



SENSOR

Promoting National Security and Defence

RUSIDSS of SA

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The views expressed in this Newsletter
are not necessarily those of the
RUSIDSS of SA.

Winter 2017

Issue No. **465**

DST ALUMNI

The Chief Defence Scientist has proposed to enhance the connection of former Defence Science and Technology (DST) Group (formally DSTO and WRE) employees with each other and with Defence by supporting the formal constitution of a DST Alumni.

The goal is to establish a respected, modern, vibrant and enduring DST Alumni where members feel connected with the DST Group and with each other. Former DST employees who might be interested in joining, and among these the people who would like to assist in its establishment, are encouraged to respond through a registration of interest at:

<https://www.dst.defence.gov.au/careers/dst-alumni>

The purpose of the alumni is to:

- develop and maintain mutually beneficial relationships between the DST Group and former DST staff,
- provide a means to help former DST staff retain:
 - personal, social and professional linkages; and
 - currency with defence science and DST Group,
- provide altruistic opportunities for members to give back to DST Group and its staff, in acknowledgement of and in response to their former relationship working within the organisation, and
- provide members with an opportunity to continue contributing to a broad defence science network.

The alumni will be operated by its membership, rather than by the DST Group, so potential members are asked to indicate your interest in:

- assisting with the establishment of the alumni, and
- being nominated for election as an office bearer.

Expressions of interest have so far been received from 271 personnel and among these, 104 are interested in helping to establish it. An encouraging 38 are willing to consider nominating for office.

Meetings are being conducted to discuss a draft of governance arrangements in both South Australia and Victoria. The local meeting was held at the University of SA, Mawson Lakes Campus Thursday 20 July 2017. Further details will be supplied to those who have lodged expressions of interest.

For further information, contact Mark Heinrich at
aluni@defence.gov.au

Monthly Luncheons

Monday 7 August 2017

Speakers: Aaron Cartledge,
SA Secretary C.F.M.E.U and
Max Adlam, Industrial Officer,
United Firefighters Union

Wines presented to guest speakers
are generously donated by
SKYE CELLARS,
578 The Parade, Auldana 5072.

SKYE CELLARS has been operating
for over 28 years. It is a family owned
and operated business situated in the
heritage listed Auldana Estate Winery
in the Adelaide foothills.

Topic: *To report on the dangers posed to
the security of the Australian public by the
importation and usage of faulty, foreign
made, building products which often have
false, covering documentation.*

All members are invited to attend our
luncheons. Indeed you are encouraged
to invite partners, friends and colleagues
to join us and, if they like what they see
and hear, to nominate them for RUSIDSS
membership.

The dress code for the luncheon is neat
casual. We will assemble in the Ex-
Services Mess Association Bar at the
Torrens Parade Ground at approximately
11.30 am for drinks and good fellowship.
Members are asked to be seated by
12.00 noon when our President, or his
representative, welcomes members and
guests and lunch is served.

The cost of the buffet is \$30 for members
and \$35 for non-members. Wines, beer
and soft drinks will be available for
purchase. We also conduct a raffle to
help cover expenses. Our caterer has
agreed to provide vegetarian meals and
sweets for diabetics, but these must be
ordered before midday on the Friday
before the lunch.

For those who do not have time to enjoy
lunch, but wish to hear the lecture, chairs
will be provided at the back of the room.
A \$5 donation to attend the lecture would
be appreciated. Please be seated before
12.55 pm. The address will be about 30
to 35 minutes duration with 15 minutes for
questions, after which coffee or tea is
available. We aim to complete the
program by 2.00 pm.

**Cancellations must be advised to the
RUSIDSS-SA Office by 3 pm of the
Friday before the lunch. Subsequent
cancellations will attract a fee of \$30.**

VICE - PRESIDENT REPORT

**The following article on the subject of Governance
is a talk that was given recently by the Vice-
President BRIG Robert Atkinson (Retd).**

IS IT POSSIBLE FOR A BUREAUCRACY TO FUNCTION?

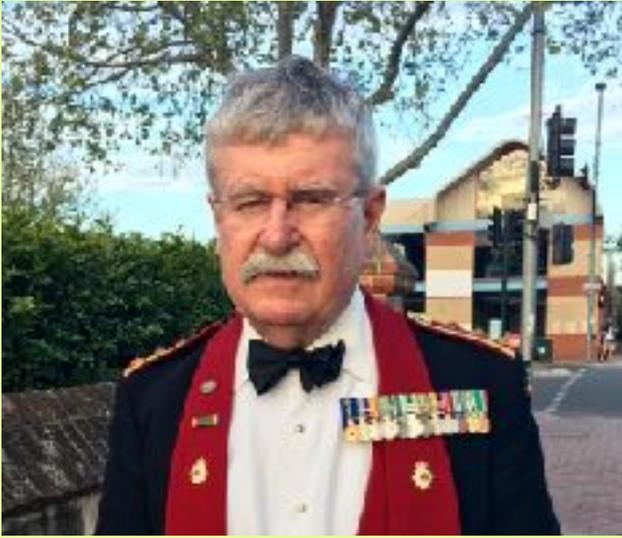
All our lives we impact upon our bureaucracies. Indeed one of the yardsticks of civilisation is bureaucracy and along with cities are a measurement of human civilisation. Their structure and function is dependent on how we work together as a community. The word is of French origin by a combination of the French for desk or office and the Greek word kratos—will or political power. However, with the development of writing in 3,500 BC, the use of documents was critical to the administration office, resulting in the first definitive emergence of bureaucracy.

