38SQN lays up squadron colours after 75 years

END OF AN ERA

38SQN members of RAAF Base Townsville complete their last flight before combining with 32SQN at RAAF Base East Sale.

Photo: PO Rick Prideaux

BUNDLES OF JOY
Operation Christmas Drop
Pages 12-13

DREAM COMES TRUE
Meet Combat Support Group’s new commander
Page 5
AUSTRALIA DAY HONOURS LIST – AIR FORCE

Memor – Military Division (AM) of the Order of Australia

AIRCDRE Glen Braz
For exceptional performance of duty in strategic capability enablement and air combat sustainment.

AIRCDRE Barbara Courtney
For exceptional service in combat support unit operations, organisational reform, major international engagement, and strategic capability development for the ADF.

GPCAPT Stuart Bellingham
For exceptional service in joint air-land terminal attack systems development, support to operations, and major airbase capability sustainment for the ADF.

GPCAPT Gregory Hampson
For exceptional performance of duty in the development and sustainment of clinical aviation medical services in the ADF.

Medal of the Order of Australia – Military Division (OAM)

WOFF Brett Nichols
For meritorious service in personnel capability development, prohibited substance testing; cultural change management; and training leadership in the Royal Australian Air Force.

WOFF Kenneth Robertson
For meritorious performance of duty on operations as the Command Warrant Officer of Joint Task Force 633, while deployed to the Middle East Region during the period January 2017 to January 2018.

Distinguished Service Cross (DSC)

GPCAPT J
For distinguished command and leadership in warlike operations as Commander Task Element 630.1.1 on Operation Okra from March 2016 to September 2016.

Distinguished Service Medal (DSM)

SQNLDR D
For distinguished leadership in warlike operations as the Strike Element Executive Officer on Operation Okra from April 2017 to August 2017.

Commodation for Distinguished Service

GPCAPT Antony Martin
For distinguished performance of duties in warlike operations whilst deployed as Commander Air Task Group 630 on Operation Okra from December 2015 to July 2016.

WGCDR P
For distinguished performance of duties in warlike operations whilst deployed as Commander Task Unit 630.2 on Operation Okra from August 2017 to January 2018.

Conspicuous Service Cross (CSC)

WGCDR Phonda Hewson
For outstanding devotion to duty in training development and delivery as the Commanding Officer of the RAAF School of Administration and Logistics Training.

WGOF William Gibson
For outstanding achievement in cultural development and maintenance management as the Warrant Officer Engineering at No. 33 Squadron.

FSGT K
For outstanding achievement in the development and delivery of specialised air to surface communications integration capabilities for Air Force.

Conspicuous Service Medal (CSM)

GPCAPT Stephen Young
For meritorious devotion to duty as the Commander of Air Task Group Headquarters on Operation Okra from December 2016 to October 2017.

WGCDR Louise Burstow
For meritorious achievement and devotion to duty in a non-warlike operation whilst deployed as Task Group Commanding Officer Expedient Airline Operations Unit, Middle East Region on Operation Accord from April 2017 to October 2017.

WGCDR Marjia Jovanovich
For meritorious achievement and devotion to duty as the initial Commander of Task Element 629.3.1.1 during Operation Philippines Assist, supporting the liberation of Marawi.

SAILDR Grant Everett
For meritorious achievement in organisational change and workforce reform as the Transformation Project Manager in the Tactical Fighter Systems Program Office of Capability Acquisition and Support Group.

SAILDR Allan Hagstrom
For meritorious achievement in air combat capability sustainment for the Royal Australian Air Force as Executive Officer of No. 1 Squadron.

SAILDR Aaron Jozelich
For meritorious achievement in aircraft structural integrity engineering in the ADF.

FLT Lt Kalyan Rachakatla
For meritorious devotion to duty as the Officer-in-Charge of VISA Coordination, Expeditionary Airbase Operations Unit - 1 from April 2017 to October 2017.

FSGT Leonie Read
For meritorious achievement in training development at No. 3 Control and Reporting Unit.

SAILDR James Oates
For meritorious achievement in targeting accreditation and training for the ADF.

CPL Kelvin Green
For meritorious achievement in aircraft surface finishing maintenance support for the C-17A Globemaster III heavy transport aircraft.

LAC Casey Miers
For meritorious achievement in avionics maintenance development at No. 92 Wing.
Our time-saving guru

CPL Veronica O’Hara

RECOVERING a task from one hour to mere seconds was just one way LAC Casey Miers’ skills helped improve maintenance at No. 11 Squadron at RAAF Base Edinburgh.

Labelling sonobuoys was a task that took an avionics technician about one hour of handwriting.

“Now I like writing, it definitely don’t like writing,” he said.

He and a colleague were tasked to write labels about two years ago when he decided to do something about it. By the time the Avionics Technician finished programming an hour later, his colleague still had seven labels to write.

“I told him I’d designed a system that would print them automatically and he said ‘You’re kidding. I’m done!’” he said.

“He was pretty defeated by it as he’d been out in the sun writing all that time.”

A self-taught software programmer, LAC Miers likes finding ways of automating processes that can save time.

“Over the past nine to 10 years I’ve been developing things non-stop, trying to find ways to automate tasks or make them easier,” he said.

LAC Miers received a Conspicuous Service Medal in this year’s Australia Day Honours for his initiative in developing software for AP-3C Orion aircraft maintenance and the P-8A Poseidon publication system, along with tools that reduced maintenance hours.

“I’m shocked; I didn’t do anything. You’re kidding. I’m done!” he said.

“But I’m grateful, it’s always a good feeling to be recognised for your achievements.”

At the time, No. 10 Squadron tried a system for two years to reduce maintenance delays on the AP-3C.

LAC Miers noticed it wasn’t providing enough useful data, so he programmed a solution over the next three months, including at home.

“It developed an intuitive system that doubled the amount of data within the first month or so,” he said.

The online tool called Job Management System (JMS) tracked aspects of AP-3C maintenance to show what caused delays, provided the ability to document and created handover/takeover notes for upcoming shifts.

Data collected and presented by JMS resulted in contractual changes to flight systems which resulted in improved aircraft availability and reduced costs.

In 2016, LAC Miers started working on P-8As, the new surveillance aircraft in 92WG. “No one knew how to use the online publications and trying to find a maintenance task was quite difficult,” he said.

