more every day we are getting back control of our force, and more and more we are seeing the opportunity.

An opportunity that, first and foremost, requires us to repair, rebuild and strengthen our unit, camp and formation environments. Soldiering must be ‘more than just a job’ and it requires that our workspace is one where positivity thrives, the opportunity to strive for professional excellence exists, and our people are valued and respected. More than anything it requires an environment where our soldiers enjoy what they do and can take personal and professional pride in both who they are, and all they represent.

Achieving these outcomes is not going to be easy and none of it is going to happen overnight, but it must happen.

Having ‘regrouped’ as an organisation we are then, and only then, in a position to get after our individual and collective training. Over the last two years we’ve maintained a reasonable level of core individual skills. Our challenge now is to lift those skills to the level required to successfully execute missions under battlefield conditions – a requirement that demands we invest in our people and we progressively – in a realistic, challenging and always safe way – enhance the combat effectiveness of our men and women.

Small group, collective, followed ultimately by combined arms training, where we can effectively synchronise combat, combat support and combat service support functions to achieve mutually-complementary battlefield effects must then progressively occur. The end-state is an Army that can not only integrate all arms into the fight, but is positioned to contribute to joint, inter-agency, multi-national operations.

At the same time we are going to re-invigorate Army sport, give opportunities for adventure training, continue our force modernisation, and re-engage with our international partners and allies through specialist training activities and the major exercise schedule.

The Land Component Commander has the lead for Army’s regeneration post Op Protect and later in this *Army News* he provides more detail on how the requirements I’ve outlined above will be met. Take the time to read it and understand the direction our Army is taking over the next two-to-three years.

No mistaking it, regeneration is a challenge – but the bigger the challenge, the bigger the opportunity – and we’ve got to get after both.

**Major General John Boswell
Chief of Army**



Gunners from 16 Field Regiment train during the recent Hellfire exercise. A full report will be in the April issue of *Army News*.



The New Zealand Defence Force will begin winding down its involvement with managed isolation and quarantine facilities (MIQ) after the Government announced the impending reduction in MIQ facilities.

Chief of Defence Force Air Marshal Kevin Short said the NZDF's involvement in border work through Operation Protect has helped keep New Zealanders safe over the last two years.

"It is an operation that our people and the people of New Zealand can be proud of, and it has been important work," he said.

"I am impressed by the way our personnel have devoted themselves to the operation in a professional manner, despite it being outside our usual experience as a military. We have stepped up and I would like to thank all who have been involved."

More than 6,200 NZDF personnel have been involved in Op Protect – the single largest commitment of personnel to a response in more than 50 years.

"The majority of those personnel were from our Army ranks and I wish to acknowledge the service and sacrifice of all those who deployed, which for many involved multiple rotations."

Most personnel will begin to return to their camps and bases from empty MIQ facilities, while others at a few remaining facilities and headquarters will be required until MBIE personnel can take up

the role for ongoing operations.

"As we all know, the pandemic is not over, and it continues to impact us every day. We remain ready to step up when called upon to support and protect New Zealanders," Air Marshal Short said.

"With the close of this substantial part of Op Protect, the NZDF can look forward to regrouping, refreshing our training, and regenerating those capabilities that have been impacted by this enormous commitment."

Relative Service Commitments –
Unique personnel deployed/posted to OP PROTECT by Service
01 Feb 20 – 01 Feb 22

This table shows that comparatively twice as many separate Army personnel have been deployed/posted to OP PROTECT as their Air Force and Navy counterparts.

	Type	Navy	Army	Air Force	Total
Number of unique individuals deployed on OP PROTECT	Regular Force	1,137	3,278	1,365	5,780
	Reserve Force	47	422	32	501
	Civilian				17



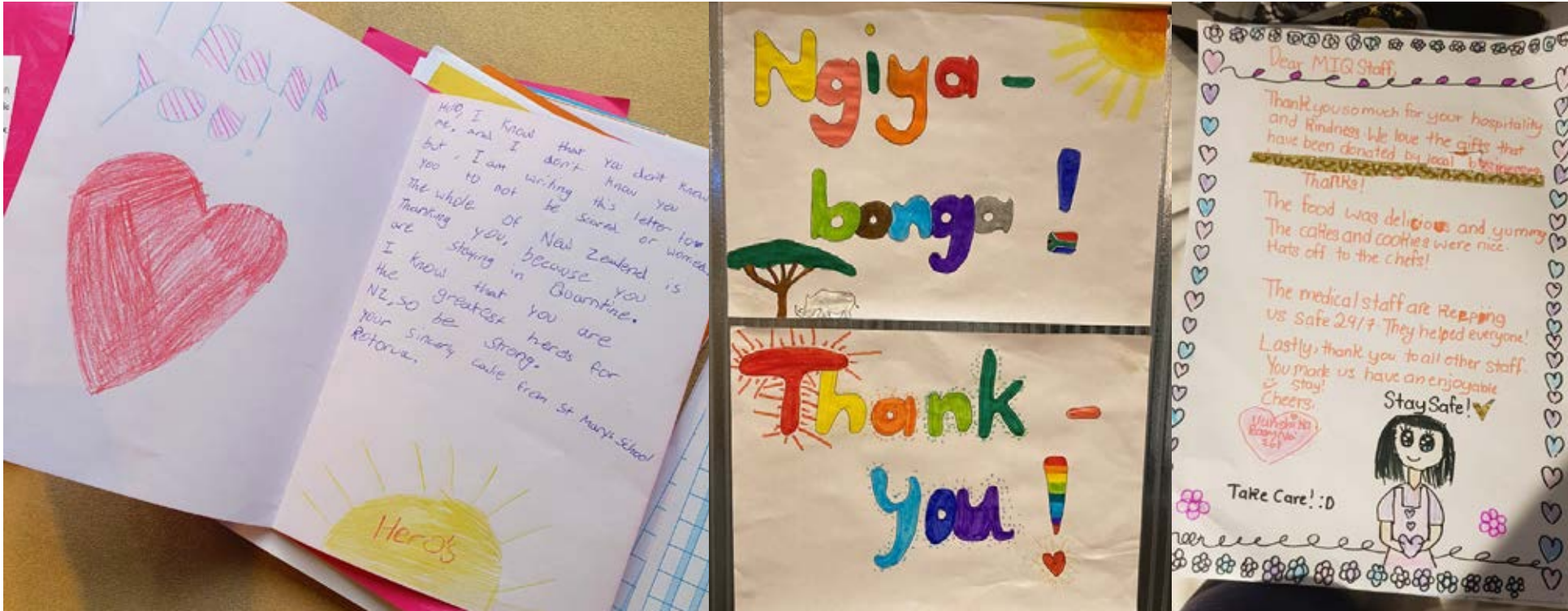
In total, more than 6,200 military (Regular Force and Reserve Force) personnel served on Op Protect between its inception on 1 February 2020 and 28 February 2022.

Of these, 58.9% were Army (3,700), 18.9% were Navy personnel (1,184), and 22.2% were Air Force (1,397).

The total number of personnel who served on Op Protect represents 50.6% of the average total military headcount (12,413) including Reserves for the same time period.

Of the personnel who served on Op Protect, the majority completed multiple periods/rotations in an MIQ facility with a number of individuals completing duties tallying months.

The length of a rotation varied by task. A rotation for MIQ management staff was one week, followed by a week's respite and repeated for a total of six months. RIQCC staff were posted in for months at a time and security personnel typically completed six weeks on tasks with a roster system to give them rest as part of that period. At least one person completed over two years with Op Protect.



It’s like being on operations

As the manager of the Managed Isolation and Quarantine Facility (MIQF) at the Sudima Hotel, Christchurch, Staff Sergeant Heath Palatchie says the job had similar aspects to an overseas operation.

Imagine controlling humanitarian or medical support activities on deployment. “You’ve got civilians arriving in bulk requiring direction, security staff doing their thing, medics doing theirs, collaboration with NGO agencies and you’re overseeing the site,” he says. “It had an operational theme and you had to look at it that way.”

He’s the Artificer Vehicle Mechanic at 3 Workshop Company in Burnham and managing MIQFs was not something he was used to. “I’m a mechanic by trade. I had 200-odd rooms with people, making sure they were safe.” He’s had his share of challenges among the returnees in his six-week tour of duty, including domestic quarrels, autistic and ASD children, people refusing, for religious reasons, to eat food provided, and those who struggle to live in a four-star hotel as their last accommodation was a garage. That said, he also got to meet Olympic shotput athlete Tom Walsh.

SSGT Palatchie says he has had good crews, and the simplest way to ease the work was to get to know the staff, he said. “I talked to the staff daily, found out what they did in the weekend. I also got to know the Infection Prevention and Control people well, because they have good advice when it comes to the final sign-off. Dad jokes and jumping in to help where I could, even if it’s getting the food out.”

“Before the Delta variant, I would get out in the exercise yard, talk to returnees and see how they were. You have to keep morale high, because it’s not as if you can break away after hours and the days can be really long.”

One of his platoon members did five rotations in a MIQF. “And he’s been professional the whole way through. He’s away from his normal job, away from his partner on shiftwork, and the unit has a number of young men and women like that.”

Balancing work-life can be difficult. “My wife has done a rotation this year as well, and we’ve got a 10-year-old who has indirectly been involved with 18 weeks of disruption. There’s also balancing the needs of the unit. I’m often doing admin, quarterly reports, answering emails while in the facility. I have to spare a thought for those who have more than one dependent and complete rotations, to balance this; in some ways I get off lightly.”

He says the work opened his eyes – and developed his skills – in dealing with situations he’s never come across before. “We’ve had over 180,000 people come through the hotels. It’s been a challenge, but it’s been a good challenge. Everyone takes a crack at it, everyone has to share the load and I had to take my turn at the end of the day.”

It’s no secret Operation Protect has taken a toll on the New Zealand Defence Force and its people. Lance Corporal Kadin Wihongi has opened up about the deployment, sharing how difficult it was at times, and what he’s looking forward to now it’s over.

Sitting in the sun at Linton Military Camp with a big smile across his face, you’d never guess the rough time Wihongi, also known as Chongi, has gone through.

Having joined the military in 2014 as a fresh faced 17-year-old, Wihongi, now 26, currently works as a mechanic with QAMR and said before Op Protect, he had actually never been deployed before.

But after seven rotations in an MIQ facility, this one took a toll on him.

