



Department of Defence

Special Operations Command

BQ17309479

REPORT TO CA: TRANSFORMATION OF SPECIAL OPERATIONS COMMAND SINCE 2015

References:

- A. Review of Special Operations Command – Australian Army, David Irvine AO, 31 August 2018
- B. Review of Special Operations Command – Australian Army, David Irvine AO, 15 June 2020

Introduction

1. This paper describes Special Operations Command's (SOCOMD's) cultural and professional transformation journey since 2015 and projects into the emerging posture of a reformed and more capable Command for the future.
2. In late 2014 and 2015 significant cultural and professional shortfalls in SOCOMD over preceding years were self-identified. Guided by Army, an internally initiated journey of transformation of remediation commenced in 2016. These initial gains were further consolidated through a number of subsequent formal actions such as Special Operations Commander – Australia (SOCAUST) 90 Day Review presented to the Chief of Army's Senior Advisory Committee (CASAC) in 2017. Progress has been externally validated by the Chief of Army's (CA's) directed Irvine Reviews of 2018 and 2020. This early momentum has been reinforced since 2018 with the introduction of a series of holistic and continuously refined Campaign Plans to drive transformation through a systematised process of rigorous review and assessment.
3. This paper details SOCOMD's significant achievements since 2015 including better integration with Army and the Australian Defence Force (ADF); the creation of a mature enterprise management framework; the significant measures to institutionalise reform; and the significant investment in special operations modernisation for the future. The results from these substantial transformation efforts have reversed SOCOMD's previous professional and cultural decline.
4. In building for the future, SOCOMD continues to transform through a structured pan-Command approach that is fully nested within broader Army and ADF transformation initiatives and guidance. This approach is underwritten by resolute and reinvigorated leadership that reinforces individual accountability, transparency and drives the planning and processes for organisational renewal.
5. After five years of transformation **SOCOMD today is not the same organisation as it was in 2015**. SOCOMD is now positioned to implement the findings of the IGADF Afghanistan Inquiry; to rebuild the trust of Government, Defence and the public; and be postured to contribute to Australia's national interests against the evolving geo-strategic challenges as directed by the Defence Strategic Update 2020 and Force Structure Plan 2020.

This paper concludes with a SOCOMD that is determined to emerge from this intense five year period of cultural and professional transformation as a stronger, more accountable and much more capable organisation.

Background

6. By 2015, the demands and outputs placed on SOCOMD over an extended period of continuous operations and maintenance of high readiness contingency forces had grown to exceed its capacity to sustain effectively. There had been efforts to respond to a steady and escalating stream of behavioural and compliance discrepancies, but these initiatives were episodic, reactive and uncoordinated. These pressures were exacerbated by an under-resourced and poorly-structured Headquarters, corrosive inter-unit frictions and SOCOMD becoming increasingly inwardly focussed and isolated from Army and the ADF. Efforts at reform were hampered by ongoing operational imperatives, insufficient resources, burn out and an exclusionary SOCOMD culture that preferred internal solutions.

7. Since these issues were catalogued to Army leadership in 2015, SOCOMD has been supported and enabled by Army, the functional commands and the broader ADF to initiate an intense and continuous period of cultural and professional transformation. Early gains have been continuously reinforced to address the full breadth of shortfalls that were identified. Organisational transformation was further accelerated from 2017 with the introduction of a series of command-wide strategies for the holistic treatment of these inter-related and complex organisational and cultural problems. These strategies initiated an aggressive and dynamic approach to rectify shortfalls in a coordinated, integrated and transparent manner. The cultural and professional transformation since 2015 has been firmly focused on delivering a reformed and fully integrated SOCOMD that is postured to deliver a world-class ADF Special Operations Capability to prevail against emerging and future challenges.

Self-Identification

8. By late 2014, SOCOMD leadership had identified that the sustained high tempo of combat operations had contributed to significant detrimental impacts across the Command. At a range of forums, concerns around SOCOMD's organisational culture were highlighted and debated. This period of introspection and analysis culminated in the former SOCAUST, MAJGEN Sengelman, advising the CASAC in November 2015 of the systemic vulnerabilities in SOCOMD structure, function and resourcing that had been identified from his internal analysis.

9. MAJGEN Sengelman assessed that the evolution of SOCOMD's role and tasks alongside the incremental adjustments to SOCOMD's functions and resourcing over the preceding 12 years had resulted in a systemic imbalance between the functional command (raise, train and sustain) and component (operational) command outputs.¹

10. Additionally, MAJGEN Sengelman found that the strategic health of SOCOMD was poor and that the demands placed on SOCOMD over an extended period of time exceeded the organisation's capacity to sustain. By direction, operational imperatives were afforded the highest priority and these had become the dominant factor influencing SOCOMD's organisational behaviour and cultural approach over the preceding decade, and had led to a 'normalised deviance' across a range of organisational behaviours. The key challenges reported to CASAC included:

¹ MAJGEN Sengelman 2015 CASAC Paper dated 16 October 2015

- a. The design, staff capacity, processes and force structure in SOCOMD were not well aligned and there was a continuous requirement to prioritise effort, often resulting in forced compromises in governance and force generation, particularly at unit level.
- b. SOCOMD had been expected to operate as a functional command, a formation command, a standing component command of Joint Operations Command and a substantial contributor in the strategic domain without being organisationally designed, built or resourced to do so.
- c. SOCOMD had become isolated from the rest of Army and Defence and was attempting to replicate functions rather than seeking to leverage established structures through better integration.
- d. The dominant focus on operations over a sustained period had further eroded broader command functions, and in that vacuum, the primacy of unit identities and cultures had been asserted. This resulted in attitudes and expectations that were increasingly exclusionary in nature and inconsistent with those demanded by Army.
- e. SOCOMD's ability to direct and develop collective training frameworks, outside those directly linked to validation and certification of contingency forces, was constrained by staff capacity to adequately replicate training management functions to the standard exhibited within Forces Command (FORCOMD).
- f. Strategic workforce mechanisms within Army to support special operations organisational requirements were poor. Operational imperatives and a significant demand for overseas liaison officers and embedded network liabilities, had imposed a range of posting and career restrictions that translated into increasing career narrowness and difficulty in filling key command appointments.
- g. Modernisation efforts were inconsistent and uncoordinated, driven by immediate operational requirements that lacked adequate resources for longer term strategic planning, implementation and sustainment.
- h. An extensive range of cultural, attitudinal and behavioural issues were identified. Presciently, one key insight was that these lapses would have unintended consequences which, if unchecked, would result in strategic implications across the organisation.
11. CASAC noted the proposed range of internal reforms identified by MAJGEN Sengelman to address these challenges and a recommended way forward to remediate.
12. Concurrently, MAJGEN Sengelman sought internal and external feedback from members of SOCOMD and international partners on organisational and cultural matters. He also commissioned a study in 2015, to gauge key stakeholder perspectives and perceptions of SOCOMD. This culminated in the SOCOMD Culture and Interactions Survey undertaken by Dr Samantha Cromptvoets which was finalised in February 2016. The aim of this survey was to provide a snapshot of how well the special operations capability effectively integrates, operates and coordinates with other ADF and whole of government capabilities in support of Australia's national interests. The **Cromptvoets Report** found that there was a persistent lack of institutional trust of special forces, which resided dissonantly alongside many positive affirmations from whole-of-government partners about the 'outstanding tactical capability of Australian Special Operations Forces (SOF) and their achievements in Afghanistan and Iraq'. This lack of trust also manifested itself internal to the Command with the revelation of deep internal tensions and a description of 'constant rivalry and antipathy between SOCOMD's two dominant units'. There were also reports of extremely serious breaches of governance and accountability. The problems identified in this report 'presented major challenges and would