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LAC Miers created a program called “CASPAN” with the help of LAC Stephen Chorney, which indexed technical publication information, and allowed searching and redirection to tasks.

Other tools LAC Miers made include a spreadsheet to monitor aircraft oil consumption for long-range operations, rostering systems with automatic emailing of shift roster changes, and improved recording of engine runs.

“I’ve created at least 10 tools for P-8A and I’m working on more now,” he said.

“It’s hard to keep a low profile anymore, everyone knows me now and I often hear ‘ah, you’re that guru’.”

Seeing through layers

CPL Veronica O’Hara

SOON after posting into No. 36 Squadron, CPL Kelvin Green noticed a problem with the C-17A Globemaster’s paint.

“I look at every aircraft in detail – I can spot a repair and can tell if paint is not going to last,” he said.

CPL Green, an Aircraft Surface Finisher at RAAF Base Amberley, noticed paint was delaminating about three months after returning from a full repaint in America, instead of lasting five to seven years.

When he realised this was causing an increasing workload, CPL Green wrote a defect report including an increasing workload, CPL Green wrote a defect report including how to rectify the problem.

Boeing sent a team of scientists and engineers to inspect the aircraft and test CPL Green’s theories.

“It turns out I was correct,” he said.

“They took their findings back and test CPL Green’s theories.

“Boeing sent a team of scientists and engineers to inspect the aircraft and test CPL Green’s theories.

“It turns out I was correct,” he said.

“They took their findings back and made significant changes.”

No. 86 Wing sent CPL Green to America to inspect the first RAAF C-17A Globemaster painted after the changes.

“It was great to see my report on display for all Boeing’s aircraft surface finishers to see,” he said.

For his intervention, CPL Green received a Conspicuous Service Medal in this year’s Australia Day Honours List.

CPL Green said support and recognition from his SNCO and chain of command made this possible.

Aircraft Surface Finisher CPL Kelvin Green working on a 37SQN C-130H Hercules while posted at RAAF Base Richmond.

“IT’s always a battle convincing people that paint should be a priority as it does affect the aircraft life,” he said.

His paint knowledge resulted in improved availability and reduced costs over the life of all C-17A Globemasters.

The citation said his “extraordinary” vigilance and professionalism had a positive impact on the C-17A fleet worldwide.

“To actually receive it is unbelievable; it still hasn’t quite sunk in,” CPL Green said. “For my musing, such a small musing, it’s an absolute honour.”

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MWD puppies named at children’s hospital

A NEW litter of Air Force puppies who will soon start training to become military working dogs (MWD) won the hearts of young patients and staff at Ipswich Hospital on January 24.

Seven military working dog puppies from RAAF Base Amberley took part in a visit to the Children’s Sunshine Ward in Queensland where the names of the newest additions to the RAAF Working Dog Program were announced.

CPL Natasha Falconer, of the Security and Fire School Breeding Cell, said it was great to get the kids at the Children’s Sunshine Ward to help suggest names for the young puppies.

“The names of the Indigo 6 litter are Iron, Ippy, Ida, Isshi and Igloo, for the boys, and Ivy and Iris, for the girls.”

“Thank you to all the children and the team at the Children’s Sunshine Ward, who did a great job naming our courageous future military working dogs,” CPL Falconer said.

Kirsty Franklin, Children’s Sunshine Ward Nurse Unit Manager, said it was a special treat for young patients, their families and staff to meet the newly named Air Force puppies.

“When young children are in our care they are of course away from their home, their family, their pets and the things they love, so we not only provide the best possible medical care but like to go the extra mile to keep kids’ spirits high during their stay,” Ms Franklin said.

Sometimes a child in hospital needs a little distraction to help put them at ease and take their mind off their illness or treatment.

“It was clear the kids were ecstatic about meeting the bounding pups, and having the opportunity to name them was an added bonus.”

“Nothing beats seeing big smiles on the little faces of those in our care.”

Once trained, the military working dogs will work closely with RAAF security handlers to provide a wide range of capabilities.

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FLTLT Stephanie Anderson

IN AN historic first for Air Force, command of Combat Support Group and Senior Air Force Officer (SADFO) RAAF Base Amberley was transferred to a female commander.

AIRCDRE Veronica Tyler took over the reins of CSG from AIRCDRE Ken Robinson following a change of command ceremony on December 13 at No. 23 Squadron.

AIRCDRE Tyler was appointed as one of Air Force’s first female Force Element Group CDRs along with AIRCDRE Barbara Courtney who takes up her appointment as CDR Surveillance and Responder Group (SRG) from May.

AIRCDRE Tyler said she was extremely honoured to be given the opportunity to lead CSG “through this phase of Air Force history as we continue to introduce our fifth-generation capabilities”.

She said she was highly motivated to tackle the challenges confronting CSG as it continued to evolve to meet the extant and emerging requirements of the ADF.

“CDR CSG is a position I have aspired to throughout my career,” AIRCDRE Tyler said.

“I have spent most of my career in combat support or combat support related roles which has provided me a detailed knowledge of how CSG enables air operations and the complexity of roles performed by CSG personnel.

“All my experience has led me to this position, and it’s wonderful to have that recognised.”

AIRCDRE Tyler has posted to CSG on promotion after attending the Centre for Defence and Strategic Studies.

She has completed key postings to CSG expeditionary units including a deployment as XO of the combat support unit in the Middle East and has held key command appointments as T/CO 381 ECSS, CO No. 22 Squadron at Richmond, and OC No. 96 Wing.

Outgoing CDR CSG, AIRCDRE Ken Robinson is now the Director General Workforce Planning Branch in Defence People Group.

“The most rewarding part of being CDR CSG was to see an incredibly diverse workforce and set of capabili ties come together to deliver highly reliable combat support to our aviators,” AIRCDRE Robinson said.

“We also re-acquainted ourselves with expeditionary combat support concepts and Air Force can be assured that CSG can capably support operations in our region.

“The SADFO Amberley role was also incredibly rewarding as well as interesting, with the base now being a ‘superbase’ in every sense of the word following $1.3 billion in capital investment during my time as SADFO.

“I wish AIRCDRE Tyler all the very best in her new position, I know she will enjoy the highlights and challenges.”

