Army in Motion

Chief of Army’s Strategic Guidance 2019
Foreword

Ready now, future ready

As your Chief of Army, it is my responsibility to ensure the Australian Army is ready now and future ready. This preparedness allows Army to operate on the land, from the land and onto the land, and across all domains to enable Joint Force freedom of action and initiative.

Being ready now means being prepared, trained, educated, equipped and organised for the range of military tasks required by the Australian Government. Being future ready requires continuous modernisation, adaption and transformation when necessary against emerging threats, geopolitical challenges and advances in technology. We are an Army in Motion.

Our operating environment is rapidly changing and the rate of change is accelerating. Forecasting these challenges is critical for decisive military advantage. We must continuously anticipate and actively prepare for our future, not merely react when change arrives. To enable this, we will maintain our posture of being ready now in 2019 while focussing efforts to increase Army’s momentum to be future ready. My Strategic Guidance will be released annually throughout my tenure to set this direction.

This Strategic Guidance will inform Army’s command teams, their mission analysis and subordinate plans. This year, my guidance consolidates our 2018 work which helped define who we are, our command philosophy, the challenges ahead and our response. This guidance also provides the start-state for our thinking as we develop Army’s Strategy and contribute to future plans that will drive investment and force structure decisions. These plans will also be influenced by Army’s ongoing call for a contest of ideas.

In 2019, I need all of our people to continue their active engagement in understanding the changing character of future warfare and Army’s role in it. These ideas will be called upon as we develop Army’s Strategy and remain responsive to the needs of the Australian Defence Force and the Australian Government. I know our people will stretch their minds into the future while remaining prepared for the challenges of today.

Good soldiering.

Rick Burr, AO, DSC, MVO
Lieutenant General
Chief of Army
23 January 2019
WHO WE ARE
An Army in Motion ..................................................................................................4
Our purpose and mission .......................................................................................6
An Army for the nation and in the community .........................................................8

OUR COMMAND PHILOSOPHY
Preparedness and people .......................................................................................10
Profession, potential and partnerships .................................................................11

THE CHALLENGE
Accelerated Warfare ...............................................................................................12
  Simultaneous cooperation, competition and conflict ...........................................12
  Rapid rate of technology change ......................................................................13
  Domain integration ...........................................................................................13
  Changing character of combat .........................................................................14
  Demographic and societal change ....................................................................15
  Scaling for compressed strategic warning times ...............................................15

OUR RESPONSE
Next steps in 2019 .................................................................................................16
Strategy ..................................................................................................................18
Command ..............................................................................................................18
Culture ...................................................................................................................18
Concepts ...............................................................................................................19
  Credible combat force .....................................................................................19
  Persistent presence ..........................................................................................19
  Joint integrator ................................................................................................19
Army Operating System ..........................................................................................20
WHO WE ARE

An Army in Motion

Army is always in motion. This drive and energy comes from the character and professionalism of Army’s people. Through their work, they lead and deliver results for Australia every day.

Army is ready now. Army delivers capability for Joint Force operations and is persistently engaged across the world. For example, our overseas commitments currently include 11 operations and around 120 military exercises and activities annually with more than 25 partner nations. Army has long-standing Defence Cooperation Programs in nine countries. At any one time Army has over 5,000 people ready for short notice contingencies, and a further 5,000 people persistently engaged across the world.

Army constantly evolves to be future ready. Army regularly adapts its preparedness, thinking, training, education and organisation to meet geopolitical challenges, evolving threats and advancing technology. Australia’s Army is an Army in Motion.

Army is ready and trained to play a vital role in supporting domestic security, border protection, counter-terrorism, emergency response and disaster relief across Australia and throughout our region.

Persistent and permanent presence

Over 5,000 Australian soldiers persistently engaged in the region and across the world every year.

- More than 200 engagement activities with 25+ nations.
- More than 7,500 soldiers from partner nations trained in their countries by Army in 2018.
- Army contributed to the training of more than 13,000 partner nation soldiers in operational theatres.
- Additionally, Army trained nearly 300 foreign military students in Australia.