While a couple of those rotations were only three weeks long, the rest were six weeks.

“I spent a lot of time last year away from my partner,” he said.

The amount of rotations he did came down to a range of issues, like staff pulling out or having a family illness, so Wihongi had to step up and cover the gap it left.

“Twice I came back from my rotation, I had my respite and had been back at work two days, then was gone again.”

Wihongi worked in both Auckland and Rotorua hotels running small sections of staff and said turning up for your shift, the first thing you would do was check how your section was feeling, both in terms of their physical health and emotional health.

Each day working in an MIQ facility was different depending on what flights were coming in. Wihongi said depending on the guests who came in, that also changed how the work was.

“If the guests came in with a bad attitude, a lot of the time it was like that the whole time they were there.”

“I had boys scared to come to work because of guests.”

It got harder when exercise times became more structured as well, and Wihongi said he ended up having to walk around with a measuring tape, as guests would try and argue with him about his two metre spacings not being big enough.

But the hardest thing for Wihongi during Op Protect was having to deal with a medical issue he was facing, while also being separated from friends and family.

In August 2021 Wihongi found out he could possibly be suffering from a serious health issue.

“My partner was stressing out because I was away.”

Wihongi said being away meant he could bury his head in the sand and just work, but a negative was he couldn’t take any further action towards creating a better plan of attack for his health.

While his health issue affected him greatly, Wihongi said there were also other people going through hard times, which made it hard for him to feel like he could ask to step away from the rotations.

“I was with people in my section that had partners leaving them, family members passing away, sickness in their family, and they still had to carry on.”

His last rotation was Christmas and he said when he found out the MIQ stints would be coming to an end, he felt a sense of relief.

However, while there were a lot of negatives, Wihongi said there were also some positives.

Working in the MIQ facilities meant interacting with lots of different agencies, as well as other ranking soldiers they might not always get the opportunity to work with.

“There were definitely guests that came through and made the rotation go faster when they came out for exercise.”

“You would look forward to seeing that group.”

With MIQ coming to an end, he felt the New Zealand public still didn’t understand the toll Operation Protect had taken on the Defence Force.

A lot of damage had been done during those years and Wihongi said they lost a lot of good people.

“People lost a sense of worth in their trade and in the military.”

“We lost a ridiculous number of mechanics in the space of 12 months.”

Wihongi said his health issue was one of the reasons he was still in the Army, but he also loved his job.

“I love where I’m at with QA as a mechanic, I just miss doing the things QA does.”

He was looking forward to the Army rebuilding and getting back to a fighting force.

“Because that’s what you join the Army for isn’t it?”

ARMY REGENERATION WHAT'S IN STORE

By Land Component Commander
Brigadier Hugh McAslan

We will shortly withdraw from all Managed Isolation and Quarantine Facility roles and commence the transition to regenerating our war fighting capabilities and modernising our training system.

This follows two years of heavy commitment to Op Protect; our largest domestic operation in living memory. Regeneration will be a deliberate campaign over the next three years. It will deliver a number of objectives and outcomes for Army, with an overarching focus on combined arms excellence and the application of land combat capabilities and effects in a joint and coalition environment.

It is critical that we all have a common understanding of the purpose and outcomes of Army Regeneration from the outset, including the concept for design and delivery. The purpose of this article is to layout the campaign plan for the next three years. While details within phases continue to be refined and formal orders developed, I need every member of our Army and our key NZDF enablers to understand the plan and reorientate our mind-set from domestic border protection to our core business of warfighting.

Regeneration presents the Army with a fantastic opportunity to develop following two decades of continuous high operational tempo. It provides the opportunity to reset, evolve and enhance our culture that is centred on our values, our warrior ethos, and the foundation of Ngāti Tūmatauenga. It is also time to evolve our safety and training policies, procedures and practices so we deliver challenging, realistic and effective training that builds confidence and competence in our soldiers and leaders in a safe and

deliberate manner; all enabled by good planning and training design. Finally, we must reconnect with, and leverage training opportunities and the experience of our international partners, while building towards more integrated capabilities in preparation for coalition operations of the future.

At the strategic level, Army General Staff will reset and simplify key capstone concepts that provide our doctrinal framework for individual and collective training. This work is being conducted in parallel under the *Army Review* and will shape and inform regeneration, particularly in the later phases. A review of the Army25 strategy will also be undertaken, noting a number of the pre-existing initiatives in this strategy remain key enablers for the campaign. In particular, growing and retaining sufficient numbers of competent, experienced and proficient personnel is a major focus following a period of high attrition since mid-2021, and are a critical factor in delivering the outcomes we require from the campaign.

At the operational and tactical level, the Land Component's focus is the individual and collective training required to regenerate our warfighting functions to enable effective and proficient combined arms manoeuvre. To achieve this, the Land Component Regeneration will be conducted in two phases with a prelim, and will occur from April 2022 to June 2026.



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Prelim: Transition and Individual Respite (Apr – Jul 22)

The Prelim is an operational pause and 'reorg' in the tactical sense. It provides a period of reduced operational and training tempo following withdrawal from Operation Protect, and time for deliberate respite and reconnection for individuals and their whanau. The Prelim will include two 'reduced activity periods' in April and July 2022 aligned with the April and July school holidays. From a training perspective, some individuals and small teams will begin efforts to reengage with our regional partners to rejuvenate our people-to-people networks and rebuild professional knowledge as a foundation for subsequent phases. Unit and Corps sports will also resume during this phase with a focus on rebuilding esprit de corps and bringing fun back to service life. We should also anticipate some disruption from Covid-19 during this period. Anticipating and dealing with unplanned absences needs to continue to be a part of our plan for the near term.

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Phase 1: Warfighting Function Regeneration (Jul 22 – Jun 24)

The first phase of regeneration will address the backlog of individual training (including overseas courses and training) to restore foundational knowledge for individuals and trainers. The remediation of the individual training backlog will be concurrent with a separate Line of Effort in the campaign to modernise the Army individual training system.

An early focus will be the prioritised regeneration of high readiness infantry and engineer capabilities, and the logistics and medical joint enablers that are critical for the delivery of short notice contingency response options. This includes those specialised capability bricks that support the delivery of joint capabilities and missions in our close region, like the Amphibious Beach Team on HMNZS Canterbury.

Major overseas collective exercises and domestic training opportunities will occur during this phase but our commitment will be primarily focused on the provision of HQ staff and discrete capability bricks integrated with our partners. Individual and small team overseas training activities and exchanges will also occur during this period to support trade regeneration and development, and enable preparation for the introduction of new land capabilities over the next three years.





An important element in this phase will be giving junior commanders, particularly at Section and Platoon level, the time and resources to enable you to lead and conduct trade and all-arms training at unit level.

On the logistics front, we will seek high levels of assurance and husbandry of our equipment with support from Defence Logistics Command (Land) so that we have the right kit available at the right time to train.

A decisive event will be the two-week long concentration of the entire Army in the field in November 2022 in Waiouru. During this activity, we will reconnect at our spiritual home and marae, reset the foundations of our warrior ethos and culture, and update our ethos and approach to training safely and effectively.

Phase 2: Combined Arms (Combat Team-Battlegroup) Regeneration (Jul 24 – Jun 26)

The second phase is the regeneration of combined arms outputs primarily in a land environment, but also contributing to selected activities in a joint environment. Regeneration will occur firstly at Combat Team (Task Unit) and then at Battlegroup (Task Group) level and will include providing combined arms capabilities up to BG level for overseas training activities.

Sequel

The sequel to Land Component Regeneration will see our combined arms proficiency underpin both the NZDF Networked Joint Task Force objective and 2027 ABCANZ interoperability objectives. These will provide follow-on opportunities to embed and consolidate lessons from regeneration, while further developing and refining our combined arms and joint warfighting skills.

Army Training Modernisation

As mentioned earlier, to enable regeneration we must continue to modernise the Army individual training system. Primarily this will focus on improving the cycle between training design and delivery while better leveraging technology through the Technology Enabled Learning (TEL-A) initiative. The remediation of key training policies and Tactics, Techniques, and Procedures (TTP) will also continue. Currently, a large body of work is underway to address immediate safety in training priorities in high risk areas including night live firing, crowd control and public order management, working at heights, and the small arms shooting continuum. This is being delivered by a team of experienced Warrant Officers and SNCOs led by the Land Component Training Warrant Officer, WO1 Murray Nelson. The aim is to have this work complete and introduced as early as possible during Phase 1 so we train in accordance with these updated TTPs.

Reserve Force Integration

Regeneration is also the opportunity to further develop and cement the integration of our Reserve Force (ResF) personnel further into Regular Force (RF) training and activities. The Reserve Force provide a cadre of experienced and competent personnel that add depth to RF training resources and skills. Furthermore, ResF personnel have skills and experience from their civilian roles, particularly in information-related disciplines that are particularly important to the development of our ability to operate effectively in the information domain.

Capability Introduction

Major new capabilities such as Networked Enabled Army (NEA), Protected Vehicle Medium (Bushmaster), and new utility vehicles to replace Pinzgauer and Unimog are also likely to be delivered during the regeneration campaign. They require formal introduction and integration during this period and will enhance our manoeuvre, situational awareness, C4ISR capability, and ultimately our ability to operate with greater precision and lethality. Maximising these new capabilities through our individual and collective training is an opportunity that must be seized upon.

Summary

Army Regeneration is not about recovering to a pre-Covid trained state. It's about the opportunity to improve by leveraging the synergies of our unique culture, our high-quality people, modern technologies and equipment, and enabled by effective and challenging training. We must be ruthless and disciplined in our use of time while being open to new opportunities and ideas, embed recent lessons from recent conflicts and operations, and continually focus individually and collectively on our purpose; all the while ensuring that soldiering is enjoyable, safe and fun.

Our contribution to Operation Protect was highly valued, preserved the lives of New Zealanders by protecting our borders, and demonstrated our agility, professionalism, and mission focus. Our objective now is to switch our attention towards regenerating our combined arms combat capabilities so we are ready for the next mission.

The regeneration campaign is essential to our continued development as members of the profession of arms and as an Army. It is our moment to recapture our purpose and continue our proud legacy as warriors of Ngāti Tūmataunga and stewards of the New Zealand profession of arms.



Fourteen new Reservist officers graduated from the Territorial Force Commissioning Course in Waikouaiti recently.



Second Lieutenant Elese Russell receives the Sword of Honour from the Governor General, Dame Cindy Kiro.