AIRCDRE Tyler is SADFO of the ADF’s largest airbase. Amberley has multiple flying squadrons which encompass aircraft from Air Mobility Group and Air Combat Group, and a resident workforce of more than 8000 personnel including Air Force, Army, APS and contractors.

“We’ve got a busy and challenging year ahead of us, and I look forward to leading the fantastic men and women of CSG during this time,” AIRCDRE Tyler said.

Incoming CDR Combat Support Group and SADFO AIRCDRE Veronica Tyler with outgoing commander AIRCDRE Ken Robinson during a handover ceremony at RAAF Base Amberley. Photo: CPL Jesse Kane

New Combat Support Group Commander primed to take on a ‘wonderful’ challenge
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Thinking big with B-52s

The B-52 Stratofortress Bombers completed higher headquarters directed missions throughout Lightning Focus consisting of different training sorts. “We were taking off early-morning and flying into military airspace on the east Australian coast where we’d integrate with the RAAF, complete our scenarios and then return to RAAF Base Darwin,” 2d Lt Brant said.

For B-52 Pilot, CAPT Kristen Nelson, Lightning Focus was the third time she had visited Australia. “I was here a few years ago for this exercise and it was great to see some of the developments and differences between then and now,” CAPT Nelson said.

“I’ve flown in this exercise a couple of times now and this time we have again further developed our tactical skills through working with the RAAF and there’s been some huge lessons learnt from all parties. “It’s been an honour to be able to integrate with the RAAF and bring some of the tactical advantages to the players working together.”

XO 13SQN RAAF Base Darwin SQNLDR Craig Sedgman said supporting the B-52s was one of Air Force’s highest priorities. “The liaison between Australia and the US is vital and over time our good relationship and understanding for one another has only improved through exercises like this.” 2d Lt Brant said the difference between operating out of RAAF Base Darwin and Anderson Air Force Base was minimal.

“Everyone at RAAF Base Darwin has been very accommodating which makes being here a very easy transition, and from a B-52 perspective it’s brilliant,” he said.

“It’s a great opportunity to be here with the B-52s. We’re very thankful for the opportunity to integrate with the RAAF, flying different training scenarios and supporting the country.”

Australia and the US commenced Enhanced Air Cooperation (EAC) in February 2017, adding an extra dimension to the US Force Posture Initiatives in Australia. EAC builds on the broad range of combined air exercises and training activities already undertaken between the US and Australia.

A USAF B-52 Stratofortress Bomber arrives at RAAF Base Darwin during Exercise Lightning Focus 2018.

Photos: CPL Terry Hartin

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Exercise Lightning Focus

FLGOF Deanna Ellick

UP TO 28 F/A-18 Hornets from RAAF Bases Amberley and Williamtown participated in Exercise Lightning Focus 2018 alongside two United States Air Force B-52 Stratofortress Bombers.

The B-52 Stratofortress Bombers, stationed at RAAF Base Darwin, took part in Lightning Focus under the Enhanced Air Cooperation (EAC) initiative.

Electronics Warfare Officer from 96th Bomber Squadron, 2nd Lieutenant (2d Lt) Mikah Brant said the EAC was about integrating with the RAAF to reassure and support each other through training.

“The B-52s trained through simulated scenarios alongside RAAF F/A-18 Hornets, helping them gain currency and qualifications whilst bolstering our training as well,” 2d Lt Brant said.

“Exercises such as Lightning Focus show us how to better cooperate as allies – it’s important to know the span of things in the global environment as we’re here to support each other and give the best support available.”

The B-52 Stratofortress Bombers completed higher headquarters directed missions throughout Lightning Focus consisting of different training sorts. “We were taking off early-morning and flying into military airspace on the east Australian coast where we’d integrate with the RAAF, complete our scenarios and then return to RAAF Base Darwin,” 2d Lt Brant said.

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“I was here a few years ago for this exercise and it was great to see some of the developments and differences between then and now,” CAPT Nelson said.

“So far this exercise a couple of times now and this time we have again further developed our tactical skills through working with the RAAF and there’s been some huge lessons learnt from all parties.

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A USAF B-52 Stratofortress Bomber arrives at RAAF Base Darwin during Exercise Lightning Focus 2018.

Photos: CPL Terry Hartin
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DAHO seems an unlikely place to find a RAAF Hercules from No. 37 Squadron training for combat airlift missions.

In reality, the Mountain Home Range Complex operated by the United States Air Force in Idaho challenges aircrew and aircraft like few other environments can.

So late last year, a 37SQN Hercules deployed to Mountain Home Air Force Base for a week of intensive training. Covering 19,000 square kilometres of airspace and 500 square kilometres of land, the Mountain Home Range Complex has two air-to-ground ranges and 30 electronic combat sites. This includes the Saylor Creek Range, which has radar, missile, gun and artillery sites.

Like the Nevada Test and Training Range used for mass formation missions during Exercise Red Flag, the ranges in Idaho can also simulate an array of threats to aircraft.

Detachment Commander 37SQN FLTLT Pete Cseh said the Mountain Home Range Complex accommodated individual training needs.

“At Saylor Creek Range we had 100 per cent control over our exercises and scenarios,” FLTLT Cseh said.

“The simulated threats can be spread out and better controlled. The range facilities here are fantastic and we get looked after very well.”

In recent years, RAAF C-130J Hercules have received communications and self-protection upgrades to ensure they can continue delivering in tough environments.

They’ve also been equipped to deliver Joint Precision Aerial Delivery System (JPADS), which uses GPS-guidance to airdrop cargo to the ground.

With JPADS being an emerging technology for the RAAF’s Air Mobility Group, testing its performance under combat conditions is critical.

FLTLT Rob Maliphant, a C-130J Captain with 37SQN, said the range complex was nothing like that in Australia.

“Mountain Home Air Force Base has a really good mix of terrain and various airfields that we can use.”

FLTLT Maliphant said.

“When you combine the mountains, range complex, and the short distance they were from the base it was the perfect opportunity to meet our training objectives in the one location.

“We are grateful for all the assistance that Lt Col Jay Labrum, chief of 266th Range Squadron and his team provided us.”
ONE of our GPCAPTs is helping the Afghan security forces to exploit a key advantage they have over insurgent groups.

