NEW NZDF AND
NAVY MAORI
CULTURAL
ADVISERS

WELLBEING
SEMINARY
2015 A BIG
SUCCESS

DELIVERING
SEAMANSHIP
TRAINING EXCELLENCE
TO OUR NAVY

TE TAU A MOANA – WARRIORS OF THE SEA
NAVY CULTURAL ADVISER CHANGES

SUCCESSFUL WELLBEING SEMINAR

SEAMANSHIP TRAINING FACILITY PROVING ITS WORTH

HOW BASIC TRAINING HAS CHANGED IN 15 YEARS

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Our Navy has just celebrated its 74th year since an order-in-council established the Royal New Zealand Navy on 1 October 1941. Of course we need to remember that the genesis of the modern Royal New Zealand Navy dates from 1887. Since then our sailors have served in a multitude of conflicts including both world wars. So, 74 years of service as the Royal New Zealand Navy; service to the people of New Zealand. I think that is something we can all be very proud of.

After all, it is the notion of service to our country that underpins all that we in the Navy and our colleagues in the New Zealand Army and the Royal New Zealand Air Force do. It is an honourable profession. Over the last 74 years there have been considerable changes to our Navy. We have a different number and type of ships, women are fully integrated and our real estate footprint is smaller. We are more aligned with the Army and Air Force and are able to operate seamlessly with them, whether on military operations or a disaster relief activity.

Some have said to me that these changes mean our Navy and the sailors of today are not as good as those of yesterday. I think these changes have made our Navy better than it was. As far as our sailors go, I could not think of a better group of men and women to serve with. As it says in our Creed: “I represent the proud heritage of those who have gone before me.” We would not be where we are today without the service of those who have gone before us. They have established our proud heritage which we are now bound to protect and enhance. I know we have the right people to achieve this.

Although our ships may be different than they were and we are not engaged in a global conflict, in 2015 the men and women of the Royal New Zealand Navy make a considerable contribution to the outputs of the New Zealand Defence Force. As always, for me, it is the contribution that our people make that defines our Navy. You are the lifeblood of our Navy. Everything you do, whether at work or outside working hours, contributes towards our reputation.

We are not however perfect. We all need to keep working towards improving our Navy. Whether this be improving your place of work streamlining a process, supporting our shipmates and families or changing our structure to better reflect our Navy of 2015, improvement is necessary. We cannot sit back on our laurels and say it is all ok, we have this sorted! We all need to seek out opportunities for improvement. Even small improvements, when added to a number of other small improvements, can make a big change for the future. We need to ensure that our Navy which is currently structured and operated as a “Navy of Yesterday and Today” moves to being a “Navy of Today and Tomorrow.”

You are the people who know our Navy best. You all know where and how we can make our Navy better. You are the reason we have the reputation that we have. In reality, you are our Navy, not the ships and establishments. You are all te taua moana, warriors of the sea. So don’t fear change if it makes your workplace better, if it makes us more operationally capable, or if it provides better support for our people and their families.

We are the Royal New Zealand Navy and we will continue for many more than 74 years. New Zealand and the New Zealand Defence Force need an effective maritime capability. That is what you provide and, trust me, you do it very well.

He heramana ahau
I am a sailor

CHIEF OF NAVY
Rear Admiral Jack Steer, ONZM

YOURS AYE

Above: CN with senior members of the Papua New Guinea Defence Force in Port Moresby in September. He travelled there when HMNZS WELLINGTON visited as part of its south-west Pacific deployment.
NEW MAORI CULTURAL ADVISERS FOR NAVY AND NZDF

Navy Maori Cultural Adviser WOSCSc Jack Rudolph has been appointed Maori Cultural Adviser for the entire New Zealand Defence Force, replacing WO2 Tama Andrew. In turn, WOET Te Kani (Padre) Te Wiata has replaced WOSCSc Rudolph as the Navy adviser.

A powhiri to welcome WOSCSc Rudolph was held at Headquarters New Zealand Defence Force in Wellington on 21 September, with Chief of Defence Force LTGEN Tim Keating congratulating him and presenting the miniature paddle (hoe), the NZDF MCA symbol.

The hoe, says WOSCSc Rudolph, “is to help steer and keep my NZDF MCA canoe on course and to guide and assist me on my journey forward.”

WOET Te Wiata was formally appointed the new MCA for the Navy in a ceremony at Te Taua Moana Marae, Devonport, on 25 September with Chief of Navy RADM Jack Steer in attendance. WOSCSc Rudolph led a haka for his replacement.

WOET Te Wiata joined the Navy in January 1979 and brings a wealth of experience to the position, having been promoted to Warrant Officer in December 1999. He has served on a number of Navy ships, including TARANAKI, MONOWAI, WAIKATO, WELLINGTON, TE KAHA and, at the time of his appointment, HMNZS CANTERBURY.

Above: From left, Maritime Component Commander CDRE John Campbell, WOSCSc Rudolph, WOET Te Wiata, Chief of Navy RADM Jack Steer and Deputy Chief of Navy CDRE Dean McDougall.

Below: The symbolic NZDF Maori Cultural Adviser’s hoe.
Clockwise from top: WOSCS Rudolph leading the haka for WOET Te Wiata.
WOET Te Wiata with his wife Angela.
LTGEN Keating (left) and WOSCS Rudolph with the symbolic hoe, with WO2 Andrew watching at the Wellington powhiri for WOSCS Rudolph’s appointment.
WOET Te Wiata and WOSCS Rudolph hongi.
WOSCS Rudolph accompanies a waiata in Te Taua Moana Marae.
Day to day in our work week, there is often little time to focus on our wellbeing, whether individually or in the wider groups to which we belong—families, colleagues, those in chain of command, or friends. In acknowledgement of the need to support our Navy and wider NZDF community, Deputy Chief of Navy CDRE Dean McDougall recently hosted the RNZN Wellbeing Seminar on 26 and 27 August at the Spencer on Byron, Takapuna. The same programme ran both days so as many people as possible could attend.

With the title Wellbeing—Take Control and the theme of Empowering and Supporting Organisational and Personal Resilience, the aim of the seminar was to provide information, tools and awareness to take control and support each other.

DCN started each day with the message that it is not uncommon at some time in everyone’s lives to be encroached by stress, anxiety, depression and the feeling of being swamped. While some can extract themselves, others can need extra help to recover. The Navy 2020 Strategic Plan notes the ongoing work to support personnel and families with Navy and Defence programmes to promote a healthy, positive, diverse and sustainable workforce. This seminar aligned itself with that philosophy.

This couldn’t be better exemplified than in the TED Talk Listen, Learn…then Lead (GEN Stanley McChrystal US Army Rtd) which focused on the importance for leaders to understand the wellbeing of personnel, the value and methods of building resilience and the impact that stress has on our people.

What we do and what we say, our values of, courage, commitment and comradeship and our training all allow us to overcome setbacks, deal with change and support each other to achieve outcomes. GEN McChrystal draws on experience to show how you can build a sense of shared purpose amongst people of many ages and skill sets by listening and learning and addressing the possibility of failing, without being a failure.

The NZDF Mental Health Strategy and Resilience Framework presented by Director of Defence Psychology LTCOL Stephen Kearney expanded on the Mental Health Continuum and the role that changing experiences have in leading to different levels of wellbeing. RNZN has a number of dedicated teams that can provide support through both training and interventions.

Master of Ceremonies, comedian Mike King provided an upbeat commentary to each day’s proceedings and offered some humbling personal insights into his life reclaimed from depression, drugs and alienation.

The seminar also offered a fantastic selection of topical and informative speakers ranging over motivation, nutrition and fitness, the use and misuse of drugs and alcohol in our communities, mental health and suicide prevention, and goal setting—turning adversity to advantage. Also represented were our key support organisations who gave an insight into what they can provide to ensure we maintain Te Whare Tapa Whā—our physical, spiritual, emotional and mental wellbeing.
A humorous interlude after a great lunch was a YouTube video—It’s Not About the Nail (Jason Headley, 2013). While on the surface it appears the message is about gender communication, further inspection reveals that a very common fact is that we all look selectively at our problems and situation but need to own our issues. Even listeners and helpers can only look on with exasperation until we do. Both parties need courage to talk about the obvious.

The Navy received amazing support and encouragement from a large number of local businesses in Devonport who offered prizes for many lucky attendees. The major prize of a $650 high tea and makeover by Annah Stretton will shortly be awarded to a person nominated as showing outstanding support for the welfare of our people.

Messages from pre and post evaluation surveys are currently being collated. One significant finding from attendee responses so far was the huge and acknowledged contribution made to the Wellbeing of personnel through the divisional system. A video of the seminar will also be available and this will be advised in due course.

In concluding, an excerpt from CN’s With All Dispatch 05 AUG 15: “We are all busy and have significant demands placed on us, but this is no excuse for failing to engage with subordinates at every level and set the tone for a positive environment focussed on the safety and welfare of our people.”

Top: CPODR Len Burland making a point.  
Middle left: DCN enjoying the seminar.  
Middle right: A get fit session during the seminar.
By SLT Cameron Trainor, Deputy Executive Training Officer, Fleet Personnel and Training Organisation

I want to ask you an important question: Did you read 2020 Ready? If not then you should take a closer look and note that it states: “To train as we intend to fight we need to take advantage of new technology. Our mix of live and synthetic training tools will ensure our people have the skills to deliver on our mission.”

By delivering more synthetic training ashore, savings will be realised in the time taken to complete task books, enhancing on-the-job training and reducing the training burden on the fleet.

As a Navy we require on-going development and training of our core seamanship skills and competencies, along with continual improvement of supporting doctrine. Now in full operation, the new Seamanship Training Aid Facility at Devonport Naval Base will allow new courses, and for Ships’ Companies, to conduct practical training and consolidation alongside in those core seamanship skills that are crucial to an effective and professional Navy.

Issue 188 April 2015 of Navy Today reported on the official opening of the new Bill Morley Building housing the facility. Now the benefits of this new facility are being realised with the completion of the four Basic Mariner Training courses, three Height and Safety courses, two Reserve courses and the Able Seamanship Combat Specialist (ASCS) course in only five months of full operation.

The first phase of the ASCS course focuses on core seamanship skills including berthing, anchoring, towing, coming to a buoy, light jackstay and Replenishment at Sea (Liquid). The ASCS 15/01 course was one of the first courses able to fully utilise the ship models in the facility to put into practice skills taught in the classroom; to make mistakes and learn from them in a safe environment; and to see first hand procedures done as close to reality as possible without actually going to sea.

Likewise, the Basic Mariner Training courses have reaped significant benefits from the simulated training when conducting RAS (Liquid) exercises. Previously most of this initial training was conducted utilising the North Yard parade ground towers with limited practical evolutions able to be undertaken; whilst other aspects could only be covered in theory.

The new facility means more practical training can be delivered ashore, reducing the time to achieve competence and the requirement for extended periods of On the Job Training. Given that adult learners retain on average only 50 per cent of knowledge and skills seen and heard versus 80-95 per cent retention through hands-on learning and teaching peers, this benefit alone makes the Seamanship Training Aid Facility a valuable teaching resource for our Navy.

Overall, students who have used the facility feel better prepared to utilise these skills during first sea postings and with it the confidence to succeed.

Outside of core work hours, the facility has enabled members of the RNZN Reserve Forces, not just those in the Seamanship Combat Specialist trade, to address the ongoing issue of skill fade—a problem that is not isolated to the Reserves.

Now the challenge lies with all Ships’ Companies, trades and departments throughout our Navy to utilise this new outstanding facility to refresh those essential mariner skills during those prolonged periods alongside or prior to work up.

As a professional maritime force, it is vital that we live and breathe excellence in the area of seamanship. After all, our mission is to defend New Zealand’s interests at sea and as such we need to operate safely, confidently and effectively.