Q & A

Second Lieutenant Elese Russell won the Sword of Honour in December 2022, the top prize for graduating cadets. Here she tells *Army News* about her background, how she found the course and what she hopes the future holds.

What was it about the Army that attracted your interest? What were you doing before you became a cadet?

I was drawn to the Army as I had many good mates already in the organisation, and hearing about the type of lifestyle and opportunities it provided them it sounded like it would also suit me. I'm passionate about sport and fitness, and also enjoy working with like-minded people so the social aspect of military sport, events and functions was a bonus. I had developed an interest in fixing things and therefore applied to be a mechanic in the NZ Army. I spent two years as a mechanic, which I really enjoyed, before I became an Officer Cadet.

Did you choose particular subjects at school with a view to joining?

In secondary school I took physical education, maths and three science subjects as I knew these would be beneficial when I was enlisting into the NZDF. Looking back, Level 3 English could have also been a good subject to take as within my new role as an officer, writing and communication is extremely important.

How did you find selection, and then the gruelling year ahead?

I found the officer selection challenging but enjoyable. My stress levels throughout certainly fluctuated! It was a five day selection board in Trentham, and it felt as though it was just constant testing and evaluation. Not knowing if we were performing well or not until the end made me super nervous when waiting to hear if I had been successful. I had a reasonable amount of knowledge on what the New Zealand Commissioning Course involved based on comments from colleagues and friends who had been through it. I was still pretty nervous, knowing that Officer Cadet School generally only has around a 50% pass rate. The potential for injury was also daunting as with any highly physical course, but this was a factor out of my control. As a soldier previously I was extremely lucky to have supportive chain of command when I applied for an officer role. I was also grateful for the support from my friends, family and the people around me.

What was the most challenging part of it for you?

The most challenging factor would have been the long year of constant testing and the requirement to meet the high standards throughout the entire year. You haven't passed OCS until you have marched off the parade ground at graduation. We got tested in multiple areas multiple times including academic, fitness, field craft, leadership and tactics. I also found it challenging not having my family there with me on grad day due to the Covid restrictions. It's a special moment and not having them there to celebrate with was disheartening considering the support they gave me throughout the year, however we were lucky to have an awesome live stream available for friends and family to view.

What was the most gratifying aspect for you?

The most memorable and enjoyable part of OCS were the field phases. I really enjoy being outdoors and away from reality and technology. It was really refreshing being out in the middle of nowhere and only focussed on my job. The exercises were also a good challenge – we

spent around 100 days in the field over the year. The best stories (good and bad!), strongest friendships and most camaraderie between cadets is built in the field.

How would you describe yourself as a person?

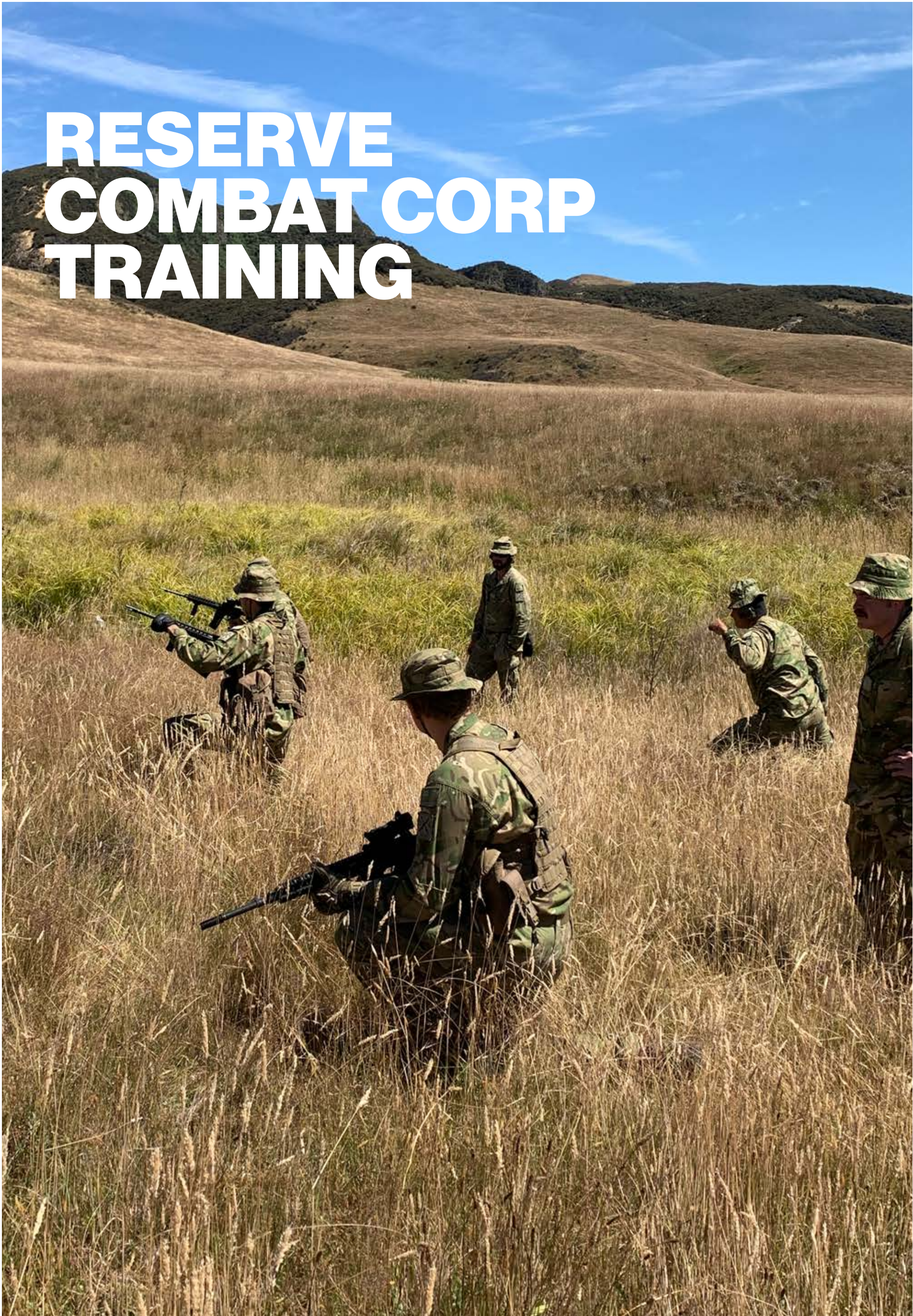
I would describe myself as a pretty focused individual. I like being busy and probably over-commit myself sometimes. I usually set high expectations of myself and have a lot of internal competitiveness which is one of my main drivers to work hard.

What do you hope the future holds work-wise?

I hope I enjoy the corps I have chosen as it looks pretty exciting. I look forward to where this job will take me and what opportunities it will bring. Hopefully I get to continue to network and meet new people, and both support others and be supported throughout my career by those around me. I hope to get back into playing NZDF sport once Covid restrictions stop hindering this going ahead! Playing sport through the NZDF and Army is a really good way to network, it's where I met some of my closest mates.

What do you do to chill out?

I play the guitar and piano in my spare time and jam with my mates when they're around. I enjoy playing hockey and football too, and hope to take up snowboarding more often this coming winter season.



The Rangataua forest in the Tongariro National Park area hummed with soldiers when reservists from all three Reserve Infantry Regiments descended on the area for combat training recently.

The training involved mainly 2/4 RNZIR, with supplementary staff provided by 3/6 RNZIR and 5/7 RNZIR.

It was divided into three phases: in-camp training/DFTT's conducted on the various weapon systems to be employed in the field, a close country exercise broken into section and platoon level groups and finally live field firing in both pairs and four man teams.

Commanding Officer 2/4 RNZIR LTCOL Tim Tuatini said the in-camp training allowed students time to consolidate knowledge and skills taught while at TAD and receive additional training and qualifications on section level weapon systems prior to deployment into the field environment.

"The field exercise was conducted as a theatre induction course with the students receiving deployment orders and an overview of battalion and task group actions within the AO.

"It was conducted in the Rangataua forest block and was broken down into three phases: section level TTP's, platoon level TTP's concluding with a Coy AO clearance into a deliberate platoon attack on an enemy position."

The training culminated in the live field firing phase, which was an attack on a dug in enemy position in pairs and fours. This was conducted with dry and blank rounds prior to the live attack. Practice grenades were also posted to simulate destroying the enemy fighting pits.

LTCOL Tuatini said students arrived on the course trained to a good standard by TAD and this was consolidated by further training and exposure to both weapon and field craft lessons.

"Covid had a marked impact on the course, and course planning provided a number of unique challenges for the training wing staff to work through the countless Covid compliance/restrictions. Conduct of the course was much easier once the student and staff 'bubbles' were established," he said.

"Morale was high throughout the course with Rangataua provided an excellent training area with dense forest keeping the students actively applying patrolling and scanning techniques. Directing staff were pleased with both the level of enthusiasm and application of training from all students."

LTCOL Tuatini said the course itself was well written with all LO's covered and an exercise scenario to keep the students both engaged and in the combat mindset

"Waiouru turned on the charm, with warm sunny days throughout. 2/4 Battalion soldiers will require some prep time before being introduced to the West Coast!"

A total of 52 Students completed and qualified on the Infantry Corps Training, 29 from 2/4 RNZIR, nine from 3/6 RNZIR and 14 from 5/7 RNZIR.





ONWARD DAY PARADE

The culmination of Basic Officer Training for the initial Officer Cadet School Induction Course was marked by an Onward Day parade recently.

The aim of this eight-week course is to induct candidates for officer development in the ethos, values and culture of the New Zealand Army, and to train personnel in military competencies to operate as part of a small team and section in both the field and garrison environments.

During the parade on 4 March, the Officer Cadets were presented gorget tabs and are permitted to wear the dress embellishments of the Corps of Officer Cadets beret, onward badge, gorget tabs and corps belt from this moment until they graduate as commissioned officers. On being appointed to the corps, the Officer Cadets were presented with the Queens and Regimental Colours from the staff of OCS (NZ), to remain their custodians

until graduation in December. Forty-seven people took part in the parade, and 42 General List Officers will commence the New Zealand Commissioning Course, while seven will begin the Specialist Officer Induction Course before commissioning as NZ Army officers.

