



VANGUARD

LEADING FROM THE FRONT



ISSUE 1, MAY 2009

ACHIEVING THE ADAPTIVE ARMY

In order to improve Army's corporate strategic communications I have authorised the release of this monthly newsletter titled *Vanguard*. My intent is for *Vanguard* to provide insights on contemporary issues that are distributed across the Army and broader Defence community. Issue 1 addresses the *Adaptive Army*, a new initiative in preparing Army for the future and this bulletin provides a summary of the key elements.

I commend *Vanguard* to you and seek your support in its wide dissemination.

- Lieutenant General Ken Gillespie, AO, DSC, CSM, Chief of Army

What is the Adaptive Army?

The Chief of Army has laid out a vision for the future of the Australian Army. Building on his predecessor's concepts and initiatives—*Hardened and Networked Army* (2004), *Complex Warfighting* (2004), *Adaptive Campaigning* (2006) and *The Enhanced Land Force* (2006)—the Army is responding to the challenge of the future security environment by transitioning in both structure and culture to the *Adaptive Army*.

What are the Aims of the Adaptive Army?

The *Adaptive Army* aims to better array force elements to integrate with the Australian Defence Force's evolved command and control structures and whole-of-government approach; more efficiently conduct force generation and preparation; and, simultaneously, to master the short, medium and longer term learning loops that enhance Army's adaptive capacity. *Adaptive Army* contains several key measures that will improve Army's ability to achieve these goals. This edition of *Vanguard* will outline some of the major changes.

When Will These Initiatives Occur?

The restructuring of the Army will be a phased activity and will be executed concurrently with our preparation of force elements for operational commitments and contingencies. This process commenced in 2009-2010, and will continue in phases until completion in 2011.

The Challenge of the Future

Information technology, including social networks, is enabling tremendous worldwide social change. This change is reflected in workplace processes and in organisational constructs such as the simplifying of command and control and hierarchical management structures, and the empowering and self-empowering of individuals. The challenge for the Army is to harness and exploit the advantages of gaining, understanding and sharing information without losing the organisational integrity that a traditional hierarchical structure has provided.

Impact of Information Technology

Present Army organisational structures and processes have evolved over the last four decades and are proven in a generally peacetime

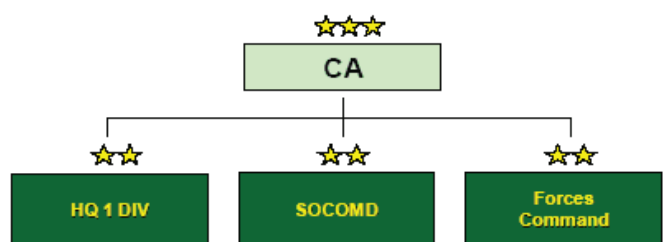
environment. The rapid increase in information sharing through web-based mediums, digital technology and computing power, combined with experience from a range of recent operations, has changed this calculus. Too much centralised control of information inevitably slows down decision-making and restricts the Army's ability to learn and adapt rapidly to a changing situation.

Persistent Conflict

The persistent conflict of contemporary times has seen the Army deployed on operations for the last decade. This situation is assessed to continue in the future. The Army's ability to support continuous deployments has been tested and the Army has learnt and adapted well within the confines of its current processes and structures. Army contingents in the current operational deployment cycle continue to be successfully trained, prepared, deployed, redeployed and reconstituted; however, these rapid and demanding operational commitments require an equally flexible and responsive process.

Review of Army Higher Command

The first initiative under the *Adaptive Army* has been the review and revitalisation of Army higher command arrangements. The current Army Functional Command arrangements date back to the 1973 Army Review (*The Hassett Review*). Innovative in its day, the Functional Command arrangements of Land Command, Training Command and Special Operations Command are now outdated and no longer provide Army with the ability to adapt with changing circumstances. The conduct of operations has strained these structures and they now need to be reorganised.