be resistant to simple or cosmetic solutions'. It was evident that a whole of Army response to the matters raised in the report would be required.

13. On 09 March 2016, MAJGEN Sengelman advised the then CA, LTGEN Campbell, of stories concerning the culture and behaviour of SOCOMD, including serious rumours and allegations relating to the Special Operations Task Group deployments in Afghanistan. As a result, LTGEN Campbell referred the matter to the Inspector General of the ADF (IGADF) to conduct an independent Inquiry. In May 2016, the **IGADF Afghanistan Inquiry** commenced.

14. On 22 January 2016, MAJGEN Sengelman issued Implementation Directive – 2015 SOCOMD Review to direct action required to implement the SOCOMD restructure objectives identified in his paper to CASAC in November 2015. MAJGEN Sengelman's primary objective was to ensure SOCOMD would be positioned to meet the expectations and demands as the ADF Special Operations Capability. The restructure was planned to occur in two phases concluding with a restructure of SOCOMD by the end of 2016. CA noted the ongoing renewal efforts underway in SOCOMD in his letter to CASAC on 01 September 2016.²

2017 Assessment – SOCAUST 90 Day Review

15. In mid-2017, upon assuming Command, the incoming SOCAUST, MAJGEN Findlay, undertook a 90 Day Review to assess the status of SOCOMD. This review was provided to CA in October 2017 for consideration and agreement. The results of the review formed the basis for a paper to CASAC on 03 November 2017 that acknowledged the efforts that SOCOMD had made to meet CA's intent for cultural and capability renewal.³

16. SOCAUST found that SOCOMD was in a functional but tense state working very hard to deliver special operations effects in support of Australia's national interests. Further, SOCOMD had made progress in initiating and fulfilling CA's intent for cultural and capability renewal since 2015. It was evident that SOCOMD had made gains to rectify a series of systemic process and behavioural shortfalls across the command and there was a rightful and continued command focus to consolidate these gains. Notwithstanding the progress in rectifying the many systemic and cultural shortfalls on multiple fronts there remained much more work to be done.

17. SOCAUST identified that although a relatively small command, SOCOMD was responsible for delivering the complete range of functional, component and formation command functions ordinarily resident in other discrete and dedicated Army commands. Compounding these fused command arrangements was the confluence of roles and tasks – across the strategic inter-agency to the tactical domains – to multiple commanders including directly to the Chief of Defence Force (CDF), Chief of Joint Operations (CJOPs), Federal/State inter-agency partners, as well as CA.

18. SOCAUST's initial assessment in 2017 identified the following core themes for the continued optimisation of SOCOMD's contribution to Australia's national interests.

- a. **SOCOMD identity.** SOCOMD required the implementation of measures to ensure that special operations effects were derived through an integrated pan-command identity and approach that was fully aligned and incorporated within Army. This was to be supported by clear direction on the roles and tasks expected to be delivered by all SOCOMD units and their contribution to a whole-of-Command operational effect. Key to delivering these effects was to be the strengthening of HQ SOCOMD capacity

² R27117625 - CA Letter to CASAC dated 01 Sep 16

³ R28967165 CA Letter to CASAC dated 21 Mar 17

to provide the frameworks, priorities and coordination for the execution of all Command activities.

- b. **HQ SOCOMD command and control.** The command and control (C2) arrangements in 2017 functioned principally through the endeavours of individuals having to overcome the inherent friction of poor organisational structures and alignment. HQ SOCOMD personnel had to cope with high workloads, coupled with internal frictions generated by the 'matrix-management' organisational process that was compounded by geographical dislocation of the headquarter nodes across the Canberra region.
- c. **Collective training.** SOCOMD's training and international engagement commitments were at saturation point and needed to be rationalised and better aligned with Army and the wider ADF to improve capability development outcomes for the integrated force, reduce pressure on the workforce, and efficiently achieve directed outcomes for Australia's national security interests.
- d. **International relationships.** More positively, SOCOMD had developed outstanding linkages with Five Eyes SOF partners and substantial relationships with our Southeast Asian Regional SOF partners [REDACTED] [REDACTED].
- e. **Future vision.** Although there were a range of excellent initiatives being implemented at the unit level to drive SOCOMD forward, these initiatives required coordination, resources and coherence for a unified vision of SOCOMD's future.

19. CA agreed to key recommendations that had been identified to pursue a Command-wide modernisation and renewal strategy, in particular the immediate priorities for the realignment of HQ SOCOMD structure, processes and accountabilities; and the development of a SOCOMD Campaign Plan.

20. SOCAUST's intent was to design and implement a campaign approach to transformation, nested within six initial Lines of Operation⁴ to unify SOCOMD's essential tasks, while sustaining change momentum. Key transformational outputs required from SOCOMD's first Campaign Plan included:

- a. Systematising support to our people including developing resilience and transition lines of effort.
- b. Focussed evolution of Special Operations Professional Military Education, and growing the ability of Special Forces Training Centre to deliver pan-command training and education.
- c. Increasing the integration of SOCOMD collective training and force generation with Army and ADF.
- d. A review of SOCOMD logistics and integration into Army and strategic-level logistic suppliers.
- e. A review of the Special Operations Command Support System (SOCSS) noting that a prolonged underinvestment in the SOCSS enterprise had compromised the security, integrity and availability of this mission essential capability.

⁴ Lines of Operation: Operations; People; Readiness/Force Generation; Modernisation; Governance and Strategic Communications

- f. A capability establishment review to implement the outcomes of the proposed HQ SOCOMD re-alignment; Special Forces Support Staff (SFSS) trade management review; and SOCOMD force modernisation review.
- g. A review of SOCOMD governance in order to ensure SOCOMD continued to fulfil its mandated requirements within an Army framework that built on the significant improvements made since 2015.