Diagrammatic map – not to scale
Our purpose and mission

Army’s core purpose is to defend Australia and its national interests as an integral component of the Joint Force. It is Army’s role in the Joint Force that is critical; we do not operate independently and our ready now, future ready posture is designed to ensure land forces enhance the Joint Force.

ARMY’S MISSION IS TO PREPARE LAND FORCES FOR WAR

Army operates on the land, from the land and onto the land, and across all domains including cyber, space, maritime and air. Our land forces are ready to respond in contested environments including littoral and urban. This includes ready capabilities for disaster relief, humanitarian assistance, stability and combat operations; and information, cyber and special operations.

Army’s strategic value in the Joint Force lies in our professional mastery of land combat; providing military options to Government to defeat, coerce and compel adversaries when required. Our core capabilities are joint manoeuvre, firepower and communications. These capabilities are reinforced by the ability of land forces to substantially contribute to and often lead the setting of theatres, facilitate command and control, and integrate joint fires and intelligence networks. Land forces also provide the capability backbone for mission essential planning and Joint Force sustainment. This includes the provision of fuel, health, armaments, communications and infrastructure.

Army is a people force. Army’s people embrace Australia’s belief in equality and a fair go to support mutual advancement with our regional partners. Army imparts who we are and what we stand for through our people-to-people links, providing capability to sustain persistent presence. This is of increasing importance as pressure grows on the regional order.
An Army for the nation and in the community

The Australian Army is one of the nation’s oldest and most respected institutions. Army is embedded in Australia’s national story and is a national asset. Army values its connection as an Army for the nation and an Army in the community.

Army has a diverse workforce with approximately 45,500 people serving in many and different roles. This diversity makes Army more capable. Army’s people are directly supported by around 850 civilians, as well as thousands more across the Department of Defence and industry. Additional to the workforce, Army sponsors and supports the Australian Army Cadets. This youth development program builds confident, resilient youth who are positive future leaders in their communities. They have the opportunity to develop robotics, unmanned aerial systems and cyber skills. The program consists of approximately 17,000 Australian Army Cadets and 1,150 volunteer adult leaders.

Army partners with, and is directly supported by, many Australian-based small medium enterprises. This contributes to the economic strength of our nation. Our partnerships with industry embrace leading-edge technologies and help unlock Australia’s potential for new ideas. Army has an exciting future partnering with Australian industry, government and non-government organisations including universities, think-tanks and research organisations.

Army’s partnerships support the Australian community in cities and regional centres from approximately 16 hubs across all states and territories. Social and economic benefits arise from Army’s presence in Canberra, Darwin, Brisbane, Sydney, Melbourne, Hobart, Adelaide and Perth, and regionally in Cairns, Townsville, Ipswich, Oakey, Canungra, Singleton, Wagga Wagga, Albury-Wodonga, Puckapunyal, Launceston, Woodside and Karratha.

On any given day, Army contributes to the social fabric of our nation through community engagement, sport and support to civilian agencies. Army is there for our nation when disaster strikes our shores, offering tangible support and reassuring presence.

Army is a learning institution, offering leadership training, university qualifications and cutting-edge vocations. Army learns and offers learning to others. This includes welcoming on average 5,000 Australians into the Army each year and equipping them with leadership and teamwork skills for life. Since the release of the Defence White Paper 2016, Army has doubled its training of international military students in Australia to nearly 300 per year, and additionally provides training to foreign soldiers annually through mobile training teams and operational mentoring. This enhances Defence’s relationships in our region and globally through enduring people-to-people links.
AUSTRALIA’S ARMY –  
A NATIONAL INSTITUTION

Key
- Army establishment
- Capital city
- Army hub

Diagrammatic map – not to scale
Army builds capability and capacity through our focus on preparedness, people, profession, potential and partnerships.