NEW FACILITY DELIVERING SEAMANSHIP TRAINING EXCELLENCE TO OUR NAVY

Above: Trainees and instructors on one of the replica ships in the Bill Morley Building.
OPERATION NEPTUNE PLANNING WELL ON TRACK FOR A BIG 75TH ANNIVERSARY NEXT YEAR

By CAPT Andy Watts, Director, Operation Neptune

OPERATION Neptune is shaping up to be a varied and exciting programme of events and activities in 2016 and a fitting celebration of the 75th Anniversary of the founding of the Royal New Zealand Navy. We now have time frames for most events and activities (see diagram). Detailed planning has begun for most. However, as we get closer to some events, factors may arise which dictate change in scope and timing.

A Naval Base Veterans’ Day will be held next 22 January. The aim for this event is to show our valued veterans that we still regard them as part of the wider naval family, and that today’s sailors take enormous pride in living up to the standards and traditions set for them by their predecessors. There is also a lot of new kit that some of our veterans may not have seen up close, and as much of it as possible will be on display. We’ll make provision for those with mobility challenges, and we’ll have shuttle buses running between the various display locations. Our plan at this stage is to invite each veteran to bring with them a young person, such as a child or grandchild, so that they can tell their naval stories to the next generation in a setting which brings them to life.

Over the last six months a TV crew led by producer and documentary maker Damian Christie has been gathering footage aboard HMNZ Ships TE KAHA and WELLINGTON for a documentary which will screen on Anzac Day next year. The aim of the documentary is to show that today’s sailors live the traditions and values set for them by their predecessors and in doing so work very hard as a team to overcome today’s operational challenges. Some very exciting footage has been gathered and the finished product will be an invaluable addition to our historical archive.

Next year also marks the 30th anniversary of women first being posted to a seagoing ship, HMNZS MONOWAI. Since then we’ve gone from an experiment to the full integration of women in every ship’s company ashore and afloat, and we’ve seen women in Command at all levels at sea, including a Major Fleet Unit. In June next year we’ll be convening a two day seminar to look back over what’s been achieved, share experiences, and consider what needs to be done into the future. Commodore Michele Millar, RAN, has kindly accepted our invitation to be a keynote speaker, and a senior enlisted speaker has been sought from the US Navy. Commodore Millar has followed a career as a mainstream Principal Warfare Officer, including frigate Command, and we believe her experience will be inspirational to our own people.

Our Auckland plans for November have been transformed by the generosity of Sir Bob Harvey, formerly of Waterfront Auckland, who has made the Cloud available to us for the duration. We have engaged professional event managers to help us get the most out of the Cloud; our aim is to present to the public the best possible image of our Navy and our country. The Cloud will be used for a wide range of display and hospitality purposes, and will be as open as we can make it to our wider naval family and to the public on the Open Day, Sunday 20 November.

During November our ships will be berthed on and around Captain Cook and Queen’s Wharf, for two reasons. Firstly, we want our own people to be as close to the main action in the Cloud as possible, where they can experience the review to the full and be well placed to act as hosts to visitors. Secondly, we want the people of New Zealand to see our ships too, so we want them easily accessible. It is essential that we involve the whole country in Operation Neptune. There is huge support for the Navy and what we do in the country at large, and we need to repay this by showing New Zealanders their Navy. Some ships will visit home ports during 2016, and there will be a programme of port visit events including charter parades, to which local councils are greatly looking forward.

In visiting various towns and cities to discuss Operation Neptune I have been struck, yet again, by the absolutely superb work done for us by our Regional Naval Officers. These ladies and gentlemen have been kept fully in the picture and they will play a key role in ensuring that the Operation Neptune port visits are memorable for both the local communities they serve and our own people.

Our Naval Reserve people are full players in Neptune in every sense. Reserve officers have already made very important contributions to Neptune planning; the really pleasing thing about
OP NEPTUNE TIMELINE

Above: Detailed planning is well under for the main Operation Neptune events. The time frames indicated are thus accurate, but please be aware that some changes are possible as factors change.

this support is that it’s been pro-active. Again, we’re seeing the depth of naval and commercial sector talent and commitment that we have in the Reserves paying dividends for the Navy as a whole. Operation Neptune will close with a service of commemoration at the National War Memorial for the 150 New Zealand sailors who lost their lives when HMS NEPTUNE was sunk in a minefield in the Mediterranean on 19 December 1941.

Operation Neptune will be supported by a professionally planned and managed media campaign, which will include traditional media, social media and a dedicated web presence. However, we are our own best spokespeople. We’ll be publishing article and key messages in Navy Today and by other means to provide our naval family and our many supporters with material to draw on when they’re talking to people about Neptune, both during the events themselves and in the lead-up to them.

There is an Operation Neptune team, and it is being steadily resourced as people and facilities become available. However, getting the most out of Operation Neptune will require us to do things the Kiwi way, which is to look at this as a Team RNZN event in which we all have a role to play, and to which we all must pro-actively contribute.

Standby for further pipes!

See also WON Report, page 17

REGISTRATION OF INTEREST

Veterans who wish to attend the Naval Base Veterans’ Day on Friday 22nd January 2016 are requested to register their interest to Warrant Officer Trevor Smith (trevor.smith2@nzdf.mil.nz) by 9 November 2015. This will assist the with the planning and security requirements for the event and will enable information to be sent to those attending prior to the event occurring.

Photo ID will also be required to gain entry to the naval base.
THE MORE THINGS CHANGE, THE MORE THEY STAY THE SAME, BUT GET BETTER

Navy Public Affairs Manager Mark Sleeman joined the Navy 17 years ago as an Ordinary Rate and stayed for five years. This July he rejoined as an officer trainee in the Navy Reserves. In this article, the now Acting Lieutenant Sleeman compares his 1998 basic training with today’s and finds it both similar but much improved.

I joined the Navy in 1998, I was 18 years old. It was the culmination of a few things. When I was 11 years old my mother took me up the summit road in Christchurch to watch HMNZ Ships CANTERBURY and WELLINGTON sail into Lyttelton for the Navy's 50th birthday. I was captivated and knew right then I wanted a career in the military.

Secondly, local recruiter Warrant Officer Holland made a compelling case during a visit to Papanui High School sometime around 1996 when he uttered the line “we’ll pay you $11,000 a year when you’re in training, and at that stage you’re virtually useless to us.” This seemed fair.

So when I found myself working at the local supermarket after failing sixth form twice, I figured that Warrant Officer Holland’s offer to pay me for not knowing much was too good to turn down.

I trotted down to the local recruiting office in Montreal Street during a rare afternoon off and made the first steps toward joining the Navy.

I remember being nervous as we new recruits arrived at Auckland Airport and were ushered onto a Navy-branded bus by a rather imposing Leading Seaman. My fears were somewhat eased temporarily as all the new recruits began to talk amongst themselves, trading stories and jokes when abruptly the Leading Seaman piped up and informed us that our noise was unwanted and he would rather enjoy a little peace and quiet on the journey to Devonport.

I somehow managed to pass training, and began a career as a Communications Operator. A career that didn’t last long, almost five years to be precise, but it did take me around Asia on the very ship I had admired on that day in Christchurch, the frigate HMNZS CANTERBURY.

Additionally I was lucky enough to spend some time with the Army in East Timor, before deciding it was time to go back to Christchurch and get an education.

The plan in the back of my mind was to go to university and return to the Navy as a supply officer after graduating and restart my career in the Navy.

That never happened. Instead after a few roles at various places I joined the Ministry of Social Development where I started a career in public relations and communications. It seemed that my dreams of re-joining the Navy were over. But, I always remembered fondly how the Navy had helped me grow up.

Fast forward to July 2015, and I’m standing in a classroom at what is now the Navy’s Leadership Development Group. Two Leading Hands are in front of me and others issuing instructions on what we’re meant to do when I get to the mess deck. Oh and don’t forget, you need to shave your head.

Top left: JOCT recruit Mark Sleeman marching to his attestation at Torpedo Bay Navy Museum on 8 July.

Above: Lined up, catching his breath after PT more strenuous than in 1998.
Yup, I'm back in training. This time it's as an officer in the Navy Reserve. However, for this intake, they're trialling the first four weeks as a combination of Basic Common Training (for ratings) and Junior Officer Common Training. So the surroundings are very familiar to me.

I wander upstairs to the mess deck where I'm greeted by my new fellow JOCT recruits. I'm delighted to find I'm not the only recruit over 30, but I am still the oldest. And, I'm bunking with the youngest. Midshipman Israel Reid is a 17 year old Marine Engineering Officer who, I quickly work out, was eight months old when I first joined the Navy.

My mission is to survive three weeks of training, then return for a Lead Teams course later in the intake. Easy I think, so I do little-to-no fitness as preparation. I figure I'll try and get through on sheer determination and a bit of local knowledge. I instantly regret that decision during the first PT session...

The first night is very similar to my first night in BCTs all those years ago. We learn how to barrack our pits, how to iron, cleaning stations, where the mess deck is, as well as basic do's and don'ts. You can sense there is a bit of nervousness in the air, one midshipman in particular looks super scared, but overall the feeling is one of excitement as all the new recruits get to know each other.

My road to re-joining the reserves started three years ago when I began working in Defence Public Affairs as the Navy's Public Affairs Manager. I opened my big mouth one day and said I'd be keen on joining the reserves. Something former HMNZS OLPHERT Commanding Officer LT CDR Gerard Chaplin ensured I followed through with.

While doing a long wall-sit at the Fleet Gym, under sustained and enthusiastic encouragement from POPTI Benjamin Achilles, I begin to question the wisdom of opening my mouth with random thoughts ever again.

This PT session was on day three, and up until then I've been thinking that it's a much easier assignment than I was expecting.

Turns out that's all a ruse to get us all to the point of signing the line.

The fact is that training in 2015 is remarkably similar to training in 1998, except that it feels more structured. Not that it wasn't structured in 1998, but you can definitely see the positive influence brought by the Leadership Development Group, headed by CDR Stephen Lenik.

The staff are extremely professional and are dedicated to turning out the best recruits possible for the Navy. And the programme itself is really well put together, with a focus on creating motivated, self-reliant sailors ready for life in the fleet.

As is the case in all intakes, the recruits in JOCT hail from all around the country, and soon they begin to exhibit similar levels of homesickness as did my intake in 1998. Longing for home is amplified more during downtimes such as the weekend, which are generally spent studying for exams or on cleaning and ironing kit.

One major difference from my original intake is that the instructors are no longer able to issue PT as a punishment. Therefore there are no down-ups, or running around the parade ground. The punishments are more remedial in nature, for example if you lose your security key you are to muster with your security drawer every few hours for a few days. The aim is to teach good habits, rather than dishing out punishments for the sake of it.

PT, however, is another story. It seems harder. Initially I think it might be just my dire level of fitness dragging me down. But, as I begin to get fit and think about it, I realise it is a few steps up. I'm told research and development in to how far people can be pushed, and best types of training, have come a long way in 17 years. Each session now is specifically developed to prepare the intake for the challenges they will face. This scientific approach to PT is reassuring, although something I curse as I run around trying not to fall over and maintain my gym discipline.

One and a half weeks into the intake we're woken up around 0430 and mustered on the parade ground in our PT gear. What follows is a day of evolutions where our decision making is tested under adverse conditions. The day begins with around two hours of PT, before a quick breakfast, cleaning stations, and then back out on the parade ground to travel to Ngataringa and undergo a series of activities which are essentially physical problem solving as a team. The afternoon is more PT in the form of orienteering, while the other groups are asked to get a heavy mannequin up Mt Victoria.