A Systemised Approach to Transformation

21. By 2017, it was evident that notwithstanding previous efforts, most notably by MAJGEN Sengelman to address wider cultural and organisational issues across SOCOMD, some outcomes had been missed. It was clear from MAJGEN Findlay's 90 Day Review that a more systemised approach to transform the command was required.
22. A key mechanism to commence SOCOMD's transformation was the finalisation of the **Special Operations Campaign Plan 2018 – 2020** in May 2018. Emerging from an intense period of introspection, the remediation and renewal of governance, culture and discipline, was to be conducted against a simultaneous backdrop of continued high operational tempo. SOCOMD would consolidate insights and gains to enhance its credibility as a high confidence strategic-level institution. In order to achieve its mission, SOCOMD needed to become a trusted and credible overseer of the ADF Special Operations Capability. This Campaign Plan (CAMPLAN) was used to inform unit level plans and as they were developed, endorsed and re-developed as a continuous transformation feedback loop. This allowed SOCOMD to organisationally evolve and mature coherently so that it remained continuously fit for purpose with clear and inter-dependent roles, missions and tasks nested within each unit.
23. The CAMPLAN was received as a timely and necessary initiative to support SOCOMD's positive organisational cultural reform and renewal efforts. It was intended to enhance SOCOMD's reputation and credibility with Government and Defence Senior Leadership. To do this, SOCOMD adopted a rolling three year campaign approach framed within four functional lines of effort: Command, Innovate, Operate and Generate. This initial version of the CAMPLAN operationalised the achievement of outcomes detailed in the 90 Day Review and directed a range of additional outcomes.
24. The CAMPLAN introduced for the first time, a rigorous and persistent internal assessment framework including quarterly deep dives where each objective and task were assessed against detailed measures of performance to examine progress. These deep dives were formalised at the mid-year CAMPLAN Review Board and the annual end-of-year CAMPLAN Assessment Board, to gauge command-wide progress in retiring known issues and adjust dynamically to address emerging issues.
25. During 2018 at the request of CA, Mr David Irvine undertook his first **Review of Special Operations Command – Australian Army (the Irvine Review)** (Ref A). Mr Irvine conducted a wide ranging review of SOCOMD to assess the progress achieved in cultural and professional transformation across areas of leadership, culture, ethics, behaviour, accountability, governance and integration. His findings were submitted to CA on 31 August 2018.
26. Mr Irvine found that by 2015, it was apparent that after a decade of constant combat employment in Afghanistan and the Middle East, coupled with its other responsibilities, SOCOMD was worn out and run down. While SOCOMD had achieved outstanding operational success over the previous decade, this was not without significant cost. Operational outcomes

became the singular focus of SOCOMD at the exclusion of all else, and that at times command relationships had become distorted.

27. Mr Irvine acknowledged that since 2015, an effective self-generated approach had been developed to address governance, accountability and behavioural issues that have since been implemented within SOCOMD. This included organisational and cultural renewal to ensure that SOCOMD and its constituent units remained able to meet the requirements of the ADF and its responsibilities for national security – and that it could do so in accordance with the value and ethical standards espoused by the ADF and the Australian community at large.

28. Throughout 2018 and 2019, Army Headquarters (AHQ) and SOCOMD undertook action to implement all 14 recommendations arising from the Irvine Review. The CA formally closed the Irvine Review Implementation Plan in April 2020. In March 2020, Mr Irvine was re-engaged by CA to gauge the progress of cultural and professional transformation in SOCOMD since 2018. Mr Irvine submitted his second report to CA on 15 June 2020 (Ref B). Mr Irvine found that SOCOMD:

- a. has, since 2014-15, made good progress and is continuing to, reform, rejuvenate and modernise;
- b. is now in a strong position to address current requirements for special operations and is adjusting its organisation and capabilities to meet future requirements;
- c. is integrating better with Army and the ADF, as well as Law Enforcement;
- d. has strengthened the culture of the Command and its units with an emphasis on Army values and ethical behaviour; and
- e. should be trusted to undertake special operations on behalf of the ADF, the Government and the people of Australia.

29. **Adviser – Special Forces.** A key outcome of the 2018 Irvine Review was the appointment of an Adviser - Special Forces (Adviser SF). This appointment is to provide CA an independent and credible individual to look across SOCOMD and provide early warning of any issues of concern before they develop into systemic problems that require major remedial action. CA appointed MAJGEN Shane Caughey (Retd) on 01 January 2020 to this position for a period of 18 months. Additionally, CA also appointed WO1 Dave Ashley (Retd - former RSM Army) to facilitate communication between the Adviser SF and SOCOMD's other ranks. WO1 Ashley is well positioned within the Centre for Defence Leadership and Ethics (CDLE) to guide and facilitate the work to be undertaken. The Adviser SF reports any observations and issues to CA in writing every three months. The first report was submitted on 15 May 2020.

30. In March 2019, the second **Special Operations Command Plan 2019-2022**, was finalised and issued to replace and build upon the momentum initiated by the original SOCOMD Campaign Plan 2018-2020. This plan further consolidated the gains in SOCOMD's organisational and cultural transformation, whilst also setting the foundations for realising the SOCOMD Planned Force 2028 and the projected SOCOMD Future Force for 2040. It provided an operating system to achieve these priorities across four Lines of Effort – SOF Employment; SOF Generation; SOF Modernisation and SOF Enterprise Management.

31. It also developed the **SOCOMD Value Proposition** for the first time - *to provide the ADF with strategic off-sets that mitigate the highest national security risks, and enhance ADF's operational performance by expanding options available to Government and the Joint Force.*

32. During the development of SOCOMD's Value Proposition, it was clearly affirmed that SOCOMD's capability is centred upon its **people**, and that its organisational character is optimised for operating within a mission command defined environment. SOCOMD's Value

Proposition is predicated on an adherence to organisational values and behaviours in order for it to be **entrusted** to conduct Defence's most sensitive activities. This manifested in the identification of **core behaviours** that SOCOMD members were directed to live by, to build upon (the then) Army's values of *Courage, Integrity, Respect* and *Teamwork* as a baseline requirement:

- a. **Agility.** We anticipate, adapt to and embrace change. We think about problems differently and have the courage and integrity to challenge our own ideas.
- b. **Collaborative.** We leverage organisational and social partnerships, technological networks, and respect diversity of thought. This brings originality and unconventionality to problem solving. We work as part of an ethical, inter-dependent ADF and Whole-of-Government team, most often quietly and in the background.
- c. **Informed.** We are a strategically aware and informed team that respects and manages risk. We demonstrate sound judgement, act with integrity and can be trusted by government with Australia's most sensitive Defence activities across competition and conflict.
- d. **Disciplined.** We are a team with intellectual, moral and ethical discipline. By living this discipline we act with integrity. A disciplined team is trusted and this trust equals freedom of action. Your response to Mission Command is to act at all times with Disciplined Initiative.
- e. **Humble.** Humility is powerful. It gives us the courage to be open to new ideas. It prevents us from becoming blind to our shortcomings and from falling into the trap of arrogance.