**Preparedness and people**

At the heart of everything Army does is our preparedness and people. Our people bring energy, drive and a passion to serve. They are skilled and adaptive; making a positive difference in all that they do. Empowered leadership and optimal teams combined with high-end technology drives our preparedness focus and enables our capability and capacity.

**Preparedness is dynamic. It requires Army to be ready now, while concurrently becoming future ready. To be ready now, Army harnesses the whole Army and leverages the potential of the Joint Force and the entire enterprise. Army prepares for operational deployments, at any time, wherever we are needed. Our leaders and teams continuously improve our preparedness foundation through physical, intellectual and moral professional development. Army also transforms to capture future opportunities. This is done by constantly looking forward and remaining cognisant of evolving threats and technologies.**

**PEOPLE – OUR COMPETITIVE EDGE**

People are Army’s competitive edge; they are the keystone to our capabilities. They lead, inspire and make a difference. **One Army** is our identity and **total force** is our capacity. As we look to the future, Army will continue to develop its people and modernise its workforce and training. This includes becoming increasingly digital and resilient, and honing our combat, leadership and cultural skills for the future operating environment.

**Profession, potential and partnerships**

The Australian Army is a national institution; a professional fighting force, a force for good, earning and sustaining the trust of the society we serve. Army understands the unique responsibility to apply lethal force when required to do so. This demands physical, moral and intellectual standards of the highest order and continuous professional development.

Army’s people understand context and exercise sound judgment. We hold ourselves to the highest ethical standards through self-discipline and personal accountability.

Army generates a high-performance culture under its Good Soldiering program. Good Soldiering articulates a values-based mission command approach that empowers leaders and followers to develop optimal Army teams. It is founded on a platform of trust – through exemplary character and the Army values of courage, initiative, respect and teamwork.

**READY NOW, FUTURE READY**

The evolving character of war and an increasingly competitive and disruptive world demand Army unlocks its full potential. Army continuously adapts, seeking military advantage through the unique qualities, skills and experience of every person in Army, embracing new technology and creating military power through partnerships. Army thinks boldly about new ways to operate, by experimenting, innovating and accepting risk.

**UNLOCKING POTENTIAL AND PARTNERSHIPS**

Army, as a national institution, partners with the best. Our leaders collaborate and harness the potential of partnerships for capability advantage, creating new opportunities to team with other militaries as well as across the Joint Force, government, industry, academia and community.
Accelerated Warfare

We are in an era shaped by accelerating and profound change. This presents the following challenges:

- simultaneous cooperation, competition and conflict;
- rapid rate of technology change;
- domain integration;
- changing character of combat;
- demographic and societal change; and
- scaling for compressed strategic warning times.

Simultaneous cooperation, competition and conflict

The international system is becoming more challenging as some states focus on self-interest over global interest; oscillating between cooperation, competition and conflict. At the same time, states are seeking to increase influence across their diplomatic, informational and economic elements of national power, often cooperating in one domain while competing in another.

Some actors, including state, non-state and violent extremist organisations, pursue their interests in ways that avoid the linear peace/war distinction. Our future adversaries are likely to mix conflict and competition in a way that creates escalation dilemmas for our force. Army must be postured to pre-empt, prevent, prepare and respond to emerging threats in a way that avoids this escalation of competition into direct conflict.

While we must prepare for competition and conflict, there is also great opportunity to progress shared strategic interests through cooperation founded on respect and mutual advancement. Australia’s relationships with its key allies and partners throughout the region and across the globe are critical to mitigate threats and create military advantage.

Rapid rate of technology change

Technology is evolving rapidly, enabling new possibilities and combining to accelerate change. This includes the convergence of big data, artificial intelligence, machine-learning, robotics, unmanned and autonomous capabilities, biotechnology, directed energy and precision weaponry. This will change “how we fight” and how we train and upskill our people. Army will need to do more to realise the promise of emergent technology and create the systems and structures required to pre-empt change.

The advent of rapidly evolving, easily accessible technology offers asymmetric capabilities to both state and non-state actors, including violent extremist organisations and individuals. Technology overmatch is not guaranteed.