“The re-emphasis of the Onward Day parade appropriately distinguishes the transition from basic all-arms training which all soldiers undergo to officer specific leadership, command, and management training that these cadets will undertake over the next ten months,” said the Commandant of the Army Command School. “The parade served as an opportunity for family and friends to be with their loved ones as they too join the NZ Army community.”



CHIEF OF ARMY'S FORUM

Soldier of the Year's experience

The 2021 Soldier of the Year, Corporal Nori Lee was amongst a small group of soldiers selected to take part in the Chief of Army's Forum recently.

The 2021 Forum (CF21) was held at Defence House, and was to help our Army's General Staff by providing a soldier's view of the Army they serve. Comprised of several Soldier of the Year candidates and selected volunteers, the forum applies a 'red-team' approach to the organisational climate and current Defence Force (Army) policies. During this recent gathering we had the opportunity to question and determine whether other options could be considered.

The 2021 Forum was built around a theme of enhancing 'Warriors & Welfare'. On day one our host – Sergeant Major of the Army (WO1 Wiremu Moffitt) posed one question to the wider group: Given all we are doing, if you were the Chief of Army for the week, what would you do?

As the CA's personal think-tank, we were spoiled by a few perks of being at HQ NZDF for the day. Given the closeness to Army leadership, we were provided presentations by key members of Army General Staff ranging from Assistant Chief-Army – Strategy (COL Jason Dyhrberg),

ACA-Delivery (COL Kate Lee) Defence Public Affairs (MAJ Rachel Riley) through to the Soldier-Systems PPE Project Lead, LTCOL Mike Alexander and WO2 Regan Cherrington. The briefs provided some key awareness of the roles of each branch, but maybe more importantly exposed our members to the complexity and change being made in this space.

During the first afternoon we seperated from defence topics for a tour of New Zealand's own Wētā Workshops creative industries team. This was just to see how a 'world-class' effects studio coped in the Covid environment. The tour itself proved to be insightful and allowed the Forums Working Groups to not only solve issues through a rigid-military lens, but to also consider more creative options. With the Wētā tour complete, the Working Group (WG) returned the following day to tackle the issues affecting today's warriors and their soldierly welfare.

Day 2 started with SMA's PT session, a 'cognitive exercise run' to help engage the teams and focus them towards the day's discussion issues. The working groups began by conducting a breakdown of the current environment using known models such as SWOT, *EPA and PMESII analysis. Some of this was new to the team, but it was a good learning experience to understand a problem from more than one lens. [EPA – Environ-Problem-Approach]

After completing the environment check it was time for the WGs to form some solutions, or options to the issues at hand. WG 1 (Green) focused on the warrior

enhancement aspect, while WG 2 (Blue) put effort to Army welfare and wellbeing. We spent a few hours discussing and deliberating, bringing our answers together under three header questions: What is the issue at hand?; What positive change can we make (as soldiers)? and; What are we actually wanting to do? Here's a short brief of the outcomes we decided might help our Army seniors.

What is the issue?

1. WG Green identified a lack of purpose within NZ Army bred from the perceived disconnect between Wellington and the 'coal-face'. While the concept of disconnect was challenged, it was clear the NZDF [Army] had strayed much further from our military role than we thought.
2. WG Blue found that soldiers' wellbeing was severely compromised due the commitment of work and the additional demands of Operation Protect. We found no sense of work-life balance and a pressured social-contract between perceived leaders and the subordinate.

So what? What positive change can we, or should we make?

One of the SNCO's in the groups recalled a former NZDF recruiting advertisement with the tag-line 'Arm – Me'. It was a play on words, changing the noun ARMY with a verb based idiom – Arm me! That became one of our solution slogans and a way our forum could express the two key issues – our purpose and our balance.



Arm me with a purpose. It was crucial to WG Green to have a clear Army purpose with a tangible goal to strive for, especially under the constraints of Operation Protect. We decided that could be in form of an overseas training activity, a certification process, or a potential regional/international deployment.

Arm me with a future – for WG Blue, the current and ongoing demands of Operation Protect could not be sustained. It was vital to re-establish a balance between work and home-life by giving time back to those who we did not have a future without our families and loved ones.

Now what are we going to do? Each group was given 30 minutes to back-brief CA. This provided their assessment in regards to the current state of the NZ Army and what steps we would take to improve the current situation. The recommendations given to CA pertaining to Ngāti Tumatauenga's warrior enhancement were:

- Increasing soldiers' involvement and the internal communication from Army Staff to the wider force
- Shifting focus to output-based activity – that is 'doing what we are trained for', and last
- lifting our regional and international (integrated) activities

In the Warrior Welfare enhancement space, the following recommendations were made:

- Reduce tempo in the Units, possibly employing a model of working such as the Army 9-80. This was a concept normalising a number of months in the year completing a 9 Day/80 hour fortnight

- Enhance 'te whare tapa whā' – the cornerstones and Pasifika 'Fonofale' models of holistic health
- Re-purpose existing (older) and new supporting structures for the modern soldier

At the completion of CA and SMA's back briefs, the 2021 Chiefs Forum came to a close. The forum members enjoyed a final meal together and reflected on the representation we had made on behalf of you, our soldier, NCO and senior peers, and asked what was next?

What's next? As I was selected to write this article, I reflected on the December Forum and what we committed to doing – taking action. While it's good to hear about the type of forums being held and senior discussions taking place – it's about what we do to undertake the needed change. So, what matters most as a result of all those talks is what is actually going to happen next and when they occur.

With the reduction of MIQ numbers, it brings about an opportunity to re-sharpen our neglected skills and a focus on these initiatives. As your Soldier of the Year, I'll endeavour to keep pushing these ideas. Watch this space.





INTERNATIONAL WOMEN'S DAY

On Tuesday 8 March, New Zealand and the rest of the world celebrated International Women's Day.

This year the theme was #BreakTheBias.

Army News acknowledges the dedicated and talented women of the New Zealand Army, as well as those women who support our personnel.



Breaking the Bias

By Lieutenant Colonel Cory Neale,
CO 2/1 RNZIR

Second First Battalion has recently initiated a campaign to break conscious and unconscious bias about gender, as well as other barriers to maximising collective performance or mission success. It is about culture and resetting our normalised behaviours and beliefs, it is not about *doing* things differently, it is about *being* different. The campaign plan sets out a road map for the unit to move into the future in a more inclusive way.

'Culture eats strategy for breakfast'. There are many reasons why 2/1 needed to change, however, the main one is that unless we get our culture right, we simply cannot be successful. We know the future is going to be harder than the past. The nature of conflict has evolved. We need leaders who are in touch with their emotions and have the mental fine motor skills able to out-think to deter, coerce and compel any adversary and all at a high tempo. We need smart soldiers and officers who can succeed through good decision making. Critically, we need more women who think differently to men and contribute to make the whole greater than the sum of its parts.

As I have said, 2/1 has initiated our plan to drive change in our attitudes and behaviours.

First we have positioned our junior leaders as our centre. This is the level with the most influence over the majority of our people. This is the level that sets the tone, role models, and coaches and mentors our soldiers. They own the culture of a unit – not me as the CO.

Second we have educated and empower these junior leaders. They are the first responders, or bystanders expected to intervene and they make or break how our soldiers feel on a daily basis. They need to buy-in to what is expected of them, then have agency over their environment to do what is right. Agency is a word I like as it puts these leaders in control and makes them accountable for our future. Junior leaders also have thoughts and ideas that we need to listen to so we have formalised our junior leader council where they can discuss and solve the barriers they face.

Third we have worked hard to target conscious bias to call out the bad and promote the good.

You can hear the way I talked about the infantry capability

moving forward – problem solving isn't gendered – it's based on intellect and talent.

You will notice I've talked about harnessing inclusivity and diversity as a strength to help us succeed.

You might remember we recently righted a terrible wrong in our history for Sue Gingles. In 1978 Sue became the first women to pass Infantry corps training. Then on the parade ground when it came time to present her with the Red Diamond to recognise this feat, they deliberately walked past her. When I read that in our unit history no less, I knew we needed to fix it. So last year, after 44 years, we got her on parade and gave her the moment she deserved. This was a healing moment for Sue, but also a considerable opportunity to destroy the myth that there was no place for women in the infantry.

You wouldn't know that we have seen an increase in reporting of sexual and indecent assault along with bullying and harassment which is taken extremely seriously. I applaud anyone who is brave enough to come forward and report any incident.

Many parts of the organisation are also wrestling with culture and working hard to make it fit for purpose. I said at the start that I was aiming to challenge and hopefully change your perception of what an infantry unit is doing to break down barriers and bias. We have wahine who are leading the way and doing amazing things in our unit every day.

We are all invested in change – not just doing different, but being different and breaking the bias.

As Operation Protect draws to a close and we look towards regeneration – Kura Takahi Puni – we are ready.

ONWARD.

NEW LEADER FOR ARMY RESERVES

Colonel Amanda Jane Brosnan, who is a Crown prosecutor in civilian life, is the newly appointed Assistant Chief of Army (Reserves).

COL Brosnan left the Regular Force in 2007 and transferred to the Reserve Force.

She joined what was then 4 O South (2/4 RNZIR).

"The executive officer at the time said that they were short of OCs and asked if I wanted to command B Coy. I said yes and have not looked back. After years of staff work, getting back into a unit reminded me why I joined the Army in the first place. Whereas in the RF I never felt I had a unit I could call home, in the Army Reserve I found my home in 2/4 RNZIR.

"I have been in the Army Reserve now for almost as long as I was in the RF and I have had a varied and satisfying reserve career so far. I have had more opportunities for command and deployment in the Army Reserve than I had in the RF. I even had the privilege and pleasure of commanding the NZDF contingent that travelled to Belgium in 2017 for the centenary of the Battle of Messines."

A few years after she left the Regular Force she returned to university and completed an LLB (Hons). Colonel Brosnan also has a MA (Hons) in Strategic Studies, MSc in Operational Analysis, BA (Hons) in Economics, and BA (Hons) in German.

One of the challenges she sees facing Reservist battalions is reaching a trained state that is as high as possible given the constraint of the comparatively little time reservists have available to attend training.

"It means that training has to be well designed to achieve as many training objectives as possible. ResF courses and field exercises are usually relatively concentrated. We have to try to pack a lot in."

COL Brosnan says integrated units face challenges in rebuilding trade capability in their ResF components.