33. SOCOMD Plan 2019-2022 directed and guided both command and staff effort as SOCOMD maintained its current operational commitments, continued the cultural and organisational transformation, whilst simultaneously modernising towards the SOCOMD Planned Force and Future Force. It issued SOCOMD's priorities as:

- a. **Operations.** SOCOMD's highest priority remained supporting Australia's current and contingency military campaigns and operations. Additional concepts of employment that better describe SOCOMD's emerging and complementary capabilities that could be generated for strategic and theatre effects for CDF and CJOPs were to be developed.
- b. **People.** The Special Forces Group (SFG) was to lead the professionalisation and increase the potential for all SOCOMD's people by building upon the foundations of the Human Performance Optimisation program, consolidating and implementing a Professional Military Education strategy, and refining the inclusive Veterans, Force and Family initiatives. SOCOMD's workforce was to operate more effectively as part of wider Army and joint systems and be simplified. Impediments to lifting the capability of the command had been inadvertently built into our SF and SOF employment categories, which alongside longstanding hollowness across these employment categories, would require focussed action to remediate.
- c. **Modernisation.** The core of the ADF Special Operations Capability would actively support Army in leading joint integration.
- d. **Governance.** Good governance supported by a robust compliance and assurance strategy was to be a critical enabler to SOCOMD's operational capability. SOCOMD had achieved some very strong results, but needed to continue to optimise warfighting

capabilities through the persistent exercise of governance excellence. SOCOMD was to design and implement a governance framework which actively supported delivery of special operations capabilities that resonated with the SOCOMD workforce, and supported SOCOMD members meeting the future challenges of an increasingly complex compliance and assurance environment.

34. In March 2020, the third and latest manifestation of guidance, **SOCOMD Plan 2020 to 2023 – Interim Guidance**, was released. This interim plan outlines the latest evolution of direction and guidance to unify SOCOMD tasks, sustain its cultural and governance renewal journey; and to set the conditions to realise the next generation of ADF special operations capabilities, concepts and approaches.

- a. It articulates the **vision** of an *agile, resilient and networked Special Operations Force, integrated with the joint force across all domains; engaged with domestic, regional and global partners; and trusted with Australia's most sensitive Defence activities in support of the national interest across cooperation, competition and conflict.*
- b. SOCOMD's **mission** was refined and nested in accordance with CDF's and CA's latest guidance - *to prepare and employ special operations forces in order to defend Australia and its national interests.*⁵

35. In order to generate enhanced capabilities for the ADF, and to ensure that corrosive inter-unit relationships were consigned to the past, the core special operations activities were defined and mandated to be generated through the formation of multi-disciplinary teams. The **Special Operations Task Force (SOTF)** was enshrined as SOCOMD's fundamental 'unit of action' and that capabilities were to be drawn from across the Command tailored to the specific mission/task requirements. This design principle made the units effectively a raise, train and sustain organisation to force generate scalable and flexible force elements across task force, task group, task unit or team level as demanded by HQ SOCOMD.

36. Concurrently Army's capstone guidance **Good Soldiering** was reinforced throughout SOCOMD as a values-based and mission command approach, nurturing the strength of character essential to achieve Australia's most sensitive Defence activities. To remain in SOCOMD, every member is required to understand, uphold and live the tenets of **Good Soldiering** in their service. This approach was mandated to sustain SOCOMD's continuing cultural and governance renewal journey, empowered by exemplary standards of leadership, transparency and accountability. Through moral and ethical behaviours and coordinated actions across all levels of command, SOCOMD is actively investing into the three identified organisational **centres of gravity** to realise its full potential:

- a. **Strategic: Trust** and Confidence.
- b. **Operational: Teaming** with partners.
- c. **Tactical: Operational Security.**

37. SOCOMD's multi-disciplinary teams are tasked to achieve CDF, CA, CJOPs and the Joint Force Authority's essential, specified and implied tasks across the following five command themes:

- a. **People.** Exceptional people are what makes SOF unique and are what give us our competitive advantage.

⁵ EC20-001428 Joint Directive 11/2020 – Defence and Australian Defence Force Missions dated 16 April 2020

- b. **Preparedness.** SOCOMD must be ready and be able to generate capabilities to provide an effect as and when required by Government.
 - c. **Profession.** SOCOMD will reinvigorate mission command and disciplined initiative and demonstrate we value imagination and creativity as essential special force's traits.
 - d. **Partnerships.** SOCOMD will continue to pride itself as the ADF's leading integrator of joint and interagency effects.
 - e. **Potential.** SOCOMD will be poised to quickly respond to Government direction and through a range of initiatives to simplify the command and create new teams to meet future challenges.
38. By 2023, SOCOMD's endstate is to be:
- a. Operationally effective in achieving our operational international engagement and crisis response and contingency outcomes. SOCOMD's value proposition is understood and harnessed by CDF, CJOPs and our whole of government partners.
 - b. Ready now in its force and operational generation of SOF capability; and has evolved its cultural and governance renewal to steady state.
 - c. Future ready through initiatives underway or developing for deterrence and counter-coercion. In SOCOMD 2028 and Special Operations Australia 2040 and as part of Army's Training Transformation and workforce generation priorities.
 - d. SOCOMD as an inherently joint and inter-agency organisation is directed to achieve its endstate through an enterprise approach and as part of the Army team.
39. **SOCOMD Plan 2020-26** is currently being developed to build upon SOCOMD Plan 2020-23, consolidating the significant organisational cultural gains achieved since 2017 and to set the conditions for SOCOMD to meet the evolving strategic environment mandated in Defence Strategic Update 2020 and the Forces Structure Plan 2020.