We all return to the Recruit Training Squadron exhausted, and then we're asked to compile feedback on each of our fellow recruits. We must give positive and negative feedback for each team member based on a set of guidelines. These feedback and development sessions are extremely valuable and are a key development tool for new recruits. They are also a new addition to the programme, and this is where I begin to realise that going through this short period of training is not only helping bring back some long forgotten skills, it's teaching me new ones.

The training continues and I learn a lot. Eventually I reach the end of my time at RTS, and not only am I feeling confident and fitter, I've dropped almost 8kg in just the three weeks I've been there.

I bid farewell to the team I've grown close too, and promise to see
them in a few weeks time for the Lead Teams course and a four day hike through the Kaimai Ranges.

And return I do. This time the JOCT has relocated to Officer Training School up at what was formerly known as Old Tamaki. The team have now transitioned from overalls to GWDs and are looking in pretty good shape. Unfortunately two of the team have decided the Navy isn’t for them and moved on. But, those who remain are excited and motivated to be there.

Lead Teams is a step up from Lead Self, and if you’re reading this and a member of the Defence Force I highly recommend you get on it. Even if you’ve done a course like Lead Systems, Lead Teams serves as a timely refresher on how to construct a well functioning team and be a valuable team member. Skills that can sometimes be forgotten in the rush of general day-to-day work.

After two days on the course we head up into the Kaimais where the team get to put into practice the skills they’ve learnt and the teachings from Lead Teams. Having already graduated I’m coming along in an observational capacity. This also means I’m sleeping in the Department of Conservation huts as opposed to a tent.

So when a severe weather warning from the Met Service turns out to be surprisingly accurate, I’m safely wrapped up warm inside while the JOCTs brave a gale, driving rain and sub-zero temperatures. The staff begin to show concern, and start planning on how they’re going to fit everyone inside the hut. POPTI Achilles (who seems quite a nice guy when he’s not screaming at me to “hold that lunge”) checks on the tents every hour and reports back that one particular JOCT member has taken it upon himself to walk around and fix up the tents ensuring his fellow recruits are as dry as possible.

Morning hits, and the team look cold, very very cold. The staff decide there is a point on the track where we can evacuate should the recruits begin to fade, it’s about an hour and a half in, and they secretly arrange for a van to be waiting should they need to get the recruits out fast.

As we set off, the weather begins to improve, the recruits start to chatter and by the time we reach the bail-out point morale is high. It’s decided to continue on with the tramp.

Both the staff actions and the resilience of the JOCT recruits demonstrate perfectly the success of the new training regime. The staff let the JOCTs make their own decisions, they’re not told to harden up, or just get on with it. In return the JOCTs self-monitor their wellbeing. The staff keep a close watch on the JOCTs, ensuring they are not in any great danger and act as guides rather than instructors.

The recruits realise they can make it to the end, and that while they spent a cold, wet, miserable night in the bush, it’s made them stronger and able to achieve more than they could ever have imagined.

Eventually we all make it to the end in one piece—although I do get carried out on a home-made stretcher after going down as part of a casualty exercise (sorry team I know I’m a tad heavy).

To wrap things up we continue with Lead Teams and another feedback session, and by now the team are getting very comfortable and honest with each other.

All in all, my conclusion is training is the same level of difficulty as it was 17 years ago, but the new additions that encourage personal development are tremendous, and they will ensure the Navy has a steady stream of well-adjusted leaders for years to come.

I’m now back at Defence Public Affairs, and getting on with my day job which this month will include Exercise Southern Katipo 15. This unfortunately means I won’t get a chance to see the team develop further, but I look forward to seeing how far they’ve come at their graduation in December.

I’m also looking forward to catching up with the BCTs sometime after their graduation in November to see how they’ve made it through the course. I don’t doubt that you’ll all be well prepared for life in our Navy.
THE MORAL COMPONENT OF LEADERSHIP

Admiral Jonathan (Jon) Greenert retired as USN Chief of Naval Operations on 18 September after four years in the role. During his tenure as CNO, the relationship between the Royal New Zealand Navy and the United States Navy continued to prosper and grow and considerably moved ahead, particularly in the areas of interoperability and personnel engagement opportunities. Before his retirement, he wrote this article on the morals and ethics of military leadership.

To strengthen a Navy’s ethical foundation and contribute to mission success, sailors must reflect on their principles.

We live in violent, uncertain and complex times. The future is unpredictable. The only certainty is change, and its pace is relentless. While we face these conditions both locally and globally, we cannot let ourselves become overwhelmed by the environment around us. Every sailor is expected to lead in challenging circumstances and we must do so with a certitude rooted in our core values. Our principles are the lens through which we lead and make decisions. They allow us to be consistent when we deal with any crisis. Challenges and assigned missions are transitory, but our principles and core values are not. The thoughts outlined here are designed to help refresh our moral component of leadership; something worthy of review, thought, and commitment. The intended output is a renewed focus on ethical decision-making and behaviour, so that each of us can become the sailors and naval leaders that our people aspire to emulate.

HIGHER BEHAVIOUR STANDARD THE HALMARK OF A SAILOR

A higher standard of behaviour is a hallmark of naval service, and each sailor is responsible and accountable to meet it. In its most basic form, the standard can be described as ethical conduct in an environment of dignity and respect. That is a fundamental expectation of all sailors by all sailors. It is also what the public expects of their armed forces.

A navy is a melting pot of talent. We are stronger for our diversity and the different perspectives and experiences it brings, but we do not all necessarily share the same cardinal headings on our moral compass when we join the military. A calibration and alignment are sometimes required. It is important, therefore, that each unit and each service member take responsibility for creating an environment that allows strong moral roots to grow and be sustained.

Integrity, the quality of being honest and having strong moral principles founded on honour, is the cornerstone of an environment in which moral development can flourish. This essential element of leadership is vital not only to sustain a climate in which professional sailors can thrive, but to ensure the Navy can successfully operate as a team; we must believe each other and be willing to believe in each other. Integrity starts and ends with each sailor. It is uniquely yours and can never be taken away by others, but once lost or relinquished, it is extremely difficult to recover.

INTEGRITY LEADS TO TRUST

Integrity gives rise to unconditional trust—trust in the service, trust in equipment, trust in shipmates, trust in the leader, trust in subordinates. Each service member must learn to trust, but must also earn trust. Without trust, we cannot delegate authority. Without delegating authority, we cannot effectively operate the Navy. The service is an interdependent organisation, and everyone must be counted and depended on to do their job. The pilot must trust the maintainer, a ship’s captain must trust the officer of the watch and the helmsman, a standing sea fire party member must trust their teammates. Mutual trust and respect within the unit strengthens morale and team effectiveness. The opposite is also true—the erosion of trust and respect in the unit weakens esprit de corps and undermines mission performance.

The chain of command is responsible for helping to ensure that standards are met by all. Commanding officers exercise leadership “to develop and strengthen the moral and spiritual well-being of personnel under his or her command.” Each CO is beholden to a “charge of command” that captures this obligation and calls on leaders to build trust through professional competence, judgment, good sense, and respect. Strengthening a unit’s collective character is part of the unique authority and responsibility given to COs. Since “to whom much is given, much is expected,” the Navy holds leaders at all levels accountable for moral infractions as well as their unit’s overall mission performance. The Navy’s culture of accountability is on public display each and every time it deploys. Maintaining high standards is not just the CO’s responsibility,
however. Every leader within a unit is expected to exercise their responsibility with humility, show the way by personal example, and act as a role model for upstanding behaviour and decency. Leaders are charged with fostering a climate where ethical behaviour and moral courage are encouraged and rewarded.

One's education, environment, faith, and experience shape individual value systems. Integrity and trust serve as the building blocks that help individuals build an even stronger ethical foundation once they enter the service. Trust in the institution, for example, allows them to more fully embrace the Navy's core values. Articulating values is easier than living by them. A Navy's core values are there to help guide sailors' actions, because ultimately one's actions alone define one's moral standing.

It is not just about knowing the philosophy or understanding the words, it is about saying and doing the proper thing. It is about accepting responsibility, rejecting passivity, and refusing to be inert in the face of a moral challenge. As President Theodore Roosevelt said: “Knowing what is right doesn't mean much unless you do what is right.” It takes character to act on one's conscience and step in when something does not seem right. This characteristic is more important for a leader than technical knowledge and practical proficiency.

Establishing a moral compass and using it to guide your choices involves understanding the difference between acceptable and unacceptable behaviour. It means listening to the small voice in your head, your intuition that warns against words or actions that might be disrespectful, inappropriate, or wrong. It means focusing on our duty, and not looking to derive any personal benefit from your activities. It means giving credit where credit is due. It means building one another up, not tearing one another down. It means being a good team player and shouldering your allotted responsibilities. It means being truthful about what is going on, speaking up even when it may not be popular to do so. It means acknowledging when it may be beyond your capacity to accomplish a task and asking for help. It means looking out for one another at all times, on and off duty, and intervening when necessary to protect a shipmate who may be in trouble or headed in the wrong direction. It means being considerate, fair, humble, and open to serving others, even as you set high standards and pursue tough objectives. And it means becoming your best self, treating others as you yourself want to be treated.

Tough ethical choices can be even harder when individuals are afflicted with apathy, complacency, or closed-mindedness, all of which can be contagious if not put in check. Another danger is misplaced loyalty, which occurs when a person feels a stronger allegiance to another individual or sub-group rather than to the Constitution and the unit (institution). Misplaced loyalty erodes good order and discipline because it trades institutional trust for protection of the undeserving.

GOOD LEADERS HELP TO PREVENT SHORTCUTS BEING TAKEN

Ironically, pressure to succeed can create the toughest ethical dilemmas. Individuals and units under stress to produce results may begin to cut corners, comply less strictly with procedures, inflate reports, assume undue safety risks, or treat people unfairly. Those who fall victim to these dilemmas try to rationalise that mission-achievement trumps all else, but the reality is that the ends do not justify the means. Good leaders help prevent shortcuts being taken in essential tasks, by ensuring that subordinates are qualified to do their jobs, have time to do their jobs, and do their jobs correctly. That approach makes our tasks more executable, but perhaps no less strenuous. President Woodrow Wilson reminded graduating US Naval Academy midshipmen in 1914 that:

“Nothing is worthwhile that is not hard. You do not improve your muscle by doing the easy thing; you improve it by doing the hard thing, and you get your zest by doing a thing that is difficult, not a thing that is easy.”

Our toughest challenges can manifest in tests of either physical or moral courage. Moral fortitude translates to good actions in peacetime. It also builds resilience that enables service members to cope in times of war and stress. The quiet strength that comes from understanding that your outfit is engaged in a higher cause, that you have a distinct purpose and direction, and that your shipmates are counting on you is what galvanises war fighters to confront mortal danger.

To strengthen our moral foundation, each sailor is expected to know and follow the rules and regulations of the service. Uniformed and civilian personnel are not on this journey alone. We keep ourselves ethically fit through contact with one another. Units that take time to discuss moral and ethical issues are generally more prepared to face the tough times. Dialogue leads to thought and reflection.

Units that encourage dignity and respect for one another perform the best. Leaders who set the right example invest in their subordinates, offer them opportunities to succeed, and build both their technical and ethical skills are the ones who succeed in gaining and retaining loyalty. A characteristic of a healthy, ready organisation is that it knows how to learn, balances risks and consequences, and is as tolerant of innocent mistakes as it is intolerant of character failings. Commands that build a strong moral foundation into their operation are the most resilient, ready to weather the toughest storms. They also tend to be the most bold, confident, and accountable.

Medal of Honor recipient, Vice Admiral James Stockdale, USN (a prisoner of war in Vietnam for seven years) was one of the most decorated naval officers and provided a clear reminder of the importance of character:

“Character is probably more important than knowledge... the sine qua non of a leader has lain not in his chess-like grasp of issues and the options they portend, but in his having the character, the heart, to deal spontaneously, honourably, and candidly with people, perplexities, and principles.”