"A lot of good work has been done by the corps to develop trade models for ResF trades and work has started on developing trade courses to allow reservists to progress in their trade. In January 2022 infantry and medical corps training courses were run after the ResF basic training. Later in 2022 the first ResF engineer corps training course will be run and in

2023 other corps will deliver their first ResF corps training courses. From there, further trade courses will be developed and delivered.

"The aim is that the ResF soldiers who marched out of TAD in December 2021 will be the first cohort to step through a trade progression supported by ResF individual training. The junior officers who graduated from the TFCC on 26 February 2022 may have a little longer to wait for officer corps progression courses, but momentum is being generated and we will get there."

She says one new challenge for the Reserve infantry battalions in particular will be developing outputs that were not previously required, namely support company outputs.

"There will be work required to develop and then to maintain ResF individual training in this area. However, the new capability offers the ResF infantry battalions even more opportunities to train and integrate with their RF counterparts."

The diversity of the Army Reserve, says COL Brosnan, is a definite strength.

"People from all walks of life serve in the Army Reserve – ab initio reservists, ex-RF personnel, women, men, and people of various ethnic backgrounds. Added to those basic attributes, reservists work in all manner of civilian occupations, from police to teachers, doctors to carpenters, business managers to policy analysts and, my favourite, I've even come across a vascular stenographer."

"The passion reservists have for service is great. Reservists often make sacrifices to serve. Most have busy fulltime civilian jobs and family commitments, but they are still willing to give up evenings and weekends to serve. Any time the call goes out for reservists to fill roles, be it in a civil defence emergency or in a MIQ, there will always be a positive response. At any one time about ten percent of the Ready Reserve is serving on a STRFE, quietly contributing to Army outputs."

Universities have been a significant source of ResF recruits for some time now and the timing of ResF basic training has usually



been over the summer to suit the long summer break of tertiary institutions. For this reason a comparatively large proportion of reservists have university qualifications.

But summer basic training does not necessarily suit everyone who is interested in joining the Army as a reservist, says COL Brosnan.

"For example, some businesses experience their peak times over the summer, so applicants who would otherwise join may be put off by not being able to attend a summer basic. For that reason, the possibility of creating modular basic training, whereby ResF and RF recruits train together in the initial phase, is being explored. This would provide an opportunity to complete basic training at other times of the year and it would encourage integration between both components of the Army, the RF and the ResF."

"The passion reservists have for service is great. Reservists often make sacrifices to serve. Most have busy fulltime civilian jobs and family commitments, but they are still willing to give up evenings and weekends to serve."



NEVER TOO FAR AWAY TO HELP OUT

When the rain is pelting down, rivers are rising and severe floods threaten, the Army is never far away to lend a hand.

The South Island has been hit three times by severe weather events in the past seven months – first in Canterbury, and twice in the Westport district.

Personnel from 3 Combat Service Support Battalion and 2/4 RNZIR know the drill, and are just a phone call away from providing transport, food, command and control, liaison and reassurance when it is needed.

The three community support missions were conducted at the same time as the battalion had extensive MIQ commitments.



If rivers must be forded, and people and pets evacuated in torrential rain nothing seems to beat a Unimog and a capable driver.

Private Dana Van Petegem Gorrie, a combat driver with 3 Transport Company has been behind the wheel of the likes of a Unimog for the past four years. While she wasn't required to evacuate anyone in the most recent flood in Westport, she did drive to the region in heavy rain late at night. "We left Burnham at short notice and got to Greymouth.

They decided there we were most needed at Westport." Combat drivers, she says, train in all weather and in all conditions – fording through rivers, and up and down slippery tracks and hills. "The training the Army provides helps build your confidence, and we're always on standby for tasks. I really enjoy it and love driving the trucks, and helping

the community where I can. We like to make sure we're doing our part when emergencies like this happen."



Cold, wet, hungry, anxious and away from home, access to hot food can be a Godsend.

Enter the Army caterers who, says chef Corporal Jordan Rihia, are always ready for disaster relief. “We usually get a few hours’ notice to move, and it’s just a matter of fine-tuning things. “All of our field catering equipment – cabinets, tents etc are always ready, and we have enough food to cover breakfasts, lunches, dinners and another

breakfast. All other rations after that usually come through from an external contractor.” The food cooked and served depends on whomever is in charge in the field. “He or she creates menus that fit the crowd. It’s up to their discretion.” The biggest challenge catering in an emergency is numbers, says

CPL Rihia. “It’s not like a course or an exercise where you know exactly how many people you have. You might get told there are 400 people expected but it turns out to be 150. Or vice versa. We just know to be flexible.”

Preplanning, if you can, makes all the difference, says 2LT Ryan Dunlop, of 3CSSB

Emergencies often can’t be predicted, but in the most recent West Coast flood heavy rain and possible floods were forecast a couple of days earlier. “We went over a couple of days earlier, and worked with Civil Defence and other groups to let them know what NZDF assets could be used. We knew the West Coast would be the worst affected so four Unimogs set out from Burnham. “The Army provided logistical support to help Civil Defence and others to plan an evacuation, should it be needed. We worked with Fire and Emergency NZ to help develop a tracking system for volunteers to door knock to see if people had left houses, or to register whether or not they needed support to get out of their homes.” In general things ran smoothly. “It can be a bit of a challenge liaising with external agencies that don’t do things the same as us but we get there. Procedures are different but it’s their ballgame so we provide as much support as we can bearing in mind Civil Defence have the lead.”

Twenty Reservists from 2/4 RNZIR were quickly on the road heading for the West Coast when the most recent flood struck, says Lieutenant Sam Newton of 2/4.

“My platoon sergeant lives on the West Coast so he liaised with 2/4 and 3CSSB. We realized we might be needed, so we took ten pers from Christchurch and ten from Nelson and arrived in Westport at midnight. “We provided security at the evacuation centre, and were prepared to help evacuate people if needed. In the end most people self-evacuated, and not as many used the Emergency Evacuation Centre as predicted. This time, those people who did need help to evacuate were helped by civilian agencies. “I think people felt reassured the Army was there, just in case.”

HAND-TO-HAND FIGHTING

GETTING THE FUNDAMENTALS RIGHT

Hand-to-hand fighting skills in the Army Combat Programme (ACP) are designed to equip soldiers and officers to face an adversary in a close fight.

The New Zealand Army introduced ACP in 2020, to improve the skill set of hand-to-hand combat skills. This is now taught at TAD and OCS as part of ab initio training and 1 RNZIR are running catch up courses for those service personnel who completed the old Close Quarter Combat package. V Coy JNCOs delivered Levels 1-3 and the instructor course for A Coy soldiers.

ACP is a combat-oriented training method based on common techniques that instil a combat mindset and develop combat behaviours.

CPL Bodie Flavell, the course manager, found that the students enjoyed the course.

"The students enjoy the courses and like getting back to a base army skill, fighting face-to-face. Hand-to-hand fighting is a fundamental skill for all soldiers and builds confidence for the junior soldier. The ACP skills are relevant to all operational environments and the garrison / domestic roles we fulfil. The courses give you a basic exposure and with practice the soldiers will become proficient."

Student SGT Michael Groenendyk, found the training beneficial.

"The ACP is a vital part of the All Arms skill set. It promotes situational awareness and confidence in being able to deal with conflicts. It also gives you the tools to de-escalate situations, which is often more important and a better guarantee for mission success."

Another student, LT Edward Stewart, could see the value of integrating it into day-to-day training.

"The ACP is more relevant than the previous system and is easy to learn. The inclusion of realistic Battle Handling Exercises (BHE) as assessments give the students the opportunity to apply the skills. These BHEs also bridge the gap between individual skills training and employing the skills as a tool on a section patrol. The BHEs we experienced also gave students the opportunity to practise de-escalating situations and reacting to a changeable enemy."







PORIRUA CADETS ON A WINNING STREAK THROUGH SERVICE AND MAHI

The City of Porirua Cadet Unit was presented with the RNZRSA Community Services Award Trophy for 2021 recently.

The RNZRSA District President, Rear Admiral (Rtd) Jack Steer attended the presentation as did Philip Simpson President of the Kapiti RSA, John Hannan from the Porirua RSA; and the Commandant New Zealand Cadet Forces, WGCDR Mark Henderson.

A spokesperson for the unit said the cadets were exceptionally proud of their achievement as the unit has come from the edge of collapse, just a few short years ago. "The pride they have in the work they do is pretty special," she said.

Over the last eighteen months, City of Porirua Cadet Unit (CPorCU) has transformed from a unit facing closure, to a leading cadet unit on a nationwide scale, taking out accomplishments such as third place on the NZCC Skills for the central region, achieving finalists in Education and Youth development for the Wellington Airport awards, achieving finalist in Cadet of the

Year, being a registered Duke of Edinburgh award unit, and finally, winning the RNZRSA award for top cadet unit in Aotearoa for 2021.

However, the unit's greatest impact has been their unwavering support of their local and wider communities through such tough and unprecedented times, and their giving back to the hapori whānui that have supported them since their formation in 1984.

Over the last twelve months, City of Porirua cadets have had a constant presence in the community, supporting causes such as raising money for cancer care, assisting the local council, raising money for No Duff and the NZRSA, supporting the local food bank, and commemorating anniversaries and memorials in collaboration with the NZDF.

"It's amazing to see what we're all able to accomplish when we join forces with the community

and the lasting impact that we leave," says CDTWO2 Mia Adams, CDT Sergeant Major for CPorCU. "The unit really has such a strong relationship with the locals, and we all love to get out and support them in every way we can."

The passion that Porirua cadets have brought into their community has allowed them to assist in areas that reflect their values, such as their pare kore (zero waste) initiatives present in their work in waste management with Porirua City Council, and their selling of poppies to raise money for No Duff, with the poppies being made from recycled materials.

Porirua cadets have also shown their support for the New Zealand Defence Force through their assistance in the ceremonies for the 75th anniversary of J-Force, the 175th anniversary of the NZ Army, the 80th anniversary for the Battle of Crete, and the

memorial for Prince Philip. Through supporting the community, three Porirua cadets were awarded their Student Volunteer Army Gold awards for 500+ hours of community service, and have had three Duke of Edinburgh awards achieved; including one Gold. Three cadets were also presented challenge coins by WO1 Wiremu Moffitt, Sergeant Major for the NZ Army, for their work with the 175th commemoration.

"This sense of involvement has not only allowed the unit to immerse itself in the community, but also to connect with the rangatahi of Porirua, and expand their numbers to the highest they have been in years; despite the threat of closure only a few months prior," said CDTWO2 Adams.