Better integration with Army

40. A key observation made by both MAJGEN Sengelman and MAJGEN Findlay was that to a large extent over time, SOCOMD had become isolated from the Army and ADF, and this had to be corrected as a matter of urgency. This separation had occurred as a result of SOCOMD's own doing and through external disengagement by others. SOCOMD had often undertaken organisational functions that replicated what was already in place in wider Army. This separation and replication had gone largely unchecked and played out in a number of ways, including a lack of:

- a. collaborative working relationship with FORCOMD in the development of the ADF Special Operations Capability,
- b. integration within the wider ADF framework for the certification of special operations contingency force capabilities,
- c. integration with Army's (in particular 1st Division/ Deployable Joint Forces Headquarters (DJFHQ)) collective training and certification continuum,

- d. collaborative working relationships with special operations modernisation efforts with AHQ and Head Land Capability (HLC), and
 - e. sharing of knowledge, techniques, training, procedures and capability.
41. Since 2017, SOCOMD has expended significant effort to better interact, collaborate and value-add to wider Army and the ADF, and this effort has been reciprocated. SOCAUST is a fully integrated member of the Army Command team, with strong relationships particularly with fellow functional commanders COMD FORCOMD and COMD 1st Division. SOCOMD has forged a strong working partnership with FORCOMD in force generation management, integration and training, exemplified by the strong organisational connection between FORCOMD's Training and Doctrine (TRADOC) and Defence Special Operations Training and Education Centre (DSOTEC). SOCOMD continues to evolve and increasingly contribute as a component command within Headquarters Joint Operations Command (HQ JOC) and works very closely to support 1st Division/ DJFHQ to plan and integrate ADF operations across the Indo-Pacific.
42. SOCOMD members through a range of postings, initiatives and activities are increasingly seeking to integrate, share knowledge and innovation and seek input from outside the command. SOCOMD now routinely contributes to collective training conducted by Army and HQ JOC Exercises Hamel and Talisman Sabre, and the Joint Warfighting Series continuum. Other examples of the range of SOCOMD's contribution to providing external cross-transfer of knowledge, support and experience since 2015 include:
- a. Upskilling of Infantry (Roping/Airborne Roping/Amphibious Operations) and Specialist Enablers (Signallers/Medics/Engineers).
 - b. Contributing to the development of the Army Combat Shooting Continuum and the Army Combative Program.
 - c. Providing insight and enhancement into the ongoing development of Soldier Systems Projects.
 - d. Actively sharing post-operational tour lessons learnt and observations (most recently the large scale urban warfare observations from Iraq).
 - e. Initiating the Department of Veteran Affairs (DVA) Special Forces Pilot Program that better informed Army's processes and protocols for transitioning personnel that has directly enhanced integration between Defence and DVA.
 - f. Sharing insights, findings, processes and developing expertise of SOCOMD's People initiatives, most notably:
 - i. Professional Military Education Strategy - and ethics packages.
 - ii. Human Performance Optimisation Strategy.
 - iii. Force, Family and Veterans Program.
 - g. Providing significant and ongoing contributions and support to the Australian War Memorial Official History Project – Afghanistan.
 - h. Initiating a Cadet Engagement Program with the Royal Military College – Army (RMC-A) and Australian Defence Force Academy as a part of their Officer Development Continuum.
 - i. Providing an extensive range of capability demonstrations and exposure tours to international and domestic dignitaries, senior inter-agency and Defence leaders and Defence Graduates.

43. **SOCOMD has many masters but only one home - Army.** The focus of organisational integration will continue to actively seek the optimal integration of special operations effects into Army and the ADF joint force to increase mutual benefits across the spectrum of capability, operations and modernisation.

SOCOMD Achievements since 2015

44. Over the past five years the Special Operations/Counter Terrorism Branch has continued to deliver high tempo **global and domestic operational commitments** as part of the joint team at HQ JOC. The level of trust and integration of SOCOMD as a component command within HQ JOC has grown noticeably with the benefit of routinely producing fully integrated operational outputs.

45. Since 2015, a large component of SOCOMD's total workforce have deployed in support of numerous ADF global operations including Operation OKRA, Operation HIGHROAD, Operation AUGURY and through contingency support including Operation BUSHFIRE ASSIST and Operation COVID-19 ASSIST. [REDACTED]

[REDACTED]
SOCOMD's deployed elements continue to provide unique insights for strategic decision-makers within Defence and inter-agency to contribute to their understanding of the complexity of global and regional events including violent extremist networks.

46. SOCOMD elements also provided support to Commonwealth and State/Federal agencies [REDACTED]

[REDACTED]
[REDACTED] Concurrently, SOCOMD maintained forces on very high readiness for a number of regional and global contingencies, and for domestic counter-terrorism response options for complex incidents.

47. Since 2015, SOCOMD has undertaken an extensive **international engagement** program with over 400 formal overseas international engagement activities with more than 20 different international partners — a substantial proportion of Army's total international engagement involving almost ten per cent of SOCOMD personnel. [REDACTED]

48. Since 2018, SOCOMD has worked closely with the 1st Division, FORCOMD and the other Services to seek opportunities to support the Government's **Pacific Step-Up** initiative. These efforts, complemented by coordinated key leader engagements, continue to improve Defence partnerships through engagement with important regional and allied partners.

49. In response to the 2015 CASAC paper, in 2016 as part of the HQ SOCOMD re-alignment, the **Special Forces Group (SFG)** was established to improve the management of raise, train and sustain responsibilities. In 2019, the Army-led establishment review ensured

that SFG was fit for functioning as a formation command. The SFG has now been established as the foundation of the ADF Special Operations Capability. The SFG generates individual and collective special operations capabilities ready for operational employment within the SOTF 'unit of action' with capabilities drawn from across the Command and fully integrated with force elements from across Army, Navy and Air Force tailored to mission/task needs.

50. Functions that were previously provided in a disaggregated fashion across the enterprise and delivered at the tactical level have been lifted to formation-level to support enduring operational requirements and drive future development. [REDACTED]

51. As a central mechanism to institutionalise cultural and professional transformation and posture for future challenges, Army established the **Defence Special Operations Training and Education Centre (DSOTEC)** on 19 November 2019. Its role was established as the principal organisation to generate high performance teams and deliver pan-command individual special operations training and education. This further integrates personnel as part of multi-disciplinary teams for the conduct of special operations. DSOTEC remains central to SOCOMD's cultural renewal efforts through the active promotion of Army values and collective SOCOMD attributes over any particular unit identity.

- [REDACTED]
- b. It is comprised of two Units – **Australian Defence Force School of Special Operations (ADFSSO)** and **Australian Defence Force Parachuting School (ADFPS)** – renamed to recognise that the special operations capability requires the involvement of Air Force, Navy, Cyber and other inter-agency partners to sustain and develop joint integration and multi domain special operations and effects.
 - c. DSOTEC is the SOCOMD lead for Workforce and Training Transformation initiatives directly supporting CA's Army Objective Force modernisation priorities.

SOCOMD Enterprise Management

52. With support from AHQ, SOCOMD have substantially matured their enterprise management framework that is now fully nested within the Army Operating System (AOS). SOCOMD has now developed a comprehensive SOCOMD operating system, which assigns resources and priorities while managing risk to generate, operate and modernise Special Forces activities. SOCOMD has undertaken an in-depth review of all capabilities to enhance enterprise management functions and organisational efficiencies. SOCOMD is the first functional command in Army to appoint a **Policy and Assurance Adviser**, to ensure the conformance and performance of their governance arrangements.