Think about this as you confront the challenges of today and tomorrow.

When we promote dignity and respect and do the right thing regardless of the personal consequences, we generate a positive, lasting effect on others and contribute to mission success. Strong moral leaders have always been and always will be an indispensable source of power that enables the military to serve a nation as a cohesive, proud, and effective fighting force.
WHY I LIE ABOUT MY JOB ON DATES, WHAT I LEARNED FROM MARK HADLOW AND WHY PERFORMANCE MANAGEMENT IS GOOD

By Emily Brook, Manager Performance & Risk (Navy)

Once upon a time I remember suggesting that Navy Today could use more “people pieces.” So on the eve of my departure from the Navy, with little fear of consequence, I am volunteering to be a sacrificial lamb on that particular altar.

By the time you read this I will have left not only the Navy, but also New Zealand. So in the spirit of total honesty I am going to share a secret with you—it is not always easy being a performance manager. Worse still, you end up getting a job where you also have risk manager in your job title, and suddenly things look rather bleak for your street cred.

Friends outside the Navy often tell me to lie about my job title on dates. I can understand why. When I meet people I dread the responding looks when they find out what I do. For reference, there’s a spectrum—at the low end you have instant, pathological, corpse-like boredom. At the high end you get wide-eyed terror that I am about to produce 300 pages of protocol and a spreadsheet from my handbag and assign impulse ratings as some kind of really lousy party trick.

I have found myself in the past half-apologising to people I have only just met with mumbled introductions such as “I’m Emily, I like cheese, wine, shoes and dogs, have interesting taste in music, and I’m a Performance-Manager-which-i-promise-is-more-interesting-than-it-sounds…[ashamed face].”

However, ladies and gentlemen, something changed recently. I’m sure that everyone who has ever been in a room with the utterly magnificent LT CDR Mark Hadlow has come away with a strong feeling that they have learned something. Whether that’s something good, bad or thoroughly unmentionable.

I have learned a number of things from Mark during my time in New Zealand. Within days of arriving in the country his beautiful pronunciation of the English language made me realise that I am way less posh than I think I am. And as I sat in CN’s recent Whakaaro listening to Mark speak about passion over a couple of days, I had a bit of a revelation.

I absolutely love my job. I am and will always be utterly excited about the potential to make organisations better through performance management.

My views aren’t by any means those of every performance manager out there. But actually I have always believed that performance management isn’t about giving dashboards to meetings or putting colour ratings on things. Those things are an important but completely secondary by-product of good performance management.

Performance management in its simplest and most pure form is about making sure that in exactly a year’s time the day that you spend doing your role is better than today. What do you have to do over the next year to make that happen? Look at the aims of the part of the Navy that you influence. Seek out the little things you do that could be smoother, better, have more impact, help someone else out. Look for ways that people can work together to make teams work better.

My job is to support people to look at the numbers, the thoughts, sometimes the symptoms and often the ideas that come out in organisations, and to try and gauge where we are and how things can be better. And really – who wouldn’t want to do that? You spend an awfully long time in work, and very few people want their parting thought at the end of their career to be that they spent many, many years being utterly average. Especially people who are drawn to a career in the Navy.

Instead of something from a performance management textbook, my favourite quote is from the late American Senator and Attorney General Robert F. Kennedy, misquoting George Bernard Shaw:

Above: LT CDR Mark Hadlow getting passionate at CN’s Whakaaro in August.

Above: Emily Brook (left) looking “heaps gangster” (to use her own words) onboard HMNZS WELLINGTON accompanied by Vanessa Edridge, a designer from Defence Public Affairs.
“There are those that look at things the way they are, and ask why? I dream of things that never were, and ask why not?” If everyone did that to their part of the Navy (at all levels) it would be pretty amazing what we could achieve.

Of course the feeling of passion for one’s job is sometimes difficult to summon on a Monday morning, and I have certainly had my fair share of moments when I want to put my computer through a window (the employment equivalent of “I love you, but I don’t like you very much right now”), but overall I feel very passionate about what I do.

Sadly I miss my family too much to stay and finish that journey with the Navy so I’m off to a similar job in England, but having spent time talking to so many of you (apologies to those I missed—my replacement will do better!) believe me when I say that the enthusiasm and the legacy of Naval Excellence is absolutely in place, everywhere from ships to kitchens to parade grounds. Even in Naval Staff!

As a serial public sector girl—and I believe that I will always work in the public sector—it is natural for our perspective to close upon an immediate task, day, project or (more often than not) problem. But really, as a collective we are the privileged custodians of an organisation that is far bigger than us. The Navy was here before we were born and will hopefully be here long after we die (because in common with my homeland, there really is rather a lot of water around here). That means that the generation of people currently in the Navy will shape what it looks like tomorrow, for better or for worse.

With my new realisation that I am proud of what I do, I decided to have a test run. The weekend after the Whakaro I pitched the idea to a friend in England that performance management is my dream job. His response was “Your five-year-old self would punch you in the face.”

Not an ideal first attempt! My five-year-old self wanted to be the Little Mermaid. But actually as well as being the very next best thing, this role is also the closest that I’ve got to the middle of the sea (rather close thanks to the epic HMNZS WELLINGTON RHIB coxswains). But really, I’m very sure that I could sell my five-year-old self the idea of growing up to help people to make things work better.

So I have lived long enough in the corporate-pen-pusher closet. From now on I am going be more open in telling people exactly how lucky I am to do my job, even on dates.

So all my very best for your 75th year in 2016, and please take very good care of my replacement and help them to help you! Good luck with absolutely smashing the targets that you have set for yourself in Navy 2020 and with ensuring that at some stage not too far down the line everyone knows that New Zealand has the best small nation navy in the world.

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Next year will be another extremely busy year for our Navy. In addition to the daily workings of our Navy we will be celebrating the 75th Anniversary of the Royal New Zealand Navy throughout the year. Operation Neptune is the name that has been given to headmark our 75th anniversary.

So where does the name Neptune fit into this event you may ask. Let me tell you the story...

Early in 1941, the New Zealand Government had responded to the Admiralty’s request for more sailors to man the increasing number of ships being brought into war service. It was intended to form a New Zealand crew for an additional cruiser, HMS NEPTUNE, a Leander-class light cruiser, 169m in length with a 17m beam.

She had been expected to leave the United Kingdom for New Zealand in May, but instead she was attached to the Seventh Cruiser Squadron in the Mediterranean because of the heavy loss of cruisers suffered during the Crete campaign.

At that time there was considerable effort concentrated on disrupting enemy supply lines from Italy to North Africa. In the months leading up to December 1941, as many as 77 per cent of enemy ships sailing from Italy to Tripoli were sunk.

HMS NEPTUNE joined Admiral Cunningham’s Force K, based on Malta. On 17 December 1941 every available ship was deployed in an effort to ensure that the oiler HMS BRECONSHIRE arrived safely in Malta.

The threat to the oiler came not only from aircraft but also from two Italian battleships, whose presence indicated the Italian’s intention to sail a convoy to Tripoli. Force K sailed on the 18 December 1941 in an attempt to intercept it.

It was blowing hard from the southwest with a heavy sea running. At 0100, the ships were 20 miles from Tripoli when HMS NEPTUNE triggered a mine with one of her para-vanes. Directly behind her, HMS AURORA also triggered a mine. Whilst going full astern, HMS NEPTUNE triggered two more mines that damaged her propellers and steering gear. Force K was in a deep-water minefield.

During the following three hours there were many attempts to assist both HMS NEPTUNE and the destroyer HMS KANDAHAR, which was also badly damaged. However HMS NEPTUNE struck another mine at 0400 and sank within a few minutes. Just 16 men survived the sinking and managed to climb aboard a raft, but during the next five days they died one after another.

The tragedy took the lives of 757 officers and ratings. HMS NEPTUNE lost all but one of her Ship’s Company. Able Seaman John Norman Walton was the sole survivor and was rescued from the raft by the Italians on Christmas Eve to become a prisoner of war.

As her company fought to save HMS NEPTUNE during those perilous hours, there would have been many acts of gallantry and heroism that went unrecorded.

Of those lost in HMS NEPTUNE, 150 were New Zealanders, and 80 of them had served in the Naval Reserve before the outbreak of war. The loss of HMS NEPTUNE remains the greatest single tragedy New Zealand Naval Forces have experienced.

He heramana ahau. I am a sailor.
BEAT RETREAT AND CEREMONIAL SUNSET FOR NAVY’S 74TH ANNIVERSARY:
To mark the 74th anniversary of the official founding of the Royal New Zealand Navy, a Beat Retreat and Ceremonial Sunset ceremony was held at Devonport Naval Base on the evening of 1 October. All these photos are from the event. 1. The Guard marches on. 2. The Band follows. 3. Beating the Retreat. 4. Waiata from the Cultural Group. 5. Firing party. 6. Lowering the flag. 7. Chief of Navy RADM Jack Steer addresses visitors to the ceremony. 8. CN with some of the sailors who helped with the ceremony.
It wasn’t a typical week in the office for me, as I was fortunate to get to ‘sit at the table’ and represent New Zealand in the first ASEAN (Association of South East Asian Nations) Defence Minister’s Meeting Plus (ADMM+) Future Leaders programme along with Miss Sophie Tapper, Ministry of Defence. LT CDR Rob McCaw, RNZN was hosting the week on behalf of the New Zealand Defence Force with his counterpart, Mr Haji Muhammad Abdul Aziz Bin Haji Ya’akub from the Brunei Darussalam Ministry of Defence.

If you are interested in the back story and what ADMM+ is then please read the sidebar. If you just want to hear about my awesome week then please read on.

The week began with the usual formal reception where we were introduced to the other future leaders—24 delegates were representing 14 countries; Australia, Brunei, Indonesia, Japan, Laos, Myanmar, New Zealand, Philippines, Russia, Singapore, South Korea, Thailand, the United States and Vietnam as well as representatives of the ASEAN Secretariat.

The next morning we boarded a bus and spent the day at the Devonport Naval Base. Here we toured HMNZS OTAGO, were briefed by Maritime Component Commander CDRE John Campbell, toured the base and Navy Museum, and enjoyed dinner at the wardroom. First up was a powhiri at our marae, Te Taua Moana. It was a poignant and powerful way to really begin the week. After this welcome, delegates noticeably began to relax and shake off the formality that often goes along with these types of programmes.

The “work” really began the next day when delegates spent the morning receiving briefings and discussing some weighty topics such as future security challenges in the region, ASEAN and ADMM+ background, and leadership development. This all took place in the room that was to be used for the actual Maritime Security Expert Working Group (EWG) meeting the following day. Walking into said room was a little daunting. I mean I’ve sat behind our senior officers at these types of meetings before. You sit in alphabetical order behind your country’s flag and flip your tag or push a button when you wish to deliver your message or pose your question, which of course is more often than not done in a very contrived and deliberate manner. But never have I actually got to sit at the table! That was a pretty consistent feeling as most delegates had seen these meetings but not contributed, so it was awesome to get the opportunity to learn and discuss at our level the issues being talked about at the EWG level and above that at the defence ministers’ meetings.
Syndicate work followed in the afternoon where the group was then split into four syndicates to go away and produce a presentation that answered a series of questions about the morning’s briefings and our responses to them. Themes were consistent among all syndicates and provided our views of what our future leaders will need to successfully tackle the varied security challenges of 2020 and beyond. We identified flexibility, professional competence, adaptability, cultural understanding and collective trust, leading to transparency of actions.

Within my syndicate, we had delegates from Singapore, Thailand, the Philippines, Myanmar and Indonesia. A reflection I will definitely take away with me is the impact that where you are born has on your outlook and perspectives. Of course that is common sense, but sitting back and listening to the varied perspectives I realised just how much we take for granted living in New Zealand and why countries make what may seem to Kiwis to be “interesting” decisions. At this junior officer level I think to a certain extent we were less stifled by political diplomacy and remembering what we should say and more able to have conversations that may be difficult at a more senior level. As a result the discussion we had in syndicates brought about a level of cultural and political understanding for me that I think will make me a better officer and ambassador for New Zealand in the future.