Revised Army Functional Command Arrangements

Revised Army Higher Command Arrangements

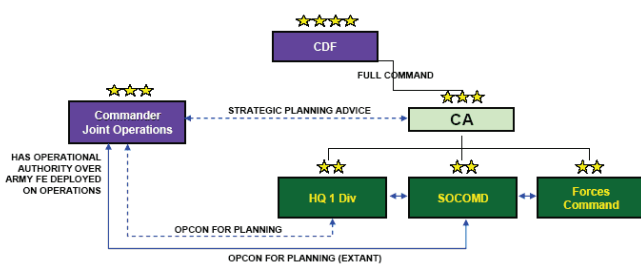
Firstly, to reflect the reality of high operational tempo, Army Headquarters has internally restructured to better meet its statutory requirements of identifying forces for deployment and preparing forces to meet directed operational preparedness commitments. This change has seen the establishment of two 2-star staff divisions reporting to the Chief of Army. One staff division is headed by the Deputy Chief of the Army and is responsible for Army's current operations. The other is headed by Head of Capability Development—Army and largely focuses on medium to longer term issues of development and strategic planning. Secondly, the Chief of Army retains full command over a revised three 2-star level subordinate functional Command construct. This revised construct will be optimised for preparing, deploying and commanding forces on operations.

Revised Responsibilities and Roles

Forces Command will be raised on 1 July 2009 by combining Land Command and Training Command with the primary function of force generation in Army individual and collective capabilities based on Foundation Warfighting skills. Forces Command will assume command of the balance of Army forces not assigned to Headquarters 1st Division or Special Operations Command. It will provide the individual and collective training to generate Army force elements. Headquarters 1st Division remains the basis of the Deployable Joint Force Headquarters and will continue to provide higher level collective training to conventional Army force elements prior to deployment. To support the Commander of the 1st Division in this role, a Land Combat Readiness Centre (incorporating the Army's Combat Training Centre and 39th Personnel Support Battalion) has been raised. Special Operations Command will continue its extant assigned roles.

External Army Higher Command Links

One of the key drivers in the evolution of Army higher command links is the need to align with changes in the Australian Defence Force's Joint operational command and control structures. The Chief of Army will continue to provide strategic planning advice to the Commander Joint Operations Command; however, Commander 1st Division will exercise technical control over assigned Army conventional force elements and be under operational control of Headquarters Joint Operations Command for planning purposes.



Revised Army External Command Links

Continual Review

A key characteristic of the *Adaptive Army* is that it must continually review and adapt to ensure that it remains fit for the changing environment. The need to be relevant and responsive calls for organisational discipline, innovation and agility. The intent for the *Adaptive Army* will be met when we have in place self-sustaining processes to continually review and adapt Army objectives, structures and processes as required.

Material Management

The *Adaptive Army* will introduce more efficient material management processes with a view to reducing the cost of ownership and reinvesting savings of personnel and funds. This will also improve availability of land material by reducing equipment holdings within units and increasing the capacity of the maintenance system from unit level to the national support base.

Army Learning Environment

The *Adaptive Army* aspires to be a true learning organisation where shared, timely knowledge and flexible learning are accepted as the norm for individuals, teams and the organisation. The Army Learning Environment provides the framework within which this adaptive culture will flourish. Through the Army Learning Environment, learning is an ongoing activity that occurs formally and informally at all levels of the organisation. The integrated Army Learning Environment is achieved when Army routinely converts lessons into learning in a relevant, effective and efficient manner. This feature is the hallmark of a genuine learning organisation.

Army Knowledge Management

Adaptive Army is founded on the principle that although Army's hierarchical structure remains crucial to our culture, the right application of modern technology can empower individuals and the chain of command through higher levels of personal responsibility and communication. Adaptation at its heart balances the need to change as the situation evolves with a requirement to retain important corporate knowledge.

Army Training Continuum

A central element of *Adaptive Army* is a new Army Training Continuum. This removes the previous Functional Command delineation between individual and collective training, and institutes a single synchronised and integrated Army Training Continuum with objective assessment of individuals and force elements against clearly articulated standards endorsed by the Chief of Army.

Modernisation Principles

The *Adaptive Army* will address those aspects of modernisation required to achieve the *Adaptive Army*. This process will be guided by the Chief of Army Development Intent. Moreover, the Chief of Army's 16 Design Rules, as detailed in *Adaptive Campaigning – Future Land Operating Concept* give a structure to implementing change within the *Adaptive Army* to ensure that change is cogent, coordinated and nested with the Chief of Army's overall intent.

Conclusion

Achieving the *Adaptive Army* changes described here are not simply organisational but also cultural. The *Adaptive Army* initiatives will ensure that Army is better able to adapt and respond to the challenges of generating and preparing land forces for 21st century operations.

TELL US WHAT YOU THINK

Please forward any feedback or comments on this product to LTCOL Anthony John at FLWS, email: anthony.john@defence.gov.au.

The next edition of *Vanguard* is Issue 2, June 2009.