Technology is actor neutral, it requires combat application to provide an advantage; with the realisation that advantage is always relative and temporal. As such, we cannot rest on the promise that offset technology such as artificial intelligence or autonomous systems will alone deliver decisive advantage. The true potential of these systems will only be unlocked by fully integrating them into operating concepts and force design.

Domain integration

Army must address all domains and comprehensively integrate across them. Space and cyber have not been fully contested in previous wars and therefore we have limited experience of how conflict in these domains will occur in the future. Until recently, non-state actors generally executed military activities on land and in the littoral environment. This is changing, and the proliferation of low cost swarming technology, computers, cyber expertise and long range weapons has given these groups the ability to use force from the land into other domains. Army should also exploit these technologies to generate advantage for the joint force in all other domains.

FUTURE CONFLICT IS LIKELY TO BE ACROSS DOMAINS WHERE NETWORKS AND INTEGRATION ARE THE KEY TO GENERATING MILITARY POWER.
Changing character of combat

Combat readiness focuses Army’s efforts as we prepare land forces for war. But Army must think in creative ways to ensure our warfighting philosophy and capability is appropriate for the changing character of war. This means owning the speed of initiative to outpace, out-maneuouvre and out-think conventional and unconventional threats.

We cannot predict the future. However, we can forecast a range of combat missions that Army must conduct to provide response options for Government. This includes the following areas, which present both enduring and emerging combat challenges and opportunities:
• War is a human endeavour. Ground, air and amphibious manoeuvre for close combat remain essential to defeat adversaries and importantly, protect what is at the heart of why we fight – our people and our values.
• Sophisticated Anti-Access/Area Denial (A2/AD) allow forces to sense and strike from long range. We must be equipped and trained with our own A2/AD including long range fires and land-based air and missile defences to protect our air, maritime and land capabilities as they project power forward in defence of Australia.
• Fused, synthesised and assured information for decision superiority will be an essential battlefield enabler. The challenge is to collect, process and disseminate this information at meaningful volume, speed and accuracy while protecting from disruption and deception. Networking and integration between joint collectors, processors, deciders and shooters will be critical to generate a system capable of ‘cooperative engagement’.
• Swarming low-cost technologies are increasing the vulnerability of major military systems. Using distributed systems that are smarter and smaller will be essential to survive. Army is an agile force and will adopt these systems quickly to increase resiliency and capacity for offensive action. We must be bold, think differently, and evolve our tactics, techniques and procedures.
• War is a contest of wills. Land forces degrade will through strike, manoeuvre, information and special operations, and operations in the cyber and electromagnetic spectrum. These capabilities and Army’s people-to-people links bolster and sustain the will of partners and allies.
• The pace of urbanisation, demographic shifts, and regional competition in littoral environments will impact where and how Army fights.

Army’s array of broad and specialised capability provides ready combat options to compel, coerce and defeat threats. But there is always more to do – adversaries and their capabilities do not stand still. Neither do we – this is why we must be an Army in Motion.

Demographic and societal change
The Army requires a workforce that is multitalented, highly-skilled, comfortable with change and committed to serving Australia. Army must continue to recruit the best people it can and unlock their unique potential. It must then train, educate, and develop these people using a world’s best-practice approach to training, education, and above all, leadership.

Concurrently, Army must focus employment principles to meet demographic and societal change. This includes building an agile and sustainable workforce through embracing Total Workforce models, implementing contemporary practices and identifying what skills Army’s future workforce needs and how these should be organised and distributed.

Army must remain accessible to the community and harness the diversity of our nation for military advantage. We must modernise the way we connect and communicate to society to reflect contemporary practice.

Scaling for compressed strategic warning times
Surprise and uncertainty characterise the future operating environment. This will reduce the time that land forces have to prepare for conflict. Threats in the cyber and information domains, swarming technology and proliferation of long-range precision weapons will intensify these characteristics.