The Maritime Security EWG kicked off the next day and we continued in our syndicates charged with producing four presentations to be delivered to the EWG that afternoon about our ideas to keep the momentum going within the Future Leaders Programme. By now personalities were coming out and conversation flowed more freely—no mean feat considering for most delegates English was a second language! We produced our presentations with various suggestions for the programme, which were delivered to the EWG early in the afternoon after which we watched the EWG continue their discussions, this time sitting behind those at the table.

Being good hosts, that night was a late one with the formal EWG dinner. This was followed by a brilliant final early morning sailing on the America’s Cup yachts. Auckland put her best face on (though was a little light on the wind) and we got to show our new friends why they should bring their families back for holidays. The afternoon’s activities, to be held at the Navy’s Tamaki Leadership Centre, Whangaparaoa, were kept under wraps, which was making delegates noticeably nervous. The safety waivers they had to sign on the bus certainly didn’t alleviate concerns either! Once there though delegates realised the team building activities were going to be more fun than competitive or embarrassing. Particularly the infamous tunnels, which was a highlight for all. Once back on the bus delegates realised the week was drawing to a close and emails, business cards and mementos were hurriedly exchanged before most on the bus promptly fell asleep.

If the objective of the week was to facilitate a series of activities that encourage collaboration and networks in the ADMM+ community at the junior officer and defence official level (which it was), I definitely think it was objective achieved. We now just have to maintain those networks, remember our atypical week in Auckland and the goals and ambitions for cooperation we had at this level when we finally make it ‘back to the table’ for real.

BACK STORY

The Association of South East Asian Nations (ASEAN) Defence Ministers decided in 2010 to expand their forum to include eight additional dialogue partners creating the ASEAN Defence Minister’s Meeting Plus (ADMM+). This community of 18 nations defence ministers meets every three years and at the more practical Expert Working Group (EWG) level is split into six focus areas who meet more regularly. New Zealand is currently co-hosting the Maritime Security EWG with Brunei Darussalam. The Maritime Security EWG has made strong progress in fostering practical maritime security cooperation in the region through table-top exercises, field training exercises and a web-based information sharing tool. In 2013 the EWG discussed ways to build the momentum and people-to-people links among the next generation of leaders. The suggestion was put forward to establish a forum of “Future Leaders”—junior officers and defence officials with a more relaxed and collaborative programme to run in tandem with the Maritime Security EWG. New Zealand agreed to host the first “Future Leaders” programme alongside the EWG meeting held in Auckland in September 2015.
While attending the 100th Anniversary commemorative service at Chunuk Bair recently, I remembered the men and women whose sacrifices projected the New Zealand Defence Force as a Force for New Zealand in the Great War and in subsequent conflicts overseas. At the heart of our successes are the values and standards of our individual environments—maritime, land and air— which provide the foundation upon which we serve. These values and standards become the benchmarks that we need to meet the challenges of future operations and training.

We have been working in a joint environment for 14 years now, having established Headquarters Joint Forces New Zealand (HQ JFNZ) in July 2001. Our operations in places such as Afghanistan and East Timor have fused the capabilities of the different environments to deliver successful tactical effects. Within HQ JFNZ, a relatively new body known as the Deployable Joint Inter-Agency Task Force (DJIATF) Headquarters has been established to project New Zealand’s operational command capability and to spearhead our response to regional and possibly global issues. Alongside our requirement for a Joint Operational Command capacity, New Zealand’s increased stature on the world stage has given rise to the need for small and deployable command and control nodes to support our national, regional and wider international interests. The DJIATF staff can be deployed anywhere in the world as part of the government’s response to any situation that requires a pan-governmental, New Zealand Inc approach. These responses need not always be purely military; they can involve providing humanitarian assistance and disaster relief to our Pacific partners such as when we deployed to Vanuatu in March in the wake of the devastating cyclone that smashed the homes and livelihoods of thousands of people.

The DJIATF HQ strives to strengthen working relationships with other government agencies so that when we deploy, we are able to work effectively together and advise our decision makers on the severity of the situation and how we as a nation can react as a unified force for good. The DJIATF team also works with New Zealand diplomats in countries where they are deployed to help formulate our national response and to provide direct support to the host nation if required.

With Exercise Southern Katipo 15 shortly, the need to be future-focused at the Joint Task Force HQ (JTFHQ) level cannot be overemphasised. The DJIATF HQ staff will be at the core of the JTFHQ, planning, refining and executing Operation Katipo 15. Hundreds of personnel from partner nations including Australia, the United States, the United Kingdom, France, Papua New Guinea, Fiji and Tonga are also taking part in this biennial activity. Crucial to our success will be the augmentee staff from across the NZDF who will form part of the Joint Task Force. They will provide expertise across the different functional areas and ensure the JTF Commander has the ‘horsepower’ to win the fight.

This requires the best individuals within the NZDF to play a role within the DJIATF HQ or in HQ JFNZ. The joint environment requires leaders from various disciplines who can provide Subject Matter Expert advice but also have the ability to grasp and harness the diverse capabilities offered by all three environments and other government departments. They must also possess the strength of character to perform critical national duties, often in overseas locations that are far from centralised command and control, and be able to advise and support other government departments and non-governmental organisations in times of crisis. Most importantly, these “Joint Warriors” must possess a moral compass that they could rely on when faced with dilemmas and challenging situations.

These individuals will be our future joint force leaders and will help enhance the NZDF’s reputation on the world stage. I urge you to seize the opportunities that the wider NZDF joint environment has to offer, to further your career and personal development in addition to contributing to the strategic objectives of your respective environments. In 2020, we will be better together as one force – a Force for New Zealand.
By LT Joanne Ross, RNZN, Strategy and Plans Analyst

I have been involved with naval innovation since February this year. I have read my way through the bulk of the submissions made through the 4 India Chit system since 2009, over 400 of them! Many thanks to those who have submitted their ideas whether via the Navy intranet or by emailing Form RNZN005 to navy.ideas@NZDF.mil.nz

Now for some interesting figures: In the last five years, 2011-2015, there have been 329 4 India chits submitted. Thirty per cent have been implemented, 51 per cent have not been implemented and 19 per cent are still under active consideration. Between January and July 2015 49 new submissions have been received and 11 submissions dating from 2013 approved for implementation, three of which were submitted in 2015 (Reduction in height of PHILOMEL speed humps, change in closing hours of the Buchanan Lounge, and two new bicycle repair stations).

The most common reoccurring ideas have been growing of moustaches in the RNZN and personal drivers' licenses

Not all submission are easily answered. The oldest item still under consideration relates to infrastructure change—upgrading parking on Rat Island, from June 2012. When there is a desire to change land or buildings, careful consideration must be given to how these changes may affect other change proposals already underway, and funding priority needs to be identified. Some may be aware of the closure of the HMNZS OLPHERT buildings due to safety reasons—this is going to be a long-term project working out what to do with it, and one 4 India Chit has already been received!

Of the many submissions received there have been a number of common themes which have been used to group and analyse the suggestions. In the last five years some 12 per cent have been clothing related, 18 per cent about condition of service and 19 per cent about how we do our business.

To help ensure that ideas are properly reviewed, where necessary ideas may be redirected to their more appropriate change procedure. At the moment there are processes in place that deal directly with clothing change proposals and engineering change proposals. This is not to say we do not want to hear your idea, just that there is a method already in place for addressing them in a structured way. Your ideas are followed up to ensure that they are actually entered into the appropriate system, after which they are closed in the 4 India system.

Those 4 India submissions received which are a complaint in nature will be returned for redress through the appropriate means.

Value added—how to change something to provide better use or reduced expense. This is what you can help with. What small modification or change in process will reduce effort, increase productivity, reduce costs, improve safety or reduce training time? Why not brainstorm with your team, your branch, or even your mess deck to come up with an innovation.

Are you aware of the awards and rewards available if you come up with an amazing idea? At the inception of the 4 India Chit in 1997 it was recognised that sometimes the best ideas are simple and straightforward. It also stated that ideas which realise financial savings will qualify for monetary reward under the Suggestions Scheme. What’s that I hear you ask—check out DFO 3, Part 13, Chapter 1. Your great idea may just earn you, your mates, or your mess deck a commendation or even a monetary reward.

TRAINING INNOVATORS IS NOT SOMETHING THE NAVY DOES AS A CORE ACTIVITY. AS THERE IS NO FORMAL TRAINING FOR INNOVATION, HERE IS A SIMPLE PROCESS YOU COULD FOLLOW:

- Collect ideas—who, what, where, when, why and how. When you think you have a great idea always check previous ideas, both implemented and not implemented.
- Mull it over and search for solutions. Do not expect this process to happen quickly—it might take a week or it might take months.
- Communicate by filling in a 4 India Chit, giving as much information as you can.

In future the naval innovation system may see a difference in the way it is managed. Currently there is an NZDF innovation initiative that is looking at a way to be more collaborative, not just as a service but as One Force. Imagine being able to provided comment on innovation suggestions of the other services and how they might apply to Navy! So watch out for more on this as it is developed.

Over to you then, innovation can not just happen from the top, you as the operators and future policy writers have an obligation to improve what you do. As the old saying goes: If you do what you have always done, you will get what you have always got. So if you think there is a better way to do something, fill in a 4 India Chit. At a later time I hope to be able to report back on some truly innovative ideas and the progress of the NZDF Innovation initiative.
By CDR Phil Bradshaw, Director Naval Engineering

The Maritime Test and Evaluation Authority (MTEA) is a Capability Branch cell located within Devonport Naval Base. We perform two main functions: we Introduce Into Service (IIS) Maritime Capability and we perform Operational Test and Evaluation (OT&E).

The outcome we work towards is the Operational Release (OR) of new capability.

Recent ‘wins’ have been in ‘Trials & Development’ which is a dedicated period for a Ship’s Company to become fully familiar with new equipment and systems, when standard operating procedures are developed before they are formally assessed as part of the OT&E. Examples are the Platform Systems Upgrade (PSU) of the Anzac frigates and the Sensor Management System (AIMS-ISR) as fitted to the Protector Fleet and as proposed for the MANAWANUI/RESOLUTION and ENDEAVOUR replacements.

A goal of testing it to define the capabilities and limitations of the system and it is important to determine just how much testing is required to enable final release to be granted. Typhoon is an extremely capable weapon system, despite the First of Class Trials identifying some issues that no other user internationally had identified, that are being rectified under warranty.

**JOINT OPERATIONAL TEST AND EVALUATION: HOSPITAL AFLOAT**

As part of the remediation work carried out on HMNZS CANTERBURY in 2013, the Emergency Operating Station (EOS) was reconfigured to meet the Maritime Role 2 Enhanced (MR2E) Capability. This saw an empty space (steel tent) within HMNZS CANTRUBY transform into a facility that looks like a ward and operating theatre straight out of TV’s Shortland Street.

The EOS is fully staffed by the Army utilising the 2nd Health Support Battalion (2HSB) which is an eclectic mix of Regular Force, Territorial Force and civilian volunteers. Their personnel range from Army medics to theatre nurses, general practitioners to orthopaedic surgeons.

The medical testing of the MR2E was a good example of benchmarking with the Royal Australian Navy. The testing included two RAN officers, one from the Royal Australian Navy Test, Evaluation and Acceptance Authority (RANTEAA) and one from the Maritime Operational Health Unit (MOHU), which is the Australian equivalent of the NZ Army 2HSB. Previously MTEA personnel have visited RANTEAA in Sydney, and Army and Navy personnel will be invited to Australia when the new Landing Helicopter Dock (LHD) Ships conduct their own MR2E OT&E.