GPCAPT Philip Arms is the Director of Operations at Train Advise Assist Command – Air (TAC-Air) in Kabul.

The command supports Afghan counterparts to develop a professional, capable and sustainable air force.

GPCAPT Arms said the “thing the insurgents don’t have is the aircraft; they can’t strike, they can’t deliver air power and they can’t achieve the mobility.”

“Air power is the difference. It gives the Afghan security forces the upper hand.”

That air superiority is growing.

By 2023, the air force will grow by 3000 personnel, significantly expand their rotary capability, and add a new intelligence, surveillance and reconnaissance platform.

GPCAPT Arms said his role was to prepare his Afghan colleagues to operate a modernised air force, independent of Coalition assistance.

“We will achieve that in two ways. The first is to focus on institutional development: putting in place a command and control structure so the air force is sustainable and better utilised,” he said.

“The second is to teach them how to be a more effective fighting force. That is teaching the Afghan National Army and the Afghan Air Force independent operational thinking: how to plan a fight and integrate air power into the land scheme of manoeuvre.

“At the moment we are looking across Afghanistan at all of the regions where the fighting is occurring. We are looking at the operational plans for each of the Afghan Army corps in those regions and identifying where there are benefits for the Afghan Air Force to support the mission.”

The Commanding General of TAC-Air, GEN Joel Carey of the United States Air Force, said all 13 nations assigned to the mission contributed greatly to the mission.

“We are extremely grateful for the skill, expertise and energy they bring to the NATO alliance. We have run a voluntary blood testing program for Defence personnel from July 1, after signing the new ADF health services contract in January.

The new contract will ensure continuity of health services across Australia following expiry of the current contract at the end of the financial year.

In the lead-up to the new contract taking effect, JHC will deliver a program of transition activities, including training and stakeholder engagement.

JHC has partnered with health care provider Bupa for the provision of health services to ADF members from July 1, after signing the new ADF health services contract in January.
FLGOFF Bel Scott

FOR more than a decade the RAAF Institute of Aviation Medicine (IAM) High-g training program, utilising the Royal Malaysian Air Force (RMAF) centrifuge facility in Kuala Lumpur, has delivered improved flying safety and enhanced human performance.

Back in 2007, IAM recognised a need and took the lead for aircrew to undergo centrifuge training to minimise the risk of G-induced loss of consciousness (G-LOC) for aircrew flying high performance aircraft, and reduce the threat to flying safety.

The RMAF was selected in 2008 as the preferred option until an Australian-based centrifuge became available.

IAM Aviation Physiology Training Officer WOFF Ryan Bowden said in recent decades RAAF aircrew had experienced high-G impairment.

“G-LOC continues to be a safety threat to aircrew flying current tactical aircraft, and also to current training aircraft,” WOFF Bowden said.

“In late 2017, the RMAF centrifuge facility was granted USAF accreditation for their High-G training program during a United States Air Force visit while IAM were training RAAF ACG aircrew. This highlights the importance of this training for the purposes of aircrew going to the USAF to fly high performance aircraft such as the F-35A.”
A 37SQN C-130J Hercules in front of a lighthouse at Andersen Air Force Base, Guam.

New external fuel tanks provide our Hercules with very long-range muscle, Eamon Hamilton writes

That’s really important given our missions are now up to 20,000km out in the middle of the Pacific Ocean with no refuelling points available. It’s making a difference to what we can do.

The operation involved 156 bundles delivered by Hercules transports from the United States Pacific Air Force (USPACAF) Self-Defence Force (Koku Jieitai) and RAAF. They flew to 26 islands in the Federated States of Micronesia, Marshall Islands, and Federated States of Micronesia, spread over more than six million square kilometers of the Pacific.

The extra fuel provided the crew with greater opportunities for range and duration during their missions, allowing them to factor in contingencies such as bad weather or other emergencies.

The RAAF crew was assigned the call sign ‘Santa 99’, and delivered 16 bundles to seven islands.

For Operation Christmas Drop 2018, a 37 Squadron C-130J Hercules was recently equipped with two external fuel tanks. The crew flight from Guam to Andersen Air Force Base is 3500km, a 3-hour flight. The loadmaster worked tirelessly for 5 hours to deliver the bundles to 13 islands in 2500km.

A splash of family spirit

Eamon Hamilton

A DEB was on its 37th flight, TE710 Hercules has delivered a United States Air Force member to deliver a smile to the residents during Operation Christmas Drop 2018. The RAAF Hercules delivered two bundle loads – each weighing 2.6 tonnes – to the northern islands of Micronesia, some 1300km south of Guam.

On board that Hercules was Airman Phillip’s father was born on Rennell Island and his relatives live there. ‘My father left the island more than 30 years ago to get an education. He was just a boy at the time,’ Airman Phillip said.

On board the Hercules was a father-son team of loadmasters. Airman Phillip and his father are loadmasters for the 37 Squadron Hercules. They have a combined experience of 10 years in the operation. This was the first time they flew together.

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The extra fuel provided the crew with greater opportunities for range and duration during their missions, allowing them to factor in contingencies such as bad weather or other emergencies.

The RAAF crew was assigned the call sign ‘Santa 99’, and delivered 16 bundles to seven islands.

For Operation Christmas Drop 2018, a 37 Squadron C-130J Hercules was recently equipped with two external fuel tanks. The crew flight from Guam to Andersen Air Force Base is 3500km, a 3-hour flight. The loadmaster worked tirelessly for 5 hours to deliver the bundles to 13 islands in 2500km.

A splash of family spirit

Eamon Hamilton

A DEB was on its 37th flight, TE710 Hercules has delivered a United States Air Force member to deliver a smile to the residents during Operation Christmas Drop 2018. The RAAF Hercules delivered two bundle loads – each weighing 2.6 tonnes – to the northern islands of Micronesia, some 1300km south of Guam.

On board that Hercules was Airman Phillip’s father was born on Rennell Island and his relatives live there. ‘My father left the island more than 30 years ago to get an education. He was just a boy at the time,’ Airman Phillip said.

On board the Hercules was a father-son team of loadmasters. Airman Phillip and his father are loadmasters for the 37 Squadron Hercules. They have a combined experience of 10 years in the operation. This was the first time they flew together.