53. SOCOMD has also developed their first **SOCOMD Business Plan** to systematise enterprise management fully within the AOS mechanisms and processes. This ensures the linking of strategic direction, resources and planned outcomes for the financial year. This enterprise management approach is complemented by the **Special Operations Program Capability Assurance Framework (SOPCAF)** endorsed by Government to deliver special operations modernisation in a transparent and accountable manner.

54. SOCOMD has learned from past instances of poor governance and worked hard to ensure they conform to legislative, regulatory and policy requirements. SOCOMD continues to build on these achievements to assure ethical, effective and economic governance is maintained and enhanced. Moreover, SOCOMD have instigated robust mechanisms for ensuring high levels of effective and transparent governance across the enterprise. Through the **SOCOMD Committee Framework**, the implementation of governance and policy measures has allowed for greater accountability with a high degree of assurance.

55. People remain at the heart of the SOCOMD capability with a workforce that includes full-time and part-time personnel from more than 40 ADF trades and specialisations, allied nation militaries, Defence civilians, contractors and service providers. The implementation of clear command direction and **centrally coordinated incident management practices** have further enhanced SOCOMD's active management of individuals who fail to maintain the moral, ethical, intellectual and physical discipline consistent with these standards.

56. SOCOMD now maintains a **positive compliance culture** across the entire force. SOCOMD's average reliance rating, supply chain assurance and total equipment availability **now exceed the broader Army annual average**. SOCOMD continues to excel in unremediated business process monitoring transactions. Together with Army's 17th Combat Services Support Brigade, SOCOMD has driven efficiencies through an extensive **block-scale rationalisation** program, streamlined its methodology toward **explosive ordnance management** and realised new approaches to **safety in training**. SOCOMD has also seen the implementation of noise, laser and hazardous chemical management plans in their units. Furthermore, SOCOMD continues to develop and implement Defence-leading checks for **clinical governance, military justice, incident management** and **cyber security** coupled with a range of updated directives for protective security, information management, information assurance and incident management.

57. **Standards Assurance.** SOCOMD recognises that strategic trust and operational capability are underpinned by the highest standards of governance and discipline. SOCOMD has instituted significant reform in this area. Individual and command responsibility and accountability are central to SOCOMD business practices. Compliance with legislation and policy is assured through an external auditing and a fully transparent oversight program that has demonstrated consistent high performance through the establishment of dedicated oversight functions at the two-star level.

Institutionalising SOCOMD Reform

58. SOCOMD is sustaining the momentum of cultural and professional transformation as directed in successive Campaign Plans and to institutionalise Army's *Good Soldiering* through four inter-connected pillars: lead better, fight better, live better and support better.

Lead Better

59. To improve the skills, knowledge, ethical foundation and character of SOCOMD personnel through a range of measures, including the **SOCOMD Professional Military Education (PME) Strategy**.

- a. SOCOMD released the SOCOMD PME Strategy in June 2018, which states that 'all SOCOMD Professional Development Activities will include a leadership and ethics module, which will place an emphasis on small team leadership and ethics in operational and organisational contexts'.

- b. Within this strategy the PME Strategy has SOCOMD personnel accessing bespoke **University of New South Wales** postgraduate courses in Special Operations Ethics, ethical leadership education through the **Australian Graduate School of Management** and online military ethics courses through **King's College London**.
- c. The PME Strategy is underpinned by a number of Lines of Effort. These include:
 - i. SOF Technical Mastery,
 - ii. SOF Character and
 - iii. SOF Organisational Culture;
 - iv. Contemporary Geopolitical Understanding; and
 - v. Technological Adaption.
- d. The PME Strategy has also been reoriented to support SOCOMD Plan 2020-23 and Special operations Objective Force 2028 while enhancing organisational culture transformation efforts.
- e. A growing focal area for SOCOMD PME is Great Power Competition (GPC) and the conduct of Multi Domain Special Operations. As such, greater linkages have been identified by ADFSSO with joint and interagency partners for PME and professional development opportunities to inculcate an enhanced shared understanding of capabilities.
- f. SOCOMD shares lessons learned and capability innovation with Army by engaging at the strategic, operational and tactical levels including involvement in Army's collective training exercises. SOCOMD also continues to focus on educating members of Army and ADF leadership about SOCOMD and its specialised capabilities through participation in courses, strategic war-gaming and presentations.
- g. SOCOMD through DSOTEC will retain strong links for leadership, culture and ethics with the Centre for Australia Army Leadership through COMDT RMC-A and other key interlocutors including Director General TRADOC for **Training Transformation and Professional Military Education (PME)** objectives.
- h. SOCOMD's close engagement with Centre for Australian Army Leadership manifests through sharing and disseminating models of leadership that recognise the challenges of generating and employing force in the Twenty-First Century.
- i. SOCOMD is also including **whole-of-Government** and our **regional partners** in key leadership forums to discuss ongoing challenges to our force generation and operating environment. This enables us to maintain positive relationships built on trust, focused on our existing capabilities that are ethically grounded.

Fight Better

60. This enshrines the concept of the **SOTF** as the fundamental Unit of Action, and capabilities are drawn from across all SOCOMD units tailored to mission/task-specific needs. This reinforces that SOCOMD units do not fight alone and that capability effects for the special operations core activities are generated through the formation of multi-disciplinary teams. It demands a pan-command approach, joint integration and inter-unit collaboration.

61. Since 2015, SOCOMD has continued to provide support to operations where the predominant focus has been on **training indigenous forces**. Importantly, this has led to a shift in focus from kinetic activities to enabling indigenous forces to achieve support to their national efforts. It reinforces that the outcome is not about SOCOMD but the performance of our many

strong international partnerships. This paradigm shift has filtered through the training system and Units through transfer of lessons learnt and after action reviews.

62. DSOTEC has now introduced the **Special Operations Forces Common Induction Course (SOFIC)**. This course inculcates a common culture through the early investment in shared experiences and baseline skills for **all new march-ins and returnees** to SOCOMD. SOFIC is underpinned by singular messages aligned to Army and SOCOMD values, identity, expectations and outputs.

63. **Protection of Information.** In order to protect capability, SOCOMD is undertaking a number of activities to assure the integrity of information across the command. This involves protecting information and information systems/networks against damage, destruction, loss, theft or compromise. There are a range of activities that will reform the SOCOMD information environment to ensure alignment with Defence practices and procedures.

64. **Supporting Others.** Contemporary SOCOMD operational concepts reinforce the role of SOCOMD in supporting the Joint Force and Australian Government requirements. This has been validated through increased participation in major exercises such as Talisman Sabre.