The Canberra Class Amphibious Assault Ships will have a similar medical capability to CANTERBURY.

Before a new capability can be deployed OT&E must occur. OT&E does not test whether the capability works, but how well it works in a comprehensive range of operational scenarios, under conditions of stress and uncertainty as is encountered in the real world. OT&E establishes such things as when you can safely do surgery, how many patients it can handle, how the patients are cared for in the event of incidents such as fire or flood occurring onboard. The aim is to gain a complete understanding of the mission and support components of the capability, their effectiveness, their limitations, how they integrate with existing ship systems and the activities required of ship staff. This understanding is then used to highlight any changes that need to be made in the capability before it can be authorised for use in actual operations.

If you are interested in career development opportunities working for HQNZDF in the exciting and varied discipline of Test and Evaluation. Contact Mr Jeff Reddecliffe, Manager Maritime Introduction into Service. jeffrey.reddecliffe@nzdf.mil.nz

Top of page: Typhoon weapon system firing.
Bottom left: “Casualty” being brought aboard HMNZS CANTERBURY from a landing craft.
Bottom right: Simulated operating theatre work in HMNZS CANTERBURY’s new hospital.
Busy time again for the green MOET teams

Well what a busy period for the Maritime Operational Evaluation Team this quarter, with a few Safety and Readiness Checks (SARCs), a couple of MOET Covered Shakedowns (MCSDs) and a Workup on MANAWANUI, plus all the planning for upcoming activities, not to mention that MOET is missing some key personnel at the heads of department level. I guess being under the pump is not just limited to MOET though.

The following areas present opportunities for improvement:

- When a ship conducts a fire exercise with the NZ Fire Service, they need to ensure that they are adequately prepared by having a brief for the Officer of the Day to provide the Fire Service with an arrival, as well as having an expectation of what your ship expects from the Fire Service. The brief should be maintained in the QM file handy at all times. With some ships maintaining Minimum Manned Duty Watches in order to give respite for crews, there is a lot more emphasis being placed on the Fire Service to respond to a call out at Devonport Naval Base, so it is imperative we liaise with the Fire Service regularly to make them familiar with our vessels and provide as much detail as we can. In my tenure as the Fleet Damage Control Officer, I have had a close working relationship with the Fire Service and they have always been willing and able to assist with fire exercises aboard our ships at DNB and other ports around New Zealand.

- Quite often as MOET are walking to a ship and as we transit along Calliope Wharf, we notice many ships’ berthing lines are not married up or the rat guards are hanging off. Ships need to regularly check their lines and re-tension as necessary. Ensure the brows are straight and are safe for personnel to transit.

- In forward planning in the Diary application in Management of Naval Integrated Capability Assessment Reports and this allows the ship to be better placed for the upcoming mission through the conduct of serials which prepare the ship for that activity.

- Like with the signal that was released earlier in September (DTG 060246Z OCT 15) there have been a few areas that have stood out both good and bad when conducting MOET activities such as a SARC. The areas have been observed as strengths:

- Following on from a customised boarding package for TE KAHA during her Workup this year and her comprehensive and valuable lessons identified, NZBR98 is being revised. As part of that MOET will expect to see more comprehensive Command Team boarding briefs and search techniques by all boarding parties. HMNZS OTAGO, during her Workup in October, will be the first ship to review the draft NZBR98 and put it to the test. Good Luck!

- Prior to a SARC, ships are being proactive in their training (as time permits) in conducting Fast Cruises and Table Top Tactics. It is also pleasing to see that Ships’ Companies are conducting their own material checks, going through RNZN350 forms. This means when MOET embark it gives a good first impression and puts you ahead of the game.

- It is becoming increasingly noticeable across the fleet that personnel, especially the junior ratings, have more of an enthusiastic outlook to MOET embarking and a willingness to utilise MOET in the coaching and mentoring role. Remember we are here to help you.

- Last but not least, the Fleet Flight Deck Officer, CPOSTD Nic Irvine, had the opportunity to give ENDEAVOUR her aviation capability during their departure to Cairns. During this training serial, ENDEAVOUR became the first RNZN ship to work at sea with our new SH-2G(I) Seasprite helicopters. What a fantastic opportunity for all concerned and just another day in the MOET office for CPOSTD Irvine.
THE IMPORTANCE OF INFORMATION WARFARE

By LT CDR Gavin Birrell, Fleet Warfare Officer

The aim of Information Warfare (IW) is to get better information faster than our potential adversaries. Wars can be won or lost based on the decisions we make. Similarly, in peace time every decision we make has an impact on how successful we are in achieving our mission of defending New Zealand’s interests. To ensure we make the best decisions possible, the information we need must arrive on time and be of sufficient quality. In war our decisions must be faster and better than our potential adversaries.

Why do you need to know this? Because everyone in our navy is empowered to make decisions appropriate to their position. If you make decisions then you need Information Warfare.

Why do you need to know this now? Because the worldwide information revolution is affecting everything we do. Increased and easier access to information through cheaper electronic devices and faster networks allows us to keep in touch and make decisions in a way not thought possible only ten years ago. This brings with it a number of challenges that we must master if we are to remain successful. One of these is the vast increase in capability that the Frigate Systems Upgrade will bring—for example one of the new systems on its own will deliver 80,000 times more data than its predecessor.

Information challenges include information overload. Information supply is growing faster than our ability to consume it.

As we use information to make better decisions we become reliant on it. If our potential adversaries identify this they can exploit this by denying our access to it or attempting to get hold of it.

Increased complexity: It is a given that we work at sea, but the NZDF vision has us working more closely with other domains (land, air, electromagnetic spectrum, cyber and space) which will add complexity to our work.

Changed ways of networking: The way we send and use information has changed. For example, we used to send letters home but now we post on Facebook. This brings opportunities but also security challenges.

Temptation to micro-manage: Increased and swifter communications methods may tempt Headquarters to micro-manage ships just when the threat to those communications means we may need to use mission command more than ever.

More complex and congested electromagnetic spectrum (EMS): Technology is dissolving traditional use of the spectrum, for example, radar is now used for communications at sea as well as direction finding and ranging. The spectrum is now congested and our access to it more limited.

Information influences our friends and our potential adversaries: As influence is the cornerstone of future operations information must be carefully integrated with all other military activities.

PREPARING FOR THE NEW HEALTH AND SAFETY AT WORK ACT

By Kayt Robinson, Directorate of Health & Safety

Safety is everybody’s business and we all have a role to play. While it may be our duty to put ourselves in harm’s way, it’s always important, in training and on operations, that we remain situationally aware and manage the risks around us.

On 4 April 2016, a new Health and Safety at Work Act will come into force. But what does this mean for the New Zealand Defence Force and, more importantly, you?

At the front line very little will change. The new act still requires the Defence Force to keep its people safe and provide a safe work environment and safe equipment. Hazards will still need to be identified and assessed. Risks will need to be eliminated or minimised, and injuries and incidents must still be investigated to ensure similar events don’t occur again.

Most soldiers, sailors, airmen and women and civilians won’t see too much change in their everyday working life. The new act won’t change how we train or operate, but it will place importance on managing critical risks, focusing on how to stop people getting

WELCOME TO THE JOINT OPERATIONAL HEALTH GROUP

Joint Operational Excellence in action means more than ensuring our Services work seamlessly together on exercises and operations in all environments. Aligning expertise across the Defence Force improves operational effectiveness, and as part of this the Joint Enablers Health Project has created an integrated health capability—the Joint Operational Health Group (JOHG).

At the helm of the change, LTCOL Bill Twiss has been working across the organisation over the past six months to create a small JOHG HQ under his command.

“The establishment of the JOHG creates an opportunity to refocus operational health support from a treatment-based health system to a military performance health and wellbeing system,” LTCOL Twiss says.

The Joint Enablers Health Project has been progressed through a series of workshops and working group discussions that have included health professionals, subject matter experts and command representatives from single Services and HQ JFNZ.

“The JOHG is a CDF-directed establishment which includes Health Command and control Health Clinical Specialists (Doctors, Nurses, Medics), Physical Conditioning and Rehabilitation (PTIs, Dieticians and Physiotherapists), Dental Services, Force Health Protection and Environmental Health, Delivery of OSH intervention, Clinical Psychological Support and Health Technical Advisory Staff,” LTCOL Twiss says.

“At its heart, JOHG ensures consistency of training, maximises expertise, and allows seamless access to that expertise—no matter which Service you belong to, or where you are operating”.

As well as standing up the JOHG HQ, LTCOL Twiss and his team have established the Force Health Organisation (FHO), which has amalgamated all Navy, Army and Air Force domestic medical facilities under one manager, Miss Deb Gell.

“The JOHG was established in a phased approach under the governance of a Joint Operational Health Steering Group,” says
The Defence Force, under the leadership of LTCOL Twiss, is undergoing a transformation of its health services. The aim is to refocus from a treatment-based health system to one that is operationally focused. By December, it is expected that the necessary environment will be created, allowing for the introduction of a new model of care. This model focuses on high quality health services, improved effectiveness across the NZDF, and also on changes in the command structure of health services.

The new act also introduces accountability, placing more specific responsibilities on leaders within the organisation. At the highest level, the Chief of Defence Force and Service Chiefs will become ‘officers under the Act’, which means they must proactively engage in health and safety matters and meet their obligations under the new act.

The act applies to all members of the Defence Force—civilians and uniformed personnel—except when carrying out operations, which includes training in direct preparation for a specific operation. The exemption also covers other workers carrying out work for the armed forces on operations. This doesn’t mean we can ignore health and safety while training for or on operations; as a rule we should follow or exceed normal regulations, unless there is a real and compelling operational reason why we shouldn’t.

LT COL Twiss, “and is set to grow over the next few months, with the aim of being fully established in December this year.” The intent is to deliver health services across the organisation in line with the Defence Health Strategy, ensuring preservation of current domestic and operational health outputs during the transformation of NZDF health services, and organisational design developed to provide high quality health services that are operationally focused.

“The next phase beginning in December will see the stand up of the Deployable Health Organisation which will manage the deployable outputs for all Navy, Army and Air Force health units and also some changes in the command structure of our health personnel around how we support our base commanders more effectively,” LTCOL Twiss said.

“It’s important to note that the JOHG’s intent isn’t to take away the expertise that single-Service focused health currently provides. Instead, it’s about improving our effectiveness across the board.

“By December, we will have created the environment to introduce a new model of care, allowing the opportunity to refocus from a treatment based health system to a military performance health and wellbeing model of care. Our aims are straightforward: maintain, improve and restore the health of our people.”

**CORRECTION**

We apologise for mistakes in the September Navy Today article on page 25 about the new kaitaki tohu for the Leadership Development Group. The autocorrect function of Word changed some words and this was unfortunately not noticed in time. The tohu (symbol) was designed by ASCS Te Naawe Tupe. Our apologies for his name being mis-spelled. At one stage “tohu” was changed to “tofu” which is regretted. The word “whai” meaning “stingray” was changed to “what.” This is also regretted.

**DEFENCE TAKES PART IN EXERCISE ULCHI FREEDOM GUARDIAN**

For the fourth time a delegation from the New Zealand Defence Force comprising three Air Force personnel and one representative from Navy and Army has participated in Exercise Ulchi Freedom Guardian in the Republic of Korea. This is an annual Republic of Korea (ROK)-US Military/ROK Government simulation-driven Computer Assisted Exercise. The general scenario follows the defence of the Korean Peninsula and response to a North Korean offensive operation. It is the largest Command Post Exercise in existence and involves large scale mobilisation of 500,000-plus ROK/US troops who are On Peninsula (ON PEN) together with an OFF PEN augmentation of a further 3000 US and UN personnel.