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A team of Australian and New Zealand military personnel will battle the icy elements in Norway from March 4 in preparation for an expedition to Antarctica next year.

The 10 ice-lovers are aiming to cross Antarctica via the South Pole as part of the Spirit Lives Expedition. Expedition leader FLTLT Emily Chapman said the training in Norway would determine if the expedition would go ahead as planned.

“If doesn’t get cold enough in Australia or New Zealand so this will test us operating in extreme weather conditions,” FLTLT Chapman said.

“The Antarctic expedition season just finished and was one of the worst they’ve reported for weather. You can never predict the weather, only prepare as much as possible.”

In Norway, the team will spend two weeks doing skills and expedition training. In the third week, the team will conduct an unaided expedition to prove their physical and mental capacity and arctic skills.

FLTLT Chapman experienced the “wonder” of the continent when she took a cruise to Antarctica in 2015.

She commenced planning an expedition, using the knowledge of Army’s backcountry skiing and alpine survival leaders.

“At the time I was seeking an outdoor goal to help process some experiences during eight years in the military,” she said.

The concept grew into a tri-service team, sharing their knowledge and experience in preparing to conduct a 1500km human-powered expedition.

FLTLT Chapman is developing leadership and communication skills and the team is focusing on endurance, cohesion and mental preparation along with physical training.

Her training week consists of trail running, core strength, swimming and tyre pulling.

“I pull a tyre around HMAS Harman because less people look at me there. I get some really weird looks!” she said.

For this expedition, the team partnered with Wounded Heroes Australia and the Gallipoli Medical Research Foundation to raise money for researching the benefits of adventurous activities and outdoor rehabilitation.

The team is currently raising funds to complete the main expedition. FLTLT Chapman said the Spirit Lives Expedition was about honouring and demonstrating the Anzac spirit, mateship, courage and endurance. She hopes to inspire people to set goals and find opportunities to get outdoors with mates.

Daily updates will appear on their website thespiritlivesantarctica.com and a Facebook page during their Norwegian training.
FOLLOWING a record 75 years of continuous service to Australia, No. 38 Squadron has called it a day, with the last of their eight King Airs transferred to No. 32 Squadron in December.

For the first time in the unit’s history, members of 38SQN laid up their squadron colours with a ceremony at RAAF Base Townsville on November 29. Accompanied by Pipes and Drums, the 38SQN Colours were marched from the squadron headquarters to the RAAF Base Townsville Chapel where Air Force Chaplain James Ward blessed the colours. After being laid up, they will be taken to Point Cook for permanent safekeeping.

During the ceremony GPCAPT Steve Pesce, Officer Commanding No. 86 Wing, highlighted 38SQN’s motto ‘Equal to the Task’.

“The operations in which 38SQN has been involved are almost too numerous to list, across various regions, threats and circumstances; one thing has remained constant,” GPCAPT Pesce said.

“Its women and men have willingly placed their duty to our country ahead of their personal needs.

“I wish to thank you all for your tremendous contribution.”

CAF AIRMSHL Leo Davies said Air Force was proud of the contribution made by 38SQN.

“The men and women of 38SQN, over the past 75 years of continuous service, have made an outstanding contribution to Air Force and one which they should be proud of;” AIRMSHL Davies said.

“Their legacy will continue with the 38SQN Association and its commitment to keeping alive the proud history and heritage of the squadron.”

38SQN Association was formed in early 2017 and currently has more than 100 members actively maintaining the heritage of the SQN.

With the disbandment of 38SQN, the unit’s aircraft and roles will be handed over to 32SQN at RAAF Base East Sale.

An additional four newly-manufactured aircraft will join them, with the entire fleet leased from Hawker Pacific.

GPCAPT Pesce acknowledged the support provided by Hawker Pacific staff in delivering logistics and maintenance support to the King Air fleet.

“The achievements of the 38SQN King Air fleet belong equally to Hawker Pacific staff as well as Defence personnel, and would not have been possible without a ‘one-team’ approach.”

The move of the King Air aircraft to 32SQN at RAAF Base East Sale ensures a stronger capability for the Royal Australian Air Force and future joint missions by consolidating the fleet into one prime location.
NO. 38 Squadron has had a long and successful history, holding the record for the longest continuously serving operational flying squadron in the RAAF – exceeded only by Central Flying School, a training unit.

Formed at RAAF Base Richmond in September 1943, 38SQN initially flew courier missions with Lockheed Hudson patrol bombers that had been converted for transport duties, but soon was equipped with the Douglas Dakota.

Its Dakota transports landed Australian journalists in Hiroshima after the war’s surrender, and its aircrew helped defeat the Soviet’s Berlin Blockade. 38SQN flew missions amid the Chinese Civil War, and supported Commonwealth forces in the Malayan Emergency.

By the late 1950s, it became a transport training squadron and in 1964 embarked on a new era – flying the DHC-4 Caribou.

For the next 45 years, the ‘Bou’s unique ability to fly from short airstrips involved 38SQN deployed to Papua New Guinea, Indonesia, the South Pacific and Kashmir.

Over that time, 38SQN Headquarters relocated from RAAF Base Richmond to Amberley then Townsville, where it retired the Caribou in 2009.

Its successor, the King Air, was introduced to provide an interim light transport for Defence in the Asia Pacific region prior to the introduction of the C-27J Spartan.

In 75 years, 38SQN has had 55 Commanding Officers, with WGCDR Michael Ward being its last. First joining 38SQN in 2007, WGCDR Ward returned over the years as Ops Flight Commander and Executive Officer, becoming Commanding Officer in 2017.

WGCDR Ward said the people in his command would form the highlight of his service at 38SQN.

“I’m really proud to have had my time leading 38SQN. The men and women who’ve served alongside me are exceptional,” WGCDR Ward said.

“The skills they have will not be lost as 38SQN closes its doors, (and) other units in the Air Force will benefit hugely from their experience and talents.”

WGCDR Ward said 38SQN would likewise leave an impression on the many thousands of people who had served with the unit in the last 75 years.

“People who post into 38SQN become aware of the special things 38SQN has done in the past and it sort of becomes a responsibility not to let down those who have come before,” WGCDR Ward said.

“They’ve provided a service to their country, and knowing that history is important – it will play a part in who we are in the future.

“Ultimately I think individuals come away from 38SQN having a better understanding of what it means to be in the ADF.”