Army’s approach to supporting the Joint Force for different threats, at different times and in different places will require Army to be versatile and adaptable. Army must be able to ‘scale’ its capabilities when strategic warning times are triggered or when strategic circumstances require a commitment that has not been anticipated.

Successful force ‘scaling’ demands a ‘total force’ approach that harnesses part-time and civilian components of Army’s workforce. Army will need to evaluate modular approaches to force structure and think boldly about logistics, from the tactical to the theatre level. This evaluation must use the expertise and experience of joint and industry partners who contribute to Army’s materiel preparedness and support the land force operationally. Creating an Army that can ‘scale’ for known and unknown contingencies will also require understanding of force structure costs and risks.
Next steps in 2019

Strategic circumstances indicate that the demands of generating high-readiness joint land forces is likely to increase over the coming decades. We must continually adapt to accelerating change and embrace uncertainty, complexity and ambiguity.

As a call to action, Army in Motion will make Army future ready by committing to a path of continual adaptation and modernisation. It will enhance our ability to prepare the operating environment for advantage.

Army will prepare for this future by being strategy and command led, and concept and culture driven with implementation through the Army Operating System.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Command</th>
</tr>
</thead>
<tbody>
<tr>
<td>I will lead the development of Army’s Strategy – Army in Motion. This will be released in the second half of 2019. Strategy is not static; Army’s Strategy will set up a dynamic system to ensure we are responsive when context changes.</td>
<td>Commander Forces Command, Special Operations Commander, Commander 1st Division and Commander 2nd Division will lead the mission analysis of Army in Motion for the preparedness of Army’s commands. This will be conducted in conjunction with the formal development of Army’s Strategy and the ADF’s Force Structure Plan.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Culture</th>
<th>Concepts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Army People Capability will lead Army’s people capability transformation and support the development of Good Soldiering, Army’s cultural optimisation program.</td>
<td>Head Land Capability will lead Army’s land capability transformation and support the development of Accelerated Warfare, Army’s conceptual framework.</td>
</tr>
</tbody>
</table>
Strategy

In 2019, Army will develop a strategy that aligns purpose, vision, ways and means, while remaining responsive to a changing context. As an Army in Motion, Army’s Strategy will provide aim points to evolve how we think, equip, educate, train, organise and prepare for the spectrum of operations.

Army must encourage a broad discussion to maximise the ideas of its people. We must identify opportunities and seize them. The development of Army’s Strategy starts with unconstrained ideas and questions as part of a contest of ideas. This contest of ideas is continuous and will be established as a cultural norm.

Concurrently to the contest of ideas, I will formally develop Army’s Strategy with the Senior Leadership Group, supported by the Chief of Army’s Initiatives Group, and in collaboration with Defence, industry, academia and partners. Army’s Strategy will be subordinate to government direction and strategic guidance including future investment and force structure considerations.

Command

Strategy requires proactive and adaptive commanders at all levels. You all play a role in Army’s ready now, future ready posture whether you are assigned to Army commands, joint operations or other groups and services. Army in Motion, along with Accelerated Warfare and Good Soldiering, gives you the framework to distil your priorities, risks and opportunities.

All command teams are to conduct a mission analysis and synchronise their subordinate plans to Army in Motion, starting with this Strategic Guidance. We will act collectively through a networked, rather than linear (and slow) planning approach. Therefore, do not wait to be directed; analyse commander’s intent, strive to understand context and risk, align through purpose, and tailor solutions to your unique missions and roles. Look for ways to simplify the Army at your level so that we have increased capacity to respond to complexity. Repeat this process as a continuous cycle when context changes and my commander’s intent through strategy, culture and concepts evolves. This is what it means to be an Army in Motion. This approach is founded on trust and your commitment to continuous professionalism – you have my trust.

Culture

The importance of strategy and culture is popularly debated with the catch-cry that ‘culture eats strategy for breakfast’. The reality is that they cannot be separated from one another or developed as isolated plans. Strategy, concepts and a strong cultural foundation work together as part of Army in Motion.