In order to gain a broad range of knowledge the NZDF contributed five personnel with a range of skills—a medical admin officer, two engineering officers, a logistics officer and an Army LT COL who was the Commander of the National Command Element in the Multi-national Command Centre in Seoul.

FLT LT Ash Foote traded in her office at Base Medical Flight in Whenuapai to join the medical planning team for the duration of the exercise. She says the experience was invaluable given the broad range of expertise at the table from the participating nations.

“Learning from other militaries is one of the best ways for us to improve how we do things back home. Most operations we undertake are done as part of a coalition so it is important we know how to work with other militaries and can adapt quickly to changing situations.”

Attending the exercise, and future exercises of this nature, are vital to continuing to build our interoperability capability in a deployed environment. Exercise Ulchi Freedom Guardian is also a way for the Defence Force to contribute to its UN obligations.

Seven United Nations states were involved this year—New Zealand, France, UK, Canada, Australia, Denmark and Colombia; as well as the USA.
FLEET PROGRESS

HMANZS TE KAHA

to Cairns, Singapore then Sydney

By SLT Stephen Knowles RNZN

HMNZS TE KAHA sailed from Devonport Naval Base on 7 September after a short five-week turn around and a large crew change-out. Upon sailing it was straight into what a Warship does, with the ship setting course for the eastern side of Great Barrier Island where she would conduct 5-inch gun firings.

To support the ship in her firings and provide training with NZDF units external of the ship, two New Zealand Army 16 Field Regiment Officers were utilised as spotters. Their role was to report back to the ship on where the rounds were landing so adjustments could be made. This proved to be a successful exercise and with the gunnery complete, the ship set course to the North West with many more training serials planned for the coming weeks.

TE KAHA sailed across the Tasman experiencing relatively calm seas and with such a large change-out of the core crew the emphasis was on Damage Control and achieving that safe standard required to be at sea. This meant multiple emergency stations’ exercises along with many minor daily incidents allowing the crew to continue developing and become more competent and cohesive each time.

To add into the mix, early morning on Thursday 10 September, a distress message was received from the Australian Rescue Coordination Centre requesting any vessels in the area to be on the lookout for a yacht in the north Tasman Sea, and if possible, provide assistance. TE KAHA did respond and was able to render assistance to its occupant before continuing on to the Great Barrier Reef.

The transit through the Great Barrier Reef provided calm seas and an excellent training opportunity for the bridge teams to operate in a navigationally constrained environment. This training is key for junior officers of the watch to gain confidence and learn skills in an environment where safety is measured in hundreds of yards with little escape options.

An afternoon stop-off in Cairns for fuel provided the opportunity for Ship’s Company to have two hours ashore for Sporties, a run or just a walk into the city. After this brief stop it was back through the reef with a course set for Singapore, with TE KAHA would be transiting through the busy waters of the Indonesian Archipelago, Java Sea and South China Sea.

As it had been four years since one of our frigates has berthed in Singapore the focus was diplomacy, with TE KAHA hosting an official function the first night alongside. This function allowed the ship to showcase the high level of skills within our Navy ranging from the chefs putting on fantastic food to the service shown by our stewards and volunteer members of the crew. The Multi-Cultural Group closed the night with a great performance. Whilst the focus on the first night was diplomacy, the crew looked forward to experiencing Singapore and a bit of respite prior to sailing back to the Eastern Australian Exercise Areas where during October, in company with HMNZS ENDEAVOUR, we were to participate in the Work-Ups of Royal Australian Navy vessels.

October 5 to 11 was New Zealand’s Mental Health Awareness Week and TE KAHA actively got involved in support with the objective of creating an environment onboard aimed at building organisational resilience and empowering individuals to take control of their own wellbeing.

We provided some key information regarding mental health awareness to Ship’s Company, including team building exercises and a buffet pizza night.

TE KAHA arrived in Sydney on 9 October, joining ENDEAVOUR at Fleet Base East.

Top to bottom: Members of the Ship’s Welfare Fund making pizzas for the Mental Health Awareness Week buffet dinner.

LPTI Buchanan Maxwell taking a break from PT to hand out baking for Mental Health Awareness Week.

TE KAHA sea-boat approaches stricken yacht in the north Tasman Sea.
HMNZS OTAGO waved goodbye to the cold Auckland weather on 29 June and welcomed the warmth of the South Pacific with open arms. Operation Calypso had begun.

We sailed first to Tonga, to participate in the celebrations of the King’s Coronation. Whilst alongside at Nukualofa, OTAGO co-hosted a reception onboard with the Australian Survey Ship HMAS LEEUWIN, with many important attendees such as the New Zealand High Commissioner and some traditional leaders of Tonga.

Ship’s Company were unfortunately unable to participate in the coronation parade but observed as a squad from the crowd. Although it was a busy weekend, Ships Company took the opportunity to relax, enjoy the sunshine and explore the island, as it would be the last time we would see land for the next three weeks.

As the short but successful weekend in Tonga drew to a close, the Maritime Survey Team (MST) along with their equipment disembarked for a month of surveying in Tonga, while Ship’s Company secured for sea and four Ministry for Primary Industries (MPI) officers were embarked.

OTAGO then sailed for a long month of fisheries patrol. During this time, we spent 23 days at sea, and although a week of rough weather set the crew’s ability to board vessels back slightly, 19 successful boardings were completed in the period. The weeks spent at sea also provided many training opportunities for all of Ship’s Company, conducting many large Damage Control exercises, Gunnery, Boat Drills and more. Although the patrol provided an intense three weeks, the crew were able to unwind and have some fun during BBQs, Sporties and a My Kitchen Rules competition. As the ship made a 180 degree turn and steamed towards Rarotonga, the crew were eagerly counting down the days until they saw land again.

When we arrived in Rarotonga we were ready to join in the celebration of the 50th anniversary of the Cook Islands independence. After a day of wash-downs, fuelling and squaring away the ship, leave was piped and the crew were off to explore the island before a busy weekend.

On the Saturday night, OTAGO hosted a reception on board, with the highlight of the evening being the Maori Cultural Group’s performance which won the guests over. We held a Ship Open to Visitors day on Monday, seeing over 500 tourists and locals on board. The Navy Band also attended and provided excellent entertainment for those waiting in the queue. Ship’s Company were overwhelmed with questions about the Navy, the ship and the sailors themselves.

With only one last official call for their participation, Ship’s Company were provided the opportunity to spend a few days on leave, many hiring scooters and relaxing at the various resorts.

Top: OTAGO rafted next to FNS REVI alongside in Rarotonga.
Below: RNZN Band entertain guests waiting to embark OTAGO in Rarotonga for Ship open to Visitors.

Boarding team on their way to the Vessel of Interest.
around the island, or even enjoying a hands to bathe on a hot
Saturday afternoon, hard earned after a long month. On Tuesday
afternoon, core crew were required back on board, as the ship sailed
out of the harbour in order to provide a gun salute for the parade
and festival events, before returning and rafting alongside the
French Ship, FNS REVI, which was also attending the celebrations.

After a week of both celebrations and a chance to unwind, OTAGO
sailed back to Tonga to pick up the personnel from MST. After
a quick pit stop, we headed for New Zealand, arriving back on
Friday 14 August. Although it may not be as warm or sunny back in
Auckland, we were excited to be back, with some families eagerly
waiting for our arrival, watching from the wharf. As the first line
connected up, so ended a busy but successful deployment to the
South West Pacific.

Right: Quarter deck of ship formed up for entry into Rarotonga.

HMMNZS OTAGO
Change of Command

LT CDR Andrew Sorensen assumed command of HMMNZS
OTAGO from LT CDR Tim Garvan in a ceremony
alongside the ship at Devonport Naval Base on 28 August.
The ceremony was presided over by the Chief of Navy, RADM
Jack Steer and attended by senior officers, Ship's Company and
family and friends of the incoming and outgoing COs.

LT CDR Sorensen was raised in the Awatere Valley,
Marlborough, and attended Nelson College prior to joining
the RNZN in 2000. Beginning his career as an Electronics
Technician, he commissioned from the ranks in 2002. On
completion of Junior Officer Common Training he served in
HMMNZ Ships CANTERBURY (frigate), ENDEAVOUR and TE
KAHA, gaining his Bridge Watch Keeping certificate in 2003.

His first complement sea post was in ENDEAVOUR, followed
by a watchkeeping role in TE MANA with two deployments to
Asia, including the RNZN's first deployment to Russia. During
2007 he was part of the commissioning crew of the new
CANTERBURY where he achieved qualification as a Helicopter
Approach Controller.

In August 2008 he was selected to deploy to Sudan for six
months as a military observer for the United Nations. His role
involved the monitoring and verification of the Comprehensive
Peace Agreement.

LT CDR Sorensen then attended the Principal Warfare Officer
course at HMS COLLINGWOOD, returning to New Zealand in
mid 2011 to be promoted and take up the role of Operations
Officer in TE KAHA. The highlight of this posting was the RNZN's
first involvement in Exercise Rimpac in Hawaii for over 20 years.

He moved ashore at the end of 2012 to the newly established
Naval Warfare Development Group and assumed the role of
Staff Officer Above Water Warfare. After 12 months he was
then appointed as the Operations Training Officer which
saw him in charge of all Operations Branch schools and Ship
Command courses.

LT Commander Sorensen and his wife Nadia live in Takapuna,
with their two young boys.
One of the Navy’s new SH–2G(I) Seasprite helicopters landed on HMNZS CANTERBURY in the Hauraki Gulf on 7 October. It was the first time one of these aircraft has operated from a ship, though they have done winching exercises hovering above ships previously (see ENDEAVOUR section of Fleet Progress). The Seaspries are based at 6 Squadron RNZAF Base Auckland at Whenuapai.

LT ADAM FLAWS ASSUMED COMMAND OF THE INSHORE PATROL VESSEL HMNZS ROTOITI ON 15 SEPTEMBER.

Adam Thomas George Flaws was born in Auckland, New Zealand in 1988. He was educated at Kamo High School where he graduated in 2005. He joined the Royal New Zealand Navy on 1 February 2006 and completed Junior Officer Common Training on 30 Jun 2006. On completion of JOCT LT Flaws posted to the Maritime Warfare Training Centre (MWTC) to undertake the Basic Officer of the Watch course.

During the course LT Flaws spent four weeks at sea in HMNZS MOA and HMNZS KIWI undertaking sea training, before graduating from the course in October 2011.

He was then posted to HMNZS KIWI, HMNZS HINAU and HMNZS MOA for consolidation. On completion of this consolidation period he was posted back to the Maritime Warfare Training Centre to undertake the Advanced Officer of the Watch course.

During the advanced course, LT Flaws spent time at sea in HMNZS MANAWANUI. On completion of the course he was posted to the Royal Australian Navy Anzac frigate HMAS WARRAMUNGA for a 10-month exchange, where he was awarded his OOW (A) and Officer of the Watch Warfare (OOW(W)) qualifications.

Following this exchange, LT Flaws was posted back to MWTC to undertake the Minor War Vessel Navigating Officer Course which he completed in May 2008. He was then posted back to HMNZS MANAWANUI as the Navigating Officer.

After 12 months serving in HMNZS MANAWANUI, LT Flaws was posted to HMNZS RESOLUTION as the Navigating Officer until November 2009 when he was posted back to MWTC for the Minor War Vessel Command Course, graduating in December 2009.

His next posting was to HMNZS HAWEA as the Executive Officer until April 2011 when he was posted to HMNZS WELLINGTON to take up the role of Navigating Officer. He remained in this role until March 2012 when he was posted to Wellington to take up the role of Staff Officer Maritime Operations (Plans) in Wellington.