Its women and men have willingly placed their duty to our country ahead of their personal needs.

– GPCAPT Steve Pesce, Officer Commanding 86WG

Above: FLTLT Aaron Dillon helps two Australian nationals off of a RAAF KA350 King Air after evacuating them back to Port Vila, Vanuatu, in 2015. Photo: SGT Hamish Paterson

Left: The then GPCAPT Leo Davies (current CAF), CO 82 Wing, en route to Shoalwater Bay in a 38SQN Caribou supplied to transport personnel to observe a bombing range during Exercise Premier Gunner 2006. Photo: LAOW Alice Gardiner

Children watch a 38SQN DHC-4 Caribou taxi at Wau airfield in Papua New Guinea during a training deployment from February 13-23, 2007. Photo: SGT William Guthrie
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Air Force Workforce Plan unveiled

**Workforce plan heralds new era**

AIR FORCE’S new workforce plan received CAF’s endorsement and a workforce management framework has been developed to ensure it delivers.

The Air Force Workforce Plan, which is applicable to all ranks, is designed to create a fifth-generation workforce now and into the future.

AirCDRE Geoff Harland, Director and Personnel—Air Force, said the plan aimed to deliver a workforce to meet Air Force’s capability requirements to effectively provide joint and networked effects.

“The current environment places greater demands on our Air Force people and the workforce systems that manage them,” AirCDRE Harland said.

“It is critical that we have a deliberate plan to sustain, grow, skill, resource and balance a workforce with the right qualities to ensure we meet current and future capability requirements.”

Implementation of the plan and framework is being led by Personnel Branch—Air Force (PERSBR-AF).

In simple terms, the aim is to consistently get the right people, with the right knowledge, skills, attitudes and behaviours, in the right job, at the right time.

“PERSBR-AF has now implemented an Air Force Workforce Management Framework setting conditions and processes that will ensure Air Force has first class people,” AirCDRE Harland said.

The framework details governance and management for delivery of Air Force workforce outputs and is consistent with the Defence Strategic Workforce Plan.

“This includes a new Air Force Workforce Operating Model which clearly outlines how PERSBR-AF works with key stakeholders to co-operatively manage workforce related risks.

“It also outlines the strategic initiatives and actions required to realise the qualities required for a fifth-generation Air Force, to be: agile, collaborative, informed, integrated and resilient.”

Further information on the framework and a link to the Air Force Workforce Plan is available on the PERSBR-AF webpage on the intranet.

**Air Force Workforce Management Framework**

**The what**

- Air Force Outputs
  - Defines what Air Force is accountable to deliver

**The how**

- Air Force Operating Model
  - Defines how the Air Force operates to deliver on its Charter. A derived model of how value is created, delivered and captured, and what capabilities and processes are needed to support and optimise delivery.

- Air Force Risks and Critical Activities
  - Identifies the Critical Success Factors (CSFs) and any external or internal risks that could impact delivery of the Air Force’s results.

- Air Force Plan
  - Aligns the CSFs and risks with the overall mission and vision at a high level to ensure delivery is achievable.

**We operate**

- We manage
  - Defines what leadership, management and governance structures support and enable delivery of Air Force’s results

**We improve & deliver**

- Governance Forums
  - Defines the CSFs and risks with the overall mission and vision at a high level to ensure delivery is achievable.

**Leading through change hones adaptability skills**

TWENTY members from Headquarters Air Force Training Group (HQATG) and Headquarters Air Academy took part in a new course called “Leading through change” at RAAF Base Laverton late last year.

The course has been developed to provide supervisors and managers with valuable knowledge and practical skills to effectively develop and manage change.

SQNLDR Jason Wrath, Senior Personnel Capability Officer of HQATG, worked closely with the Australian Human Resources Institute to develop and facilitate this one-day course.

“The RAAF is currently going through a lot of change as it becomes fifth generation. These changes can be disruptive, potentially causing anxiety and resistance amongst the workforce,” SQNLDR Wrath said.

“Some members may also struggle with transition and find it challenging to adjust to the new environment.

“Managers and supervisors play an extremely important role in helping our people with transition, with the right tools and skills they can better assist our members to overcome obstacles, adapt and thrive in the new environment.”

SQNLDR Rob Dias, of HQ Ground Academy, participated in the training and said the knowledge he received from this course was invaluable.

“We were taught how to create useful change management strategies by conducting effective stakeholder analysis, communication planning, process consulting and change conversations,” SQNLDR Dias said.

“I walked away from the course feeling more confident in my ability to manage resistance and influence positive changes.

“To me this training shows how much RAAF values its people and I would definitely recommend this course to all other managers and supervisors.”

**Course tackles space frontier**

SPACE systems development and space power were the two major areas of investigation during the much-anticipated SPACE200 course held at RAAF Base Williamtown.

The two-week course was delivered by a mobile training team from the United States Air Force’s National Security Space Institute (NSSI) and hosted by the Air Warfare Centre’s Air Warfare School (AWS).

The course provided mid-career education to ADF members and APS personnel up to and including O6 rank equivalent.

The course objectives provided exposure to the application of operational art and design of space operations in delivering combat effects to joint forces. It also increased awareness on present tools to assist with the analysis of the contested space environment to achieve operational resilience.

Course co-ordinator SQNLDR Carl Clancy said specific content modules provided important insight for attendees.

“Course modules included the space environment, orbital mechanics, global navigation satellite systems, satellite communications, intelligence, surveillance and reconnaissance, missile warning and discussions relating to a capstone exercise,” SQNLDR Clancy said.

“These modules engaged course participants and delivered important insight into space development through the unique course content.”

In simple terms, the aim is to consistently get the right people, with the right knowledge, skills, attitudes and behaviours, in the right job, at the right time.

“PERSBR-AF has now implemented an Air Force Workforce Management Framework setting conditions and processes that will ensure Air Force has first class people,” AirCDRE Harland said.

The framework details governance and management for delivery of Air Force workforce outputs and is consistent with the Defence Strategic Workforce Plan.

“This includes a new Air Force Workforce Operating Model which clearly outlines how PERSBR-AF works with key stakeholders to co-operatively manage workforce related risks.

“It also outlines the strategic initiatives and actions required to realise the qualities required for a fifth-generation Air Force, to be: agile, collaborative, informed, integrated and resilient.”