Chief of Army Major General John Boswell congratulates Major General Howard.

An Army officer who enlisted into the Territorial Force as a rifleman 38 years ago and rose to the rank of Major General has been awarded second and third clasps to his Long Service and Good Conduct medal.

The presentation to Major General John Howard, MNZM was made by the Chief of Defence Force, Air Marshal Kevin Short in Wellington this week.

MAJGEN Howard enlisted as a rifleman into the Territorial Force of the New Zealand Army in May 1984. In July 1986 he enlisted into the Regular Army as an Officer Cadet. After completing his New Zealand Commissioning Course in Waiouru

he was commissioned into the Royal New Zealand Infantry Regiment as a Second Lieutenant.

MAJGEN Howard is a graduate of the Australian Joint Command and Staff College where he earned a Masters Degree in Management and International Defence studies through the University of Canberra. He is also a graduate of the residential course of the US Army War

College in Carlisle, Pennsylvania where he earned a Masters of Strategic Studies. Following his time at the War College MAJGEN Howard served for 18 months as the Senior National Officer to HQ USCENTCOM in Tampa where he was a Deputy Director in the CC J5 Combined Planning Group. On return to New Zealand he was appointed as the Commander of the newly formed Deployable Joint

Interagency Task Force (DJIATF). In early 2015 he was promoted to the rank of Brigadier and assumed the role as the inaugural Chief of Defence Intelligence.

In November 2017 he was promoted to his current rank of Major General and deployed for three years to fill the role as the Deputy Director for Commonwealth Integration at the US Defense Intelligence Agency, Washington

DC. In this role he served as the only non US Deputy across the 18 agencies of the US Intelligence Community.

CAREER MANAGEMENT CORNER

Army Career Management Boards

The Army Career Management Boards process continues with the completion of the Soldier interviews and the Senior Career Management Board (COLS/ LTCOLs). The effort now switches to the Corps Development Advisory Boards (CDABs) chaired by the Corp's Regimental Colonel. The purpose of the CDAB is to provide the Corps input to inform the upcoming Formation Promotion Advisory Boards to be held at the end of March. Officer Career interviews continue.

The boards are an essential component of the career management process as they provide selected groupings of officers and soldiers with feedback on their performance, perceived potential and future opportunities within Army/NZDF. That selected

group is SSGT to WO and Capts with 3 years' seniority or higher. Those soldiers and officers outside of these rank brackets are managed by the Unit Career Board process.

As advised in last month's edition, a key change to 2022 boards is to schedule the Reserve Force (ResF) reporting period and their subsequent boards to be conducted in parallel with the RF.

As well as PDR completion, every individual coming before the Boards has a responsibility to ensure they are current in their RFL. Due to large med/dent backlogs at Camp DHCs, latitude is given at the career boards on Med/ Dent currently. If you are unable to complete an RFL due to injury/ illness, then it is your responsibility to get the necessary RFL Exempt Chit from your Camp DHC then advise your Camp Gym of this and they will load an RFL Exempt notification on SAP.

Key Dates

7–31 March 22	4–5 May 22
Soldier Career Development Advisory Boards (CDAB)	Career Management Board (CMB)
1–8 April 22	11 May 22
Formation Promotion Advisory Boards (FPAB)	Warrant Officer Employment Board (WOEB)

For more 2022 Board dates:

Army Career Management Intranet Site:
<http://orgs/sites/armint/I-0001/>

Contact us at:
DACMRegistry@nzdf.mil.nz



ANTARCTICA

The New Zealand Army has been involved in Antarctica for more than 60 years, helping New Zealand play its part in the international effort to safeguard this pristine environment. Here two soldiers who have recently deployed there tell their stories.

By Lance Corporal Daniel Pinkney, Plant Operator

I was sitting crammed into an Air Force C-130 Hercules southbound to Antarctica. As the time in the air neared three hours I anxiously checked the compass on my iPhone. Still headed south, I could breathe easy a little longer.

One week earlier the main summer crew had been nearly four hours into the flight south in perfect flying conditions. We were about to set foot in Antarctica, we could feel it when suddenly the Air Force crew began flashing turn-around signals. We were boomeranged back home on a nine-hour flight made longer by the hour-long bus ride to our Covid isolation hotel in Methven.

This time staring out the window we could make out a broad white expanse as far as the eye could see, criss-crossed with brown mountaintops and glaciers. The northern tip of Antarctica! When we stepped out of the Hercules onto the sea ice airfield it was like setting foot on a different planet. In our pre-deployment training we were shown photos but nothing prepares you for the vast size and raw beauty of Antarctica.

Op Antarctica is a six-month deployment during the summer months. This year has had its challenges with Covid having a

major impact on this deployment. This has meant that all personnel going to the ice must isolate for fourteen days. Once at Scott Base, anytime new people arrive at the base the whole base has to wear masks and socially distance for three days until Covid tests return negative. In addition, there is to be no contact between Scott Base and the American base (McMurdo Station) for seven days. This has made the deployment tougher as there are less opportunities for rest and recreational activities. In mid-October we witnessed the last sunset, and it has been 24-hour daylight since... which takes some adjusting to when you wake up in the middle of the night and there's bright sunlight coming in from the windows.

I am one of two Army plant operators working at Scott Base, Ross Island to keep the base running as part of a civilian engineering team working under Antarctica NZ. Since Scott Base is minimally staffed we perform several different key roles. Waste Operator (processing and storing recycling and waste), fleet operator (driving heavy machinery to clear snow and move science containers), fuel operators (preparing fuel for science events), and assisting the Air Force cargo handlers to unload/move cargo where required. I have found the work here relatively easy, with the challenges being working outside in up to -40 degrees temperatures and working in an

isolated team for six months. When it's sunny outside it's a dream deployment, when it's cloudy and windy not so much especially when you jump on Facebook and see your friends and family at home enjoying a hot kiwi summer.

When we were allowed to go over to McMurdo Station we made the most of it, with some cool activities unique to Antarctica. This included activities like the man-haul race, where teams of five harness up to a sled and take turns towing someone in a sled to race other teams. This year the Kiwi team took it out by a large margin. Unfortunately, I was in the men's team that finished way back in fourth out of four teams.

Another iconic event was the Ross Island ultra/marathon/half marathon, a race across the Ross Ice Shelf notable for its long straights where you can see the finish line 11km away. I led the race in perfect conditions for the first 14km before running out of steam and being overtaken by a couple of Americans to finish 3rd (first Kiwi over the line) in the half marathon.

One of the highlights of this deployment for me was playing a set on the violin at Ice stock, the world's southernmost music festival to a receptive audience. Ice stock is comprised of musicians/bands from McMurdo Station and Scott Base and has a real party vibe with bands playing until close to midnight (in the daylight).



By Bombardier Harley Ward, Communications Operator

I applied for one of four Communications Operator (Comms Op) roles for the summer season 21/22.

The comms op role at Scott Base is a 24/7 job, although the night shifts are not really night shifts with the 24 hours of daylight. The on-call comms op is a tri-service role shared between four NZDF staff. We enable numerous forms of communication for scientists working out in the field (some at camps for upwards of two months), helo and fixed winged operations, as well as being aware of the staff working off base and performing safety check ins. The comms op role allows the opportunity to interact with a range of people working in the most remote areas of the world. Each science team will have a scheduled daily call and this is when important messages can be passed on along with weather updates, resupply orders, news updates, a joke or even a riddle for some entertainment.

Between the four comms ops this season, our roster has consisted of working six days on with two off. This has given us ample time to get out and explore this amazing place. In the five months that I have been

in Antarctica, I have done most of the Ross Island walking trails, abseiled down a 30m crevasse, competed in Tug of War with the Americans, man hauling race, and visited 100-year-old huts built by Captain Scott and Ernest Shackleton. However, the most memorable would have to be completing the Antarctica Marathon. That is something that I will never forget, what a special place to complete my first marathon.

Christmas at Scott Base began in mid-December, with decorations going up and drawing of names from a hat to see who our secret Santa was going to be. Gifts had to be home made from resources found in and around base. Nothing was off limits to what you could make, most gifts were wooden crafts such as chopping boards and even a full chess set was made.

The temperature during October was around -20 degrees with everything covered in snow. With the warming weather in December, the change in scenery is massive. The sea ice out the front of Scott Base is melting and slowly breaking away, and soon the resident seals will disappear. Before I depart back to New Zealand, I hope to see whales and penguins swimming in the open sea close to Scott Base.



MINISTER OF DEFENCE AWARDS FOR EXCELLENCE

The annual Minister of Defence Awards for Excellence was held virtually on the 22 of February 2022.

KPMG, nominated by CPL Tim Jones of 5/7 Wellington COY won the Reservist Employer of the Year Award with a number of other categories also celebrated.

The Reservist Employer of the Year Award recognises an employer, a company, or an organisation that provides commendable support and/or encouragement to their employee who is also a member of the New Zealand Defence Force.

KPMG employs a number of Reservists and has developed an HR policy to support ongoing employment of Reservists.

The firm's HR policy includes a full pay Military Leave option, enabling employees who are also reservists to attend training without taking unpaid or annual leave

KPMG values the unique skills Reservists bring to the KPMG workplace, allowing cover of KPMG projects enabling reservists to attend training and promotional courses.

It recognises the transferrable value of NZDF training and skills and often seek to understand and explore military leadership styles or resilience techniques as different approaches to challenges within the KPMG workplace.

Other award recipients celebrated online include:

- The Reservist of the Year Award was presented to Captain Blair Siegel. Captain Siegel was identified as an outstanding performer while carrying out his duties as a Managed Isolation Facility (MIF) manager. The New Zealand Defence Force Reservist of the Year Award is awarded to member of the Reserve Forces regardless of service, trade, branch or rank and who best exemplifies the Defence Force values of Tū Kaha – Courage, Tū Tika – Commitment, Tū Tira – Comradeship, and Tū Māia – Integrity, in their service as a Reservist.
- The Outstanding Contribution to the LSV Programme for 2021 was awarded to Westport Deep Sea Fishing School in recognition of the companies' ongoing commitment in providing training opportunities with employment outcomes to the LSV trainees since 2000. Westport Deep Sea Fishing School attends all LSV employment days promoting their training opportunity to the trainees. Outstanding Contribution to the Limited Service Volunteer (LSV) Programme recognises

outstanding contribution to and promotion of the LSV programme by an Employer or Company that has demonstrated significant support through their time, actions and dedication.