65. **Future Focus.** SOCOMD remains focussed on future operational requirements and has invested heavily in advanced training and modernisation. An improved two year training cycle has been established to certify a SOTF for a variety of contingencies, creating shared understanding of capability and integration of units. This will provide personnel across the organisation an understanding of capabilities and ability to work together on a routine basis.

66. SOCOMD has fundamentally redefined the core activities required to generate a SOTF and each unit has been assigned one of these to focus on: **Strategic Strike, Special Reconnaissance and Special Warfare**. These have provided clarity of purpose for each SOCOMD unit, and they have been enshrined within SOCOMD's doctrinal framework, within the substantially re-written and newly released ADF doctrinal publication **ADDP 3.12 Special Operations**. SOCOMD is currently considering a fourth vector/core activity, utilising the working title of '**Technical Enablement**' in order to be able to generate technical capabilities for successful conduct of special operations into the future.

67. The reinvigoration of the **Special Warfare** capability, as identified in SOCAUST's 90 Day Review - to deliver operational outcomes by, with and through our partners - has required significant restructuring and upskilling of our personnel with a focus on emotional and cultural intelligence; grounded in a strong ethical framework. This capability is now focused on the integration of more diverse and highly skilled personnel into the command, and will enable SOCOMD to better leverage the **total workforce** system by unifying broad skills and capabilities into high performance teams to work in a special operations environment.

Live Better

68. Focuses on the **cognitive, social, spiritual and physical** performance of our people. Every SOCOMD team member understands, upholds and lives the tenets of *Good Soldiering* in their service. This sustains SOCOMD's continuing cultural and governance renewal journey, empowered by exemplary standards of leadership, transparency and accountability. This is sustained through the tenets of *Good Soldiering*, under five signature attributes in pursuing our vision and mission agility, collaboration, informed, disciplined and humble.

69. The **SOCOMD Human Performance Optimisation (HPO) Network Strategy**, endorsed by SOCAUST in March 2019, will upskill our people to apply scientifically-based knowledge, skills and technology to enhance the **physical, psychological and social** components of SOF human performance. This is done as part of a continuum throughout an individual's career and beyond their military service.

70. The **SOCOMD HPO Centre of Excellence** resides in the ADFSSO. The ADFSSO HPO cell is staffed to optimise human performance across four 'pillars': **physical, technological, social and psychological** and will continue to maintain strong partnerships with Five Eyes SOF community and through external institutions such as the **Australian Institute of Sport** and the Gold Medal Ready program to leverage world best practices in HPO.

Support Better

71. To provide continuous support for our people and wellbeing initiatives, the **SOCOMD Force, Family and Veteran (F2V) Program** was established in January 2019 to bring together a range of community and supporting services. It commits to building a 'Community of Care' in order to optimise how we support our people and their families, accounting for the unique demands of service in a special operations environment. This program and its associated implementation plan, released in October 2019, seeks to reinforce the existing system of care provided by our units and wider **Defence and Ex-Service Organisations** (ESO's) to promote wellness, and enhanced connectedness for families and serving members with existing support services.

- a. SOCOMD is partnered with a strong network of Government and Defence organisations that play a valuable role in supporting our people and linking to the broader community including: Defence Community Organisation, DVA, Returned Services League, Legacy as well as SOCOMD affiliated ESO's such as: the Commando Welfare Trust; Australian Commando Association; Special Air Service Resources Fund; Special Air Service Association; Special Operations Engineer Association; Cam's Cause and Wandering Warriors.
- b. The F2V team within ADFSSO provides the central hub to provide individualised connection to the members of SOCOMD and the support agencies. The F2V function will be a critical enabler for an effective response to the IGADF Afghanistan Inquiry outcomes.
- c. Units have also implemented their own internal plans under this line of effort. Through addressing all these disparate parts, a soldier's *whole of being* is greatly improved, thus increasing their ability to uphold and live the tenets of *Good Soldiering* in their service.

Ethical Fitness

72. DSOTEC through the ADF School of Special Operations (ADFSSO) has developed an enterprise **Ethical Framework for SOCOMD**. This is codified through the new **SOCOMD Ethics Strategy** signed on 12 August 2020 and is nested with the new *Australian Army Ethics Enhancement Plan* (AAEEP) led by COMDT RMC-A. The strategy will be supported by a SOCAUST Implementation Directive due to be promulgated post the release of the IGADF Afghanistan Inquiry outcomes.

73. A new **enhanced pan-command ethical training package** has been developed as part of the institutional delivery of ethical development for SOCOMD personnel. The program commenced delivery on 03 August 2020 containing a future focused element in order to educate

and develop SOCOMD personnel to be 'ethically armoured' for the magnified ethical challenges identified in 'Accelerated Warfare'.

74. SOCOMD, through DSOTEC, retains strong links for leadership, culture and ethics. These linkages includes the Centre for Army leadership (CAAL) and for the AAEEP through COMDT RMC-A and through other key interlocutors including DG APC for *Good Soldiering* and DG TRADOC for Training Transformation objectives.'

75. **Ethics modules** are conducted during the Special Operations Basic and Advanced Courses providing ethical education in rank bands from SGT to MAJ.

76. This **ethical development framework** has been conducted in parallel with unit-level training delivered to all ranks by commanders, senior soldiers, padres, ethics experts and academics.

77. Learning Management Packages are produced using a standardised design principle for ethics, women, peace and security to ensure the **inclusion of ethical decision making** theory and practical training activities for reinforcement and leadership courses.

78. Special Forces selection courses now include ethical decision making activities designed to gauge the level of ethical awareness within candidates seeking service in SOCOMD.

79. Within SOCOMD units, individual training and military exercises have been designed to incorporate ethical decision-making in order to further assess and develop SOCOMD's ethical frame of reference.

80. The ethical framework includes deliberate interaction with and oversight by SF Advisors – MAJGEN Caughey (retd) and WO1 Ashley (retd) - and is postured to support DSOTEC for the conduct of a detailed review and lessons learnt process from the findings of the upcoming IGADF Afghanistan Inquiry

Special Operations Modernisation

81. Since 2015, there has been significant investment in Special Operations Modernisation. As an outcome of the First Principles review, special operations capability management was incorporated into a formal program, managed by specialist capability management staff. The **ADF Special Operations Program** is one of the eight Army programs for modernisation of Army. This capability is managed by CA as Capability Manager and is fully integrated with AHQ overseen by HLC.

82. The **Special Operations Modernisation Branch** was established in 2017 as part of the HQ SOCOMD re-alignment and is overseen by a dedicated one-star Director General to manage the ADF Special Operations Modernisation Program on behalf of SOCAUST. This ensures modernisation initiatives are coordinated within the command and with other programs across the Integrated Investment Program supported by a robust and transparent governance process. Currently, the one-star position is filled by an Army Officer, with specialist capability management staff employed from across all three Services.