Further information on the framework and a link to the Air Force Workforce Plan is available on the PERSBR-AF webpage on the intranet.

**SPACEx space frontier**

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Further information on the framework and a link to the Air Force Workforce Plan is available on the PERSBR-AF webpage on the intranet.

**The framework details governance and management for delivery of Air Force workforce outputs and is consistent with the Defence Strategic Workforce Plan.**

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**Leading through change hones adaptability skills**

THE RAAF is currently going through a lot of change as it becomes fifth generation. These changes can be disruptive, potentially causing anxiety and resistance amongst the workforce,” SQNLDR Wrath said.

“Some members may also struggle with transition and find it challenging to adjust to the new environment.

“Managers and supervisors play an extremely important role in helping our people with transition, with the right tools and skills they can better assist our members to overcome obstacles, adapt and thrive in the new environment.”

**Course tackles space frontier**

SPACE systems development and space power were the two major areas of investigation during the much-awarded SPACE200 course held at RAAF Base Williamtown.

The two-week course was delivered by a mobile training team from the United States Air Force’s National Security Space Institute (NSSI) and hosted by the Air Warfare Centre’s Air Warfare School (AWS).

The course provided mid-career education to ADF members and APS personnel up to and including O6 rank equivalent.

The course objectives provided exposure to the application of operational art and design of space operations in delivering combat effects to joint forces. It also increased awareness on present tools to assist with the analysis of the contested space environment to achieve operational resilience.

Course co-ordinator SQNLDR Carl Clancy said specific content modules provided important insight for attendees.

“Course modules included the space environment, orbital mechanics, global navigation satellite systems, satellite communications, intelligence, surveillance and reconnaissance, missile warning and discussions relating to a capstone exercise,” SQNLDR Clancy said.

“These modules engaged course participants and delivered important insight into space development through the unique course content.”

In simple terms, the aim is to consistently get the right people, with the right knowledge, skills, attitudes and behaviours, in the right job, at the right time.

“PERSBR-AF has now implemented an Air Force Workforce Management Framework setting conditions and processes that will ensure Air Force has first class people,” AirCDRE Harland said.

The framework details governance and management for delivery of Air Force workforce outputs and is consistent with the Defence Strategic Workforce Plan.

“This includes a new Air Force Workforce Operating Model which clearly outlines how PERSBR-AF works with key stakeholders to co-operatively manage workforce related risks.

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Posting soon or just posted to a new location?
Is your partner looking for work?

Help is available through the Partner Employment Assistance Program. In each posting location, partners of ADF members can apply for up to $1500 funding to contribute towards employment-related initiatives such as resume preparation, job search and job interview techniques, as well as job placement advice. It can also assist with professional re-registration costs when moving from one state or territory to another.

COMING UP

- Adelaide Zoo, Adelaide, February 16, 5.30pm-8pm
- Oasis Aquatic Centre, Wagga Wagga, February 16, 5.30pm-8pm
- Murrook Culture Centre, Williamstown, February 24, 10am-noon.

A wide range of community groups will also have stalls with information about the local area and the support available.

For more information on upcoming events and support, personnel and their families can visit the DCO website, call the 24-hour Defence family helpline on 1800 624 608 or email DefenceFamilyHelpline@defence.gov.au. Follow Defence Community Organisation on Facebook, Twitter or Instagram for regular event invitations and updates.

A day for families to connect

LOCAL commanders and Defence Community Organisation are hosting a series of welcome events across Australia during the first quarter of 2019. The events are an opportunity for Air Force personnel and their families to meet each other and get to know their local area, particularly if they have recently posted to a new location.

Paul Way, Director General Defence Community Organisation, said the welcome events were relaxed social occasions which offered something for everyone.

“Air Force members and their families can enjoy the family entertainment, get information from a range of community stalls and check out the exhibits on display,” Mr Way said.

“There are lots for the young at heart to do with a range of fun activities including jumping castles, face painting and more.”

Stalls will have information and resources about support services for personnel and their families, including partner employment, child education, child care and deployment support.

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MEMBER contributions for living-in accommodation for 2019 have increased by 0.6 per cent across the five levels of accommodation and all ranks.

The new rates took effect on January 24 and will be reflected in members’ pay from February 7.

The living-in accommodation utilities contribution has increased by 1.9 per cent ($0.91), which results in a contribution rate for all members of $49.02 a fortnight.

Group Rent Scheme contributions, rent bands and rent ceilings are adjusted to reflect the annual movement in the cost of Defence housing and to ensure the Defence requirement of sharing the cost of housing with members on a 50/50 basis is met.

For meal contribution rates, the lunch rate has increased by 50 cents to $8 and the breakfast and dinner rates have remained the same at $5 and $7 respectively.

The discounted fortnightly meal charge, based on 10 days of casual meal charges over a fortnight, will increase by $5 from $195 to $200.

The adjustments to allowances, living-in accommodation and utility charges reflect the annual movement in the Consumer Price Index. Changes to the Group Rent Scheme contribution and regional rent band adjustments reflect current housing market realities and are calculated on the national average rent for Defence houses in each rent band.

Unlike living-in accommodation and the Group Rent Scheme, meal charges and contributions are reviewed using a cost recovery methodology. This ensures the adjusted rates are based on the recovery of the actual costs incurred by Defence providing meals. The member contribution amount is set at half the average cost to Defence during the previous financial year (2017-2018).

Questions about ADF housing or meal issues should be forwarded through your chain of command in the first instance.

More information about housing assistance and meal contribution rates can be found on the Pay and Conditions Manual webpage at intranet.defence.gov.au/pac.