- The Outstanding Contribution to the LSV Programme for 2021 was awarded to Mr Les Morgan in recognition of his actions as Patron and his devotion of time and effort to support the trainees and staff in course activities and for his overt advocacy of the LSV programme on social media platforms and amongst his various networks. Mr Morgan is the Chief Operating Officer of Sudima Hotels and Hind Management.
- The NZCF winner of Employer of the Year 2021 was McKenna King Ltd. LT Alex Greaves of the Tāmaki Cadet Unit (TāmCU)) nominated McKenna King Ltd for the award of NZ Cadet Forces Employer of The Year. McKenna King Ltd is based in Hamilton and is part of the Legal Services Industry, with one of the directors currently serving as a Reservist. McKenna King Ltd has consistently provided support to Alex and the Tāmaki Cadet Unit by having a leave policy that is flexible enough to enable Alex

to leave early without having to use time out of his annual leave while attending his weekly parade nights. The valuable skills Alex has gained whilst undertaking NZCF activities are recognised by McKenna King Ltd through their trust in Alex to supervise staff and provide feedback. Alex's experience is valued when staffing courses and teaching at Unit level.

During the ceremony, the Chair of the Defence Employer Support Council announced the renaming of this Awards ceremony to the Tohu Awards.

The Tohu Awards will be held on 02 November 2022, with the call for nominations open from 1 April 2022. Contact enquiries@desc.govt.nz or your chain of command for further details.

New Military Complaints Process

CDF has issued a directive that formally establishes a new process for administering and managing complaints made by members of the Armed Forces to their Commanding Officer (CO), or in exceptional circumstances to the next superior officer in their chain of command.

A new template (MD1727 Military Complaint Form) and a centralised online Military Complaints Register have been developed for the recording and reporting of CO level complaints.

NZDF annually audits the complaints it receives that are registered in the Military Complaints Register.

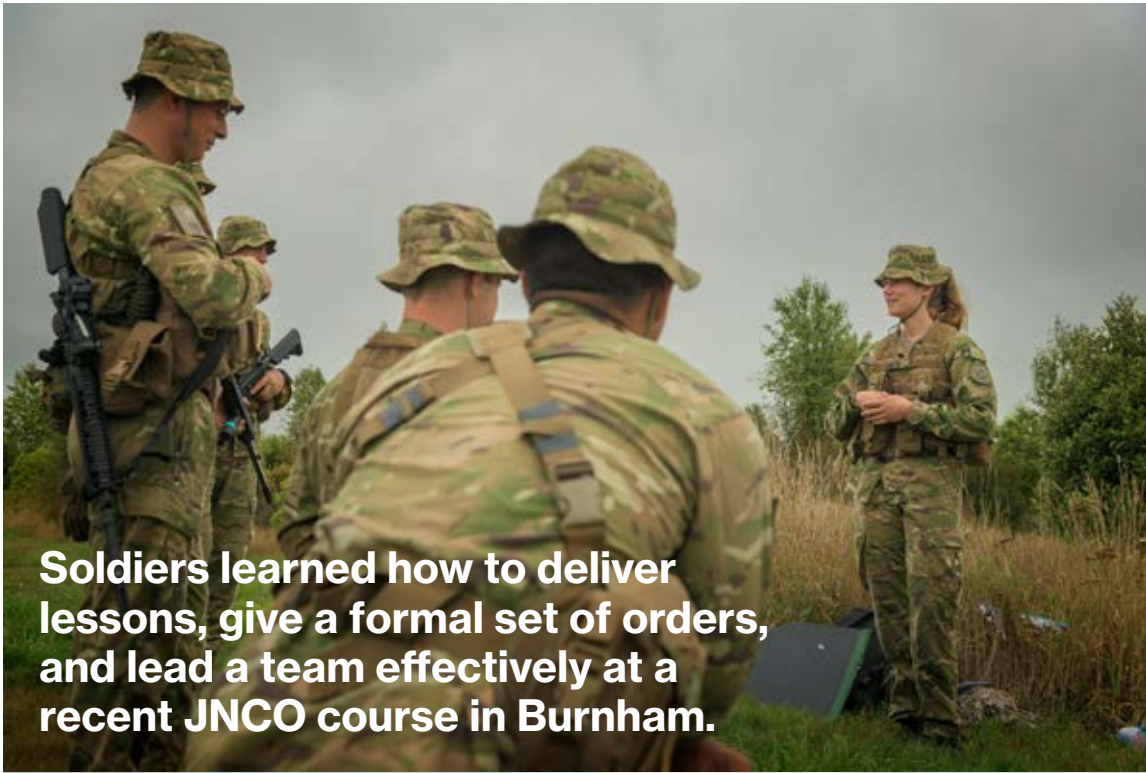
Military personnel can continue to make a complaint verbally, or in writing to their CO or next superior officer, in addition they can now use the MD1727. The CO receiving a complaint (verbally or hardcopy) must ensure it is entered into the centralised Military Complaints Register. For units without access to the Military Complaints Register, email the MD1727 and all associated information to the Military Complaints email address (mil.complaints@nzdf.mil.nz) and the information will be transferred on your behalf.

Any member of the Armed Forces is entitled to make a complaint (Defence Act 1990, Section 49 – see also DFO 3, Part 13, Chapter 2, Para 15) if the member considers they have been wronged in any matter, except where it relates to an appeal under the Court Martial Appeals Act 1953 or the Armed Forces Discipline Act 1971.

Further information can be found on the NZDF HR Toolkit on the right hand side of the homepage. Select c from the a–z menu, then scroll down the list and click on complaints process (military).

Name of Directive if you need to reference it: *CDF DIRECTIVE 17/2021 COMPLAINTS BY MEMBERS OF THE ARMED FORCES POLICY UPDATE*





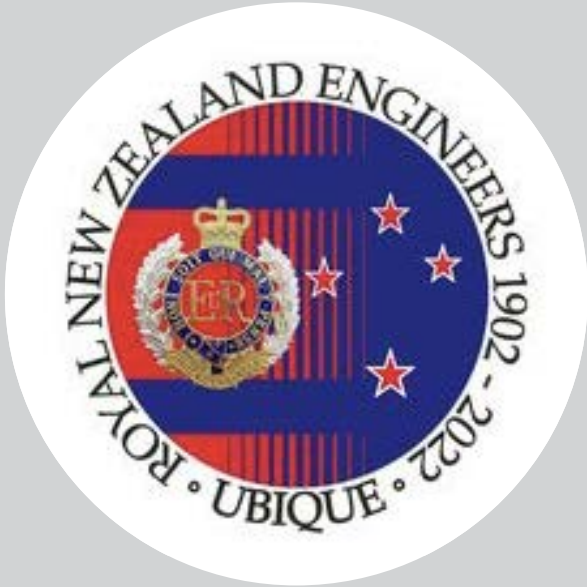
Soldiers learned how to deliver lessons, give a formal set of orders, and lead a team effectively at a recent JNCO course in Burnham.



RNZE REUNION 2022

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14–16 October
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For more information email: RNZEreunion@gmail.com

NZ Army’s greatest information warfare opportunity: Military public affairs

The director of Defence Public Affairs, Lieutenant Colonel Al Mitchell won the Chief of Army Writing Award in the officer section.



DPA photographer Corporal Maddy Butcher captures imagery at a recent event in Wellington.

The pen is mightier than the sword.

The internet is a battlefield. *LikeWar: The Weaponization of Social Media*, concludes not only that the internet is a battlefield, but also that we are all a part of ‘the battle’ given that war and politics are intertwined. The authors of *LikeWar* are not concerned about the technological ‘cyberwarfare’ opportunities and risks of the internet. Instead, they are concerned with the contest of information, opinions, attitudes, and beliefs on the internet ‘battlefield’. While the internet, and in particular social media, has revolutionised influencing and being influenced, other media including websites, web-based news pages and applications, television, radio and print, remain important conduits for public information, central in this contest of information.

It is therefore striking that the NZ Army does not maintain a capability dedicated to public information activities. This contrasts starkly with many NZ Army counterparts, and a current strategic environment in which New Zealand defence policy describes ‘influence via social media activities’ as a risk to New Zealand. Of the information warfare capabilities that the NZ Army requires, the largest gap and greatest opportunity is military public affairs: the planning and execution of public information activities.

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The need

Social licence provided by gaining and maintaining trust and confidence has long been important to military organisations. Rising public expectations of transparency and a growing proliferation of disinformation and misinformation have intensified the need for militaries to have the expertise, capacity and agility to actively engage in public discourse. They have also increased the risks of not doing so. The Report of the Expert Review Group (following the Operation Burnham inquiry) considered the ‘importance of social licence’ to be the first of three overarching themes cutting across their findings, stating “social licence gives the NZDF permission to operate and is contingent on establishing and maintaining the trust and confidence of Ministers, Parliament and, by extension, the New Zealand public.”

While some may see social licence as an NZDF or Army organisational issue, rather than a concern for operations or warfare,

that would be a mistake. The ability to maintain trust and confidence in military operations can have a direct impact on success or failure. This has been evidenced by numerous well-known examples ranging from the Tet Offensive’s effect on US operations in Vietnam; to the failings of the first battle of Fallujah, Iraq in 2004; to the success of ISIL in the capture of Mosul, Iraq in 2014; even to the fall of Kabul to the Taliban this year. In each of these circumstances public information materially affected operational outcomes. For the NZ Army, the recent example of the discourse on activities, successes and failures in Afghanistan, has had, and will likely continue to have, an impact on NZDF operational freedoms and constraints.

To achieve NZ Army aspirations to be modern, agile and highly adaptive, it must maximise its ability to influence identified audiences and contribute to public discourse on operational matters, given the impact public information can have on operational outcomes. NZDF stabilisation operations doctrine provides a detailed explanation of the importance of influence stating “all stabilisation activity should be planned, executed and assessed in terms of... influence”. Public affairs provides a capability that can reach, and therefore influence, the broadest audience of any capability that an operational commander may be assigned.

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The capability

Military public affairs “aims to preserve public trust and confidence”. Doctrinally, it is considered an information-related capability. The capability that public affairs offers includes expertise in developing and distributing or disseminating public information. This starts with determining public affairs objectives and planning public affairs activities to support operational objectives. It continues through the execution of public affairs plans involving development of communications products which combine words and images then disseminating or distributing them through information channels, in order to reach identified audiences. Public affairs provides the capability to represent the actions of a force, refute misinformation and execute other tasks that support the mission’s objectives by informing, educating, persuading, diminishing, enhancing, exposing, mitigating, or protecting with public information.