Forecasts of the future operating environment indicate that land forces need to quickly and seamlessly form diverse teams; whenever, wherever and with whomever is required to achieve the mission. Good Soldiering is Army’s cultural optimisation program to equip Army with the ability to comfortably form successful teams quickly in uncertain and complex environments. It is founded on a platform of trust, exemplary character, Army’s values and mission command.
Concepts

Concepts are explorative and serve to create advantage. They go hand-in-hand with the contest of ideas and are without end. I have tasked Director General Future Land Warfare to conduct a deep dive into the idea of ‘access’ in 2019 with focus on Army as a credible combat force, persistent presence and joint integrator.

WE WILL EXPLORE THE CENTRAL IDEA THAT ARMY ENABLES AND MAINTAINS ACCESS FOR THE JOINT FORCE.

Credible combat force

Australia can only achieve deterrence if our air and maritime platforms are underpinned by a credible and lethal joint land force. Army creates and maintains access on the land, from the land and onto the land to engage air, sea, land and cyber threats. When the situation demands, Army is prepared to fight at the point of decision, which is at the human interface on the land, to defeat enemy forces.

Credible combat forces will mean having broad and versatile options available for Government. These options include ground, amphibious and air manoeuvre for close combat, and capabilities for long range strike, cyber and electromagnetic, information and special operations.

Army needs to build on its competency in close combat and acquire capabilities to target adversaries at very long ranges. This includes the ability to identify and strike ships, aircraft, vehicles and military installations over the horizon. This land based strike capability will create a dilemma for opposing air and sea forces by eliminating the littoral as a sanctuary, driving adversaries into the sea where they can be engaged by naval and air forces.

Persistent presence

Given the shifts of the international system between cooperation, competition and conflict, Army enables and maintains access through persistent presence.

As a people force, Army provides this persistent presence through our people-to-people links. We develop partnerships, underpinned by mutual respect and trust. This provides Australia with strategic options to understand, shape and influence the operating environment. In turn, this offers options to prevent conflict, compete effectively and if necessary, set the terms of conflict from a position of advantage.

Persistent presence undermines threats directly and indirectly, increasing our influence, building our own partners’ capabilities and setting information conditions favourable to national interests.

Joint integrator

Army fully integrates with the Joint Force, other elements of national power, allies and partners. As a key element of a whole-of-government approach, Army is influential in helping ‘set the campaign’ to ensure the Joint Force and partners can rapidly transition from competition to conflict.

Army acts as the ‘glue’ both as a supporting and supported component of the Joint Force. Land forces substantially contribute to and often lead the setting of theatres, facilitate command and control, and integrate joint fires and intelligence networks. Army also provides the capability backbone for mission essential functions such as fuel, health, armaments, communications, infrastructure, and command and control functions.

We must continue to cooperate effectively with whole-of-government and our colleagues in Navy, Air Force, Defence industry and partner nations. We depend on each other.
Strategy and concepts must be put into action. In 2018, the Army Operating System was developed to ensure Army is ready to implement Army Strategy upon release in 2019. The Army Operating System describes the links between force generation, operational generation and force modernisation, and is nested within the greater Defence enterprise. It recognises the importance of One Defence and that Army’s potential in the Joint Force can only be realised in collaboration with the other Services and Groups.

The system focuses on preparedness, people and land capability with the following goals:

- Army is prepared;
- Army’s people capability is sustainable and adaptive; and
- Land capability is sustained and modernised.

The value of a ‘system of systems’ approach to implement strategy, concepts and culture is that it highlights the interdependencies across Army. It allows Army to consider ‘how does my role interact with each of the systems?’ The response requires thinking outside strict organisational boundaries and encourages initiative, knowledge sharing and cooperation. We will continue to learn, adapt and simplify this systems approach in 2019 as we strengthen Army to become future ready.

The Deputy Chief of Army leads the Army Operating System which is the system-of-systems approach to implement Army’s Strategy. The Army Plan is the authoritative document and is updated on an annual basis.
Preparedness • People • Profession
Potential • Partnerships