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The Air Force Safety Always Program (ASAP) has been announced by CAF AIRMSHL Leo Davies. CAF’s message on ASAP will be shown as part of annual base induction training and can also be accessed from the Air Force A9 Safety intranet webpage. The program of work is focused on improving systems and safety behaviours. It will review and simplify the current arrangements across Workplace Health and Safety, and Aviation Safety. Contemporary training will also be delivered to support the program implementation and to continue to build a deep understanding of how safety excellence enables capability. Headquarters Air Command ASAP Program Manager and XG Safety WGGDR Russell Barton is delivering on CAF’s vision of creating a safety culture that strives for zero harm. “Despite the current safety efforts across Air Force, we recognise that we still have incidences where our people are hospitalised from workplace accidents, and anything more than zero is far too frequent,” WGGDR Barton said. “We will improve our safety management systems, risk management and safety training. I am confident that we can make a positive impact on the lives of Air Force personnel and our ability to generate capability.” A Safety Always pilot project was successfully completed within Air Combat Group, with the findings demonstrating a high degree of transferability across all Force Element Groups. This was validated through deep dives into Combat Support Group and Surveillance and Response Group, prior to receiving approval for Air Force-wide review and implementation. One of the eight ASAP projects is to improve fuel safety and management across Air Force. The project has recently assisted with the assessment of safety equipment and processes that reduce the risk of exposure to waste fuel from the two recently arrived F-35As to RAAF Base Williamtown in December. Using lessons learnt from No. 3 Squadron and the F-35As, ASAP has facilitated funding assistance from Fuel Services Branch to procure an industry best practice SealVac ‘drizzle drain cart’ for neighbouring No. 4 Squadron, which was draining fuel manually. The introduction of the SealVac cart eliminates risk of fuel exposure as well as the risk of static electricity build-up from draining fuel manually into a stainless-steel container through an open air pouring process. For more information on the Air Force Safety Always Program and to learn about each project, visit the Air Force A9 Safety webpage on the intranet.

An F-35A over the Hopi Reservation, Arizona, US, prior to its arrival to RAAF Base Williamtown. Photo: CPL Dan Pinkhorn
Below: CPL Daniel Popic, of 30CU, extends a hose of a SealVac Unit prior to extracting fuel from an F/A-18A Hornet at RAAF Base Williamtown. Photo: CPL Craig Barrett

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If you have any questions email adf.humint@defence.gov.au or call 07 3332 9713.

http://drnet.defence.gov.au/Army/1int/ADF-HUMINT/Pages/ADF-HUMINT.aspx
Standing tall in ADF netball

CPL Veronica O’Hara

MORE than 200 ADF netball players converged at Sydney Olympic Park for the annual ADF Netball Association’s Combined Services Competition in December. Northern Territory took out the women’s competition, while North QLD won the men’s and Victoria dominated the mixed. An Air Force women’s team also joined the 21 teams from around Australia. South Australian player ACW Talitha Phiri said there was strong competition with a lot of amazing players.

“It was very challenging for our team and probably others, as we hadn’t been able to train together much with people away, you know how it is in Defence,” she said.

“We were a good team, just didn’t manage to get as many wins as we’d like.”

CPL Samantha Eichler, who also represented SA, felt like she played better than she had all season. “When you play 11 games in a week you become quite sure, but you still play to the same level each day,” she said.

“Netball’s really fun, whether it’s social or competitive.”

From the competition, players were selected for national teams to represent the ADF at state and international competitions for this year.

CPL Eichler and ACW Phiri were the only RAAF members picked for the national women’s team to play at Arafura Games in Darwin from April 21-27. National men’s and mixed teams will compete at the Australian Men’s and Mixed Netball Association’s Championships in Melbourne over April 26-May 4.

CPL Eichler said representing her state and ADF was a good feeling. “When you come back to your local team, they’re like ‘Oh wow, you did so well,’” she said. “To get selected, it’s a massive thing to them.”

ACW Phiri said she played netball for the enjoyment of meeting others, especially within Defence. “I don’t like doing fitness by myself. I feel more motivated when playing in a team,” she said.

Further information can be found by searching ADF Netball on the intranet or emailing defencenetballcommittee@drn.mil.au. Further information can be found by searching ADF Netball on the intranet or emailing defencenetballcommittee@drn.mil.au. Further information can be found by searching ADF Netball on the intranet or emailing defencenetballcommittee@drn.mil.au.

ADF team at alpine contest

MORE than 30 ADF athletes arrived in Europe ahead of the UK Armed Forces Inter-Services Snow Sports Championships held from January 12 to February 10.

Exercise Alpine Challenge 2019 involves training and competition in events including giant slalom, super-g, downhill, slalom, boardercross, parallel giant slalom and snowboard freestyle.

The ADF’s best skiers and snowboarders competed against the Royal Air Force in Austria. They are now facing-off against all three British armed services in France. The event aims to develop bonds between individual services and allies, along with discipline, courage, fitness and team-building.

ADF participants were selected from their performance at the ADF International and Inter-Service Championships last year.

CPL Veronica O’Hara

BEING first-time entrants did not stop the ADFA team sailing through to win the ADF Inter-Service Keelboat Championship on Sydney Harbour last December.

ADF won the championship with 80 points and Navy close behind on 82. Army came third on 101 and Air Force finished with 140 points.

AFA’s captain, MIDN Bryson Carew wasn’t sure how they were going to stack up going in to the championship.

“As we got a feel for the boats and worked out our processes, we started performing better and moving up the ranks,” he said.

“Going into the last race we definitely felt the pressure and there was a sense of nerves, particularly on our two boats, being the underdogs in the competition.

“The positions were chopping and changing throughout the regatta; it was great, really tight racing.”

The turning point for AFA was on the third day as they rounded the second-last mark in fourth with about 900m to go. “It was a race that was close in points and I said to my crew, ‘It’s how or never’,” MIDN Carew said.

“We pulled a tactical move by going out further than everyone else and managed to gybe in on a nice puff of breeze to cross the line first.

“That was a great morale boost, because from then on we finished with a few firsts.”

President of the ADF Sailing Association (ADFSA), WGCDR Sean Ahern, said a record number of 63 attended.

“From my perspective, this championship event was the most successful ADFSA has held,” he said.

“Air Force won the championship last year, so it was good to see Navy and ADFA fight it out for the title.”

MIDN Carew said experience on the AFA sailing team varied from one to 10 years.

“There’s quite a developed training program at ADFSA so we can take someone who’s never sailed before and have them sailing in regattas by the end of the year,” he said.

I was excited for my team; for two of them it was their first exposure to competitive racing.”

Regatta gets thumbs up

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Crew members from the Air Force sailing team competing in the ADF Sailing Association Inter-Service Yachting championship on Sydney Harbour.

Photo: AB Ryan McKenzie

SEA CHANGE

Air Force hits the water in regatta

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