The skills required to establish a military public affairs capability

can be simply described as expertise in utilising words and images to achieve public information objectives. Public Affairs Officers (PAOs) provide skills and expertise in planning and synchronising public affairs effects. This role typically includes advising commanders, developing public affairs plans, commanding public affairs personnel and facilitating media interaction. Writing is a public affairs skillset that can be provided either by suitably experienced PAOs or by dedicated writers. This skillset requires an understanding of how words will be interpreted by various audiences, including media organisations and journalists. Imagery capture and editing aligns to the professions of photography for still images and videography for video images. Each imagery type has distinct and complementary utility in conveying information. The importance of imagery cannot be understated, as recognised by NZDF doctrine, which describes imagery as “the most powerful tool” for gaining and holding an audience’s attention. Finally, communications expertise in digital mediums, including both websites and social media, is increasingly developing as a distinct profession from generalist communications professionals. This is a result of the deep expertise required to understand how to maximise effectiveness on the many digital platforms that now exist given their rapidly evolving algorithms, evolving digital communications regulations, and advances in digital media monitoring.

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The gap

NZDF has centralised public affairs resources within Defence Public Affairs (DPA). The NZ Army therefore has no public affairs staff of its own. The enduring NZ Army personnel contribution to DPA comprises of a single officer in the role of a PAO. It simply couldn’t be smaller, and even when considered as part of a NZDF pool of resources there is almost no redundancy in the PAO skillset and an enduring tension exists between supporting organisational public affairs issues and operational deployment of ‘the’ PAO, when the need arises.

For the skillsets of writing, videography and digital communications, DPA is almost totally reliant on civilian staff. The NZ Army is therefore also reliant on those civilian staff when it requires public affairs support for operations. An advantage of a civilian workforce is it provides the opportunity to recruit skilled

specialists from their professions. However, compared with military personnel, civilian staff are more difficult to deploy, particularly at short notice, for longer durations and in more austere conditions (although not for lack of willingness). In the DPA digital team, significant staff shortages limit capacity for social media content creation with capacity for social media monitoring being particularly limited. For photography, DPA (and consequently NZDF) are fortunate that the RNZAF has maintained its photography trade. It is however one of smallest trades in the NZDF and due to its size and trade model there are only limited opportunities to develop experience and skills in operating in the land environment. In summary, the deployable military public affairs capability of the NZDF relies on the smallest possible pool of PAOs, the critically small trade of RNZAF photographers, and the willingness of civilian staff to deploy (and of the NZDF to deploy them).

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The opportunity

While the need described here is clear, and the current gap could not be much greater, the resources required to bridge the gap are not substantial. The cost of the establishment of a credible NZ Army military public affairs capability is not great and the benefits of that investment would be significant. Military public affairs is a personnel-centric capability requiring minimal equipment. If the supported force provides the communications connectivity then only laptops, phones and camera equipment are required. This requires minimal financial investment which can enable establishment of the capability even if funding is constrained. This minimal equipment characteristic is not only low-cost, but also enables rapid deployment of public affairs staff. Staff can deploy on transport of just about any type and there is a minimal burden to manage security requirements compared with other information warfare capabilities. The characteristics of off-the-shelf equipment also make public affairs a capability that can readily be provided as a contribution to a multi-national operation; with minimal technical, logistics or security interoperability issues to manage.

In addition to developing a NZ Army Regular Force public affairs capability, there are a number of other workforce options that could substantially enhance public affairs capability for minimal cost. These include developing public affairs

skills as a secondary function to complement an individual’s primary role or trade. Short courses in public affairs and imagery capture could broaden the capability pool, following an approach already employed by RNZN ships which appoint crew as public relations officers as a secondary function. Utilisation of Army Reserves also presents opportunities to recruit from industry then draw upon those skills and capacity on an as required basis. Having an Army Reserve public affairs capability could also create a mechanism for NZDF civilian staff who work in public affairs or similar fields to be deployed at short notice as uniformed public affairs staff if required.

Military public affairs directly supports Army, NZDF and national objectives. It has utility across the full spectrum of military operations, and can readily assist other agencies and partners’ objectives on multi-agency or coalition activities. New Zealand contributions to international activities are often smaller than its counterparts, and public affairs can ensure what New Zealand is doing and why is well understood, giving greater voice to NZ Army actions.

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Taking the opportunity to meet the need

The idea that the pen is mightier than the sword probably needs modernising to something like ‘the meme is mightier than the main battle tank’. However the concept that ideas and information can be more powerful than physical force endures. How the NZ Army develops information warfare capabilities to optimise itself for the future is a timely and important question. Military public affairs is the largest gap and greatest opportunity for the NZ Army to gain a substantial uplift in capability, against a pressing need, for minimal cost, with a clear alignment to national values. For an Army that aspires to be modern, agile and highly adaptive, it is essential.

Full version with references is available on the KEA website – kea-learning.nz



Did you know that help for Literacy and Numeracy (LN) exists?

Invest in yourself and your soldiers by understanding what LN is about and how it relates to working in the NZDF.

Three literacy and numeracy e-learning awareness courses from NZDC went live in December, and all personnel should be encouraged to access them. They are available via the NZDF Defence Learning Management System (DLMS) "Search Catalogue" using the following codes:

- 1. D85012 Literacy and Numeracy for Command Teams
- 2. D85013 Literacy and Numeracy for Instructors
- 3. D85014 Literacy and Numeracy for NZDF personnel

Need to improve your own LN skills or want more information about how to support your soldiers?

Access this course to get help from a non-NZDF provider: view the Instructors course (above) AND <https://pathwaysawarua.com>

Get individual help from NZ Defence College learning tutors. Complete the Literacy Numeracy Referral Form which can be accessed via Literacy and Numeracy assistance in the Learning Toolkit.

CHIEF OF ARMY WRITING COMPETITION 22.1

The Chief of Army Writing Competition 22.1 will open on 1 April 2022. The closing date for submissions is midnight on 30 April 2022. The writing competition is open to all NZDF personnel, military and civilian, regardless of rank. It provides an opportunity for personal and professional development, to share thoughts, opinions, and professional perspectives so that all may benefit and the organisation may grow.

The writing competition hosts five submission categories: Officer, Warrant Officer/SNCO, NCO, Junior Ranks (Junior Ranks (CPL/LCPL/PTE)), and NZDF Civilian. The winners of the competition in each category are selected by the Chief of Army and announced at the beginning of June 2022. The winning submissions are published on KEA and will receive special recognition from the Chief of Army and the Sergeant Major of the Army. All submissions will get individually published on KEA

in the future after the competition closes and the winners are announced.

The Chief of Army Writing Competition 22.1 will have several specific questions to choose from, as well as a general category. Entries will answer one of two prescribed questions OR be a general submission with a topic that specifically relates to the profession of arms. The intent of having specific questions and a general category question is to allow submissions to explore

contemporary and future issues that relate to the NZ Army, as well as discussions and opinions related to the profession of arms. The Chief of Army's Writing Competition and KEA allow for a positive and open exchange of ideas and further explores the future of the NZ Army and the profession of arms. All submissions must align with the NZ Army Core Values.

Good luck!





DEFENCE HUMINT

A Soldier's Story

My journey into the world of Human Intelligence (HUMINT) started as an experiment.

I can't remember exactly how I heard about the assessment but there I was in the Waiouru snow. It felt different to other things I had done in the Army. I was met by a soldier who gave me a candidate number, a room key, and very straightforward instructions to set the tone for the following days. The second person I met was in GDWs and the third in GPUs: immediately the tri-service element of this capability was evident.

The selection was designed to force out our true personalities; to allow the assessors to have a look at how stress, fatigue and a challenging setting impacted our abilities to communicate and cooperate with others. We were up early every day for PT followed by some mental conditioning exercises run by the Directing Staff. Following these rough mornings, we were ushered into a room where we began working on a set of written tasks. One by one we were pulled away from the room to participate in a set of scenario based assessments. This was followed by more mental conditioning exercises and a late finish. Limited communication was permitted between candidates throughout the assessment, other than some during short leaderless task activities. While 13 commenced the assessment, only three of us were selected as suitable for HUMINT training.

I marched out of a Combat School course, straight back up Home Valley Road to commence my HUMINT training on Manning Range. I recognised some faces from assessment but there were new faces too and the tri-Service aspect of the capability was again very evident. Over the next 16 weeks our entire training programme revolved around debriefing and reporting, HUMINT tradecraft, and security and survivability with weapons practices and break contact drills. My brain was at full capacity for the entire 16 weeks.

I must have absorbed enough, as I was offered a job with the NZDF HUMINT capability. It was all very informal when I arrived, but the training was good and the team was fantastic. In my first few years I got to go to Australia, the Pacific, the Middle East and Europe. I worked domestically and overseas with partner agencies and foreign militaries and I began to contribute towards the growth of new HUMINT operators as the team changed shape. It took me these first years to realise that I was never going to know everything about the world of HUMINT, that the hole is infinitely deep. When you think you've got your head around it, it's because you need a new experience to shake up your perspective and see it at a different level or in a different light.

Since I completed the HUMINT assessment and operator courses, they have been completely redesigned. The modern rebranded Defence Source Operations Assessment (DSOA) course, owned by the School of Military Intelligence and Security (SMIS) is heavily supported by NZDF Psychology Services. SMIS have taken lessons learned from the last 15 years of NZDF HUMINT as well as overseas training and practices to completely re-write the HUMINT training framework into a series of DSO courses that will be delivered over the course of a HUMINT career.

I could never really sit still as a young man, every time I reached a milestone or achievement, I had to eye up the next thing. The pessimistic side of me thinks it is my age and life outside of work that have slowed me down, but most of me believes I have found a capability that gives me the challenges I need.

The Defence Source Operations Assessment (DSOA) is the gateway for all Military personnel (including Reservist) interested to pursuing a path to the NZDF Defence Human Intelligence (HUMINT) capability.

To find out more about being part of NZDF Defence HUMINT, visit the NZDF ILP Intranet site.



Keeping it in the family: Officer Cadet Luke Te Moana with mum Colonel Karyn Thompson at a parade to mark the culmination of the initial OCS Induction Course in Waiouru.