83. The **Special Operations Program Capability Assurance Framework (SOPCAF)** was approved in July 2018 as the mechanism to ensure effective capability management within SOCOMD. This process is overseen by a senior steering group chaired by SOCAUST and HLC,

supported by representatives from across Defence and central agencies. This steering group meets biannually to prioritise capability activities and future acquisitions within Government approved tranches of funding. ADF Special Operations Modernisation Program is fully integrated with AHQ overseen by HLC.

84. The strengthening of the modernisation organisational structures enabled the successful progression of SOCOMD's keystone project **LAND 1508 Phase 1 (GREYFIN)**. Government approved the first tranche in August 2019 providing dedicated funding for SOCOMD to continuously improve technologies so as to maintain leading edge, innovative capabilities.

85. The realisation of projects such as **LAND 3025-1 (Deployable Special Operations Capability)**, **JOINT PROJECT 2097-1B (Enhancement to Special Operations Capability)**, and significant inputs into projects such as **LAND 159 (Small arms / Lethality)**, **LAND 2097-4 (SO Rotary Wing)**, and **SEA 1000 (Future Submarine)**; as well as our work with Air Force, Navy and international partners, will optimise the entire ADF Special Operations Capability as we seek to support the joint and inter-agency force. Furthermore, this will address current gaps, exploit opportunities and embrace innovation to ensure our ability to respond to accelerating and converging change in our operational environment.

86. To inform these procurements, SOCOMD works closely with the **Defence Innovation Hub** and **Defence Science and Technology Group** to inform Defence innovation investment through the Next Generation Technology Fund. SOCOMD was actively involved in the analysis and development of **Force Structure Plan 2020** resulting in the inclusion of specific Special Operations Portfolio Options. These options were generated following a detailed analysis of the future 2040 operating environment and the specific capability effects that SOCOMD could be expected to generate. Success across our mission sets necessitates access, use and protection of information to support agile decision making in a fluid operating environment. This has required an increased investment in work to align SOCOMD within a rich, distributed, accessible and inclusive information and intelligence environment. This investment is developing a modernisation system that can demonstrate the capacity for rapid adaptation.

87. In 2019, SOCOMD's **advanced manufacturing and prototyping** capability was substantively progressed with the first field deployment of the Rapid Fabrication Cell on Exercise Talisman Sabre. [REDACTED]

[REDACTED] inspired the development of a mirrored conventional capability by Army. More recently, this capability has assisted in the Whole-of Government response to COVID-19 pandemic by bolstering the manufacturing capacity of civil industry of medical protective equipment.

88. These modernisation efforts are underpinned by **transparent processes** detailed in the SOPCAF. This framework formalises the capability development governance and accountability processes within SOCOMD and ensures decision transparency with Government. This framework will continue to develop to ensure our business and governance processes provide effective and economical governance.

89. To increase alignment and transparency, in 2019 SOCOMD initiated the development and implementation of the first iterations of the **ADF Special Operations Test and Evaluation Masterplan**, **Special Operations Strategic Infrastructure Plan** and **SOCOMD Infrastructure Prioritisation List**. In 2020 we will further focus our modernisation efforts through the development and implementation of our first **ADF Special Operations Program**

Capability Communications Strategy, and a ADF Special Operations Program Science and Technology Directive.

Future Ready

90. SOCOMD is increasing the speed it adapts to change using the *'think big, start small, move fast'* model. SOCOMD is evolving its special operations command and control platform for 21st Century mission needs. We need greater agility to transition teams between missions and environments to support CDF and CJOPs.
91. **Special Operations Objective Force.** Evolving iteratively towards 2028, SOCOMD will ensure that it can generate freedom of action, better sustain tempo and absorb rapid change by adapting to a unified force and operational generation cycle, and harnessing opportunities offered by Army's Training Transformation and workforce generation initiatives. As the importance of access and influence effects continue to evolve in importance, so to will the reliance and dependency on special operations capabilities for future warfare. Australia will need a special operations capability that can *'look deep, move fast and strike hard'*.
92. The **SOF Workforce Segment** analysis and design is underway and is nested within Army's wider *Future Ready Workforce* Campaign Plan and the Army People Capability System. Partnering with Head Land Capability, Army People Capability Branch, Career Management-Army, Navy and Air Force career management agencies and Defence People Group, SOCOMD will:
- a. Modernise, simplify and create more flexibility in our employment category models to enhance workforce agility for our people and for joint and interagency personnel to augment and transition more efficiently between core missions and roles.
 - b. Consider new ways to retain our talent including enhanced utilisation of the Total Workforce System and leveraging Army workforce modernisation initiatives.
 - c. Post-service, consider new ways to employ talented individual through a broadening of the philosophy of Total Workforce System to include contracted positions to augment the SOCOMD workforce to enable training and capability sustainment.
 - d. Expand the diversity of our SOCOMD workforce by further amplifying opportunities for women in combat roles, enhancing culture competence, and ethically and ethnically armouring our people in preparation for the future operating environment.
93. SOCOMD will seek to expand the diversity of our workforce and look to develop more cultural competence, consistent with the need to operate in the grey-zone.
94. **Special Operations Australia 2040.** Drawing from our World War Two lineage, Special Operations Australia 2040 is the working title for a capstone strategy for the future ADF Special Operations Capability that capitalises on work conducted to support Force Structure Plan analysis. This Strategy will be developed iteratively and will consist of two main elements:
- a. Establishing a shared understanding of where the ADF Special Operations Capability will need to be in 2040.
 - b. Developing a strategy for the future joint and integrated ADF Special Operations Capability which details future special operations concepts, capabilities and approaches along with role, function, policy needs and organisational design.

Conclusion

95. Over the past five years, SOCOMD has made significant progress to reverse the systemic cultural and organisational decline identified in 2015. While SOCOMD still has much work to do, it is now a more robust and integrated entity with inbuilt assurance processes that continues to work hard ensuring the ongoing cultural and professional transformation whilst maintaining a high training and operational tempo.

96. SOCOMD is not alone in meeting the challenges of organisational renewal and increasing demands and challenges. It is now more fully integrating within Army, the functional commands and the ADF and is now reaping the substantial benefits across the spectrum of governance, training, operations, capability development and modernisation imperatives.

97. SOCOMD is enthusiastically continuing its journey of capability and cultural optimisation. The command is psychologically and organisationally postured to implement the findings and recommendations of the IGADF Afghanistan Inquiry. It is working closely with ADF and Army Headquarters to prepare for the intense period of public and institutional scrutiny of the command.

98. SOCOMD today is not the same organisation as it was in 2015, it is emerging as a transformed organisation, committed now and in the future to prepare and employ special operations forces in order to defend Australia and its national interests.



AG Findlay, AM
Major General
Special Operations Commander – Australia

01 September 2020