In November 2012 LT Flaws deployed to the Sinai for six months on Operation Farad as the Aide de Camp to the Force Commander. After this deployment, he was posted as the Executive Officer to HMNZS PUKAKI, HMNZS ROTOITI, HMNZS TAUPO and HMNZS HAWEA until April 2014 when he posted back to MWTC to undertake the Major Fleet Unit Navigating Officer (MFUNO) course.

During this course he spent time at sea onboard HMNZS OTAGO. On completion of the course, he posted back to MWTC to take up the role of the Assistant Navigation Training Officer, remaining there until he took command of HMNZS ROTOITI.

LT Flaws lives in Belmont, Auckland with his partner Kate. His principal interests include spear fishing, free-diving and hunting.
NZNs ENDEAVOUR
From fog to wind and much in between

By SLT Ethan Moser, RNZN

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MNZNs ENDEAVOUR departed Devonport Naval Base on Monday 14 September for her second deployment of 2015. Waking up on a Monday morning before sailing is the beginning of a standard routine to prepare a ship for sea. However, on this particular morning (after a spectacularly sunny weekend in Auckland) a quick look out of one of ENDEAVOUR’s portholes revealed nothing... literally. The city of Auckland was submerged in a thick bed of fog which extended across the Waitemata Harbour and out to the Hauraki Gulf.

Over the course of the morning the fog varied in thickness where at times ENDEAVOUR’s bow was not visible from the bridge. Standing on the flight deck we could hear the Devonport to Auckland ferries cruising past, sounding their fog horns, but we couldn’t see them.

Below: Warships in the fog on the morning ENDEAVOUR departed Devonport Naval Base.
Imagine driving your car down the road, hearing other cars out the window but not being able to see past the end of your bonnet. This is a scenario where the navigation team on board ENDEAVOUR had to structure itself for a blind pilotage where we would be leaving the harbour without physically being able to see where we were going.

For this to happen, teamwork is essential. Extra lookouts manning the forecastle were set up with direct communication to the bridge so they could report everything they saw and heard. Additionally, the bridge had extra radar operators to detect any and every small object in the harbour and we also had a fully manned machinery control room for extra monitoring and readiness so that our main engine was ready to manoeuvre at immediate notice.

Slowly creeping forward through the harbour passing small yachts and Auckland ferries, the prolonged blast of our fog horn sounded every two minutes, warning other seafarers of our presence in the channel.

It is events like this that our organisation trains for; being able to safely and precisely navigate using all available resources as a team, successfully beginning our tasked operation on time. As the fog finally began to clear, ENDEAVOUR’s company redirected their focus to the next challenge of the morning; a Safety and Readiness Check (SARC) for Aviation.

This took place in the Hauraki Gulf as the fog cleared, with one of 6 Squadron’s new SH–2G(I) Seasprite helicopters working with the ship for an assessment (which we passed) which now gives us the capability to work with aircraft. This was the first time an SH–2G(I) has worked with one of our ships since arriving in New Zealand to conduct their introduction into service.

ENDEAVOUR sailed to Cairns, where we picked up members of the Maritime Operational Evaluation Team who put us through our paces.

We rendezvoused with Australian Warship HMAS STUART as part of a disaster relief exercise focused on providing support. STUART also conducted flying operations during the RAS.

ENDEAVOUR arrived in a very windy Sydney on Wednesday 7 October, berthing at Fleet Base East, Garden Island. The ship was joined by HMNZS TE KAHA on Friday 9 October.
TS GODLEY WINS

National Efficiency Trophy

By LT Peter Marshall – Unit Commander TS GODLEY

Christchurch-based Training Ship GODLEY was invited to attend HMNZS PEGASUS RNZNVR Divisions Parade in August. During that parade Chief of Navy RADM Jack Steer presented the National Efficiency Trophy to LT Peter Marshall, Unit Commander.

The Ex Royal Naval Men's Sea Cadet National Efficiency Trophy was first presented by the Ex Royal Naval Men's of New Zealand in 1967, for gaining the highest points for efficiency in New Zealand Sea Cadets. The trophy was first won by TS TUTIRA in that year. Since then the trophy has been won three times by TS CORNWELL, 1998, 2004 and 2009. TS STEADFAST won in 1993. Top winners of the trophy are TS GAMBIA and TS AMOKURA, eight times each. This is the first time TS GODLEY has won this award, since the amalgamation of TS CORNWELL and TS STEADFAST in 2012.

This is a trophy which is presented to the most efficient unit each year. It starts out with all Sea Cadet units being inspected throughout New Zealand to ascertain the best unit within each district; Northern, Central and Southern. The three units are then inspected again, this time with a single officer doing the inspections to avoid any bias.

Inspections include Parade, Firearms, Storage, Facility, Equipment and Stores, Information Management, Personnel, Community and Training.

How do you win the trophy? This takes a lot of work to get all your systems in place and running correctly. When sorting the systems out the personnel also get sorted leaving the best person in the job irrespective of rank.

Then comes the inspection. You know all is in place and working, but all that goes out the door when the Inspecting officer arrives and asks the first question. Did we think of that? Yes. We got a tick for that one, then on with another 140 items. Once this is all over the last thing is an interview with the Unit Commander and the community. Now comes a short wait if you are at the end of the cycle or a long one if not.

Once the announcement is made the receiving unit tries to figure out where to put the trophy. It measures 1m high and 1m wide so it takes time to move around the country, then the parade to be awarded the trophy. TS GODLEY has shown a great deal of work to get the trophy, as the unit only formed after the Christchurch earthquakes, It has taken a lot of fine tuning to get the unit running efficiently.

The Cadets also get a benefit as a more efficient unit is running smoothly and more efficiently, it may also throw up a new way of doing business. For example a change in the routine may give more time. Cadets also see the efficient unit as a good place to be as things happen, more time on the water, more camps, less stress.
Kiwi Forces Radio Christmas Broadcast call for messages
Kate Lukins, a former DJ and studio engineer with NZME (Newstalk ZB, 2M/FM, Classic Hits, Coast FM) is once again producing the NZDF Christmas radio stations for deployed forces.
She will be recording a two to three-hour programme complete with music requests and messages of support from families and friends.
Kiwi Forces Radio will be made available to our people in theatre, in time for Christmas. For people in New Zealand, it will also be available for download from the NZDF website. Download details will be advised in December.

To send a song request and record a message for your loved one, email: kate.lukins@nzdf.mil.nz with your name, phone number (cell phone is okay) and say what time during 14–15 November is best for her to call you from the studio.

Final day to email your details through is Friday, 13 November. All calls will be made on Saturday (14 November) and Sunday (15 November).

Registration of Interest Naval Base Veterans Day
22 January 2016
A Naval Base Veterans’ Day will be held on Friday 22 January as part of the Navy's 75th Anniversary celebrations. The aim for this event is to show our valued veterans that we still regard them as part of the wider naval family, and that today’s sailors take enormous pride in living up to the standards and traditions set for them by their predecessors. Those who wish to attend are requested to register their interest with Warrent Officer Trevor Smith (trevor.smith2@nzdf.mil.nz) by 9 November 2015. This will assist with the planning and security requirements for the event and will enable information to be sent to those attending prior to the event occurring. Photo ID will also be required to gain entry to the event.

New Zealand Defence Industry Association Forum: Defence, Security and Trade display and sponsorship options available.
17–18 November 2015, TSB Arena/Shed 6 complex, Wellington, NZ
CONTACT: contact@nzdia.co.nz  WEB: www.nzdia.co.nz
This signature event focussing on Defence and Security markets in New Zealand and Australia. Trade display and sponsorship options available.

SELECTED RNZN RANK ABBREVIATIONS
With the various Navy trades, the trade has the same title across all relevant ranks, so, for example, a LSCS (Leading Seamanship Combat Specialist) is the same trade as a CPOSCS (Chief Petty Officer Seamanship Combat Specialist), and so on. Men and women have the same rank titles—a Midshipman or Leading Seamanship Combat Specialist can be (and are) men and women. Almost a quarter of Navy personnel now are women, up to the rank of Captain.

RNZN Engine Room Branch Reunion
6–8 November 2015, Napier
Registrations for this reunion are now closed. For any further information contact Dennis Zachan, 12 Norrie Place, Tamatea, Napier. Phone (06) 8442201, mobile 021 673242, email exstokers@gmail.com

17–18 November 2015, TSB Arena/Shed 6 complex, Wellington, NZ
CONTACT: contact@nzdia.co.nz  WEB: www.nzdia.co.nz
Attending representative of the New Zealand and Australian Governments, NZDF, ADF, MoD, DMO and international and domestic Defence industry businesses. Plan now to attend this signature event focussing on Defence and Security markets in New Zealand and Australia. Trade display and sponsorship options available.

RNZN Diver Trade Reunion 2015
4–5 December 2015, Devonport
For details please contact: Trevor Leslie – trevor.leslie@nzdf.mil.nz or Brendon Johnson – brendon.johnson@nzdf.mil.nz

Loch Class Reunion Plymouth, Devon
The Loch Class Frigates Association UK invites Kiwi Loch Class sailors to join us at our Annual Reunion 2016 in recognition of the 75th Anniversary of the Royal New Zealand Navy. The reunion will be held at the Duke of Cornwall Hotel, Plymouth, Devon April 22 to 25 2016 encompassing Anzac Day. For further details contact Andrew Nunn Hon Sec email: andrew.nunn@blueyonder.co.uk or New Zealand contact Mick Richards email: awakinopoint@xtra.co.nz or phone (09) 09 439 7870

HMNZS WAIKATO 50th Reunion at Mount Maunganui
All ex-crew members who served on the ‘Mighty Y’ and their partners are invited to register their interest in attending this reunion to be held on Queens Birthday Weekend 2016. Ex crew members are to do so using the registration form posted on the reunion website, www.hmnzswaitakoreunion.weebly.com, or the HMNZS WAIKATO Facebook page, or contact Kim and Leonie Hinaki at eeltrap@clear.net.nz or 021 020 61004

JACKSPEAK—NAVY SLANG
BZ: The flag signal Bravo Zulu, meaning “well done.”
Brow: Gangway between ship and wharf.
Clear Lower Deck: All work ceases and personnel muster for a specific purpose, such as a promotions or awards ceremony.
Dit: A Navy yarn.
EMAS: Early Morning Activities—running, swimming etc for new recruits.
Exped: An expedition to some distant place, often for sport or recreation.
Gash: Rubbish
Goffas: Non-alcoholic drink
Heads: Toilets. In sail days they were under the figurehead.
Helo: Helicopter, in our case our Seasprites.
MOET: Maritime Operational Evaluation Team
Oppo: Shipmates
RHB: Rig: Uniform
Scran: Food
Work-up: Intense exercises working a ship up to its full operational capabilities, conducted by MOET.

All Ships Reunion celebrating HMNZS BLACKPOOL 50th Anniversary and HMNZS ROYALIST 60th Anniversary
This will be held in New Plymouth on the weekend of Friday 15 to Monday 18 July 2016. Details still to be finalised but application forms will be made on Saturday (14 November) and Sunday (15 November). Final day to email your details through is Friday, 13 November. All calls will be made on Saturday (14 November) and Sunday (15 November).

May 1997 Intake 40 year Reunion
Auckland May 26 to 28 2017, venue TBA
All BCTs, WRNZNs, instructors and divisional officers who enlisted in or were involved with this 1977 intake 40 years ago. Please contact Norman Harding georgenormharding@gmail.com or John Leefe j_leefe@me.com

Royal Naval Engineers’ Benevolent Society 2018 celebration
135th Anniversary of the Introduction of Artificers into the Royal Navy in 1868
We are a organising a UK event to celebrate the Introduction of Artificers into the Royal Navy in 1868. RNZN Artificers welcome. Contact Cliff Flander, 33 Goldfinch Road, Melksham, Wiltshire SN12 7F1 UK, email cliff.flander@mail.com
We defend New Zealand’s interests at sea

force4nz.mil.nz