It is found in ancient Sumeria, in the Roman Empire and its Byzantine Empire derivative, the term "Byzantine" came to refer to any complex bureaucratic structure. Ancient China had a complicated bureaucracy influenced by the teaching of Confucius, who emphasised the importance of ritual in the family, relationships and politics. In a generic sense it became community, family, self—almost the opposite of the Western pillar of self, family and community. Rudyard Kipling said "East is East and West is West, and never the twain shall meet." Maybe he was wrong, and a combination and a better balance is the way forward. Yet, in the modern era, the expanding Department of Excise in Britain, during the 18th century allowed for a very large broad tax burden on the population—maybe a glimmer here of where the drivers are, with a certainty of death and taxes.

The French Aristocracy, Confucius, Voltaire, Napoleon, John Stuart Mill, Karl Marx etc etc. The Soviet Union was a classic and indeed the Russians used to say "they pretend to pay us and we pretend to work". Perhaps an insight into humour, how "worms" turn and survive. Indeed there was a story in Soviet Russia where the director of a shoe factory was obliged to make a certain number of shoes within a six month period. The director indicated this was impossible but having been threatened with Siberia he went ahead. He met the deadline . . . all **left** shoes.

Another saved his hard earned money to buy a car and was informed "Comrade, the car will arrive on the 21 March two years later". "Will that be the morning or afternoon please?" "The afternoon Comrade, why do you ask?" "Good, the plumber is coming in the morning!" The Soviets were not unique at all and the rise of a European bureaucrat and an unelected power has created a modern backlash with Brexit. Politicians such as Margaret Thatcher and Ronald Reagan, and indeed Donald Trump, "promise" to cut through red tape, or drain the swamp; "Hope springs eternal."

Closer to home, in my service in Rwanda in '94, I was obliged to go back to Nairobi ("Nairobbery" as we called it) to bring back a number of Ghanaian wounded who had been sent for treatment and had fallen under the radar of the United Nations bureaucracy. Finally discovered, a Ghanaian doctor and I were tasked to assess and bring them back if possible. In order to do this, I was told to use my credit card etc to facilitate the circumstances, which included paying for hotels, airport taxes, taxis etc. The soldiers, being quite practical, realised the time to go home, although they were well ensconced in their hospitals with their needs being met.



BRIG Rob Atkinson, Vice President RUSIDSS of SA.

Basically, it was a dawn raid, with a convoy of London taxis picking up patients from around the town. I recall a senior nurse running out saying “Who is going to pay?” and I wound down the window and said “Send the bill to Boutros Boutros-Ghali, Secretary General of the United Nations in New York.” We got away and back to Kigali in Rwanda. Then, with all the paper work required, receipts etc I approached the paymaster to get reimbursed. He indicated that it was not possible to do what I had done in our system and that, too bad, I would have to shoulder the finances. He then noted my Army number and asked if I had joined in January 1971 and served “in the funny country.” I indicated I had, and he said, “Well, we joined at the same time and have served together. Here is the money.” So, to have a system within a system basically related to personal contact (nepotism and cronyism) can work, but is it sustainable in the long term?

Having given you some generic anecdotes, I will now develop the five things that I have distilled.

1. Accountability
2. Responsibility
3. Transparency
4. Good communication
5. Avoidance of stove piping

1. ACCOUNTABILITY

Samuel Johnson said: “Nothing concentrates the mind like the prospect of death on the morrow.” So, accountability is the system within the system to at least being able to track back to where the problem is, if there is one. I once was involved in a Senior Officer workshop run by the second most senior officer in the Australian Defence Force. The theme was how to stop something happening in a bureaucracy, like not signing the cheque or the form, leaving your in-tray full and going on holidays etc etc. He came to me and said: “Don’t hold back Doc. What is something that can be done to stop things from happening in a bureaucracy?” And I said: “Have a workshop, Sir.” There was instant silence and the stage whispers came across as ‘there goes your career.’

It does provide an example that the two-edged sword that is committee meetings etc can be a process leading to an outcome. However, if the process is an end in itself, with an allusion of outcome, then nothing works. Petronius has a quotation which is probably lost in history as to where it truly came from.

“We trained hard—but it seemed that every time we were beginning to form up into teams we were reorganised. I was to learn later in life that we tend to meet any new situation by reorganising, and what a wonderful method it can be for creating the illusion of progress while actually producing confusion.”

2. RESPONSIBILITY

This is more personal and it depends upon the individual to see that their job is important—not just moving paper but in fact impacting upon the lives of those who are linked to the paper. There is a limit to that responsibility and one needs to be careful not to destroy oneself by trying to do things that are not possible, which is a challenge. You need to look after you before you look after them. In Banda Aceh 2001, I came across an American who wandered into our unit when I was between surgical cases. He said he felt very bad because his Mother was American, his Father was Lebanese, and that he had really good skin and did not expect to get sunburned. He was, so I indicated that although I was an orthopaedic surgeon I spent my life with freckles as a kid, which did not really work for me in regard to becoming a bronzed Anzac, but I did learn a lot about sunburn and managed to put him in the right direction with our pharmacist. Not only that, I discovered that he was one of a small group who had just jumped on a plane and had no equipment at all, and we were able to supply him and his friends, pointing them in the direction of a village down the road. Off they went.

3. TRANSPARENCY

This does involve bringing everybody else on line so that they can see what you are doing and you can see what they are doing. Knowledge is power for some people, and by keeping the knowledge to themselves they appear powerful. It is the power of the powerless and leads the detriment of the bureaucracy and the team play that is actually essential. Good people working together means that the whole is greater than the sum, and indeed it is a raising of morale and trust between people. “Trust but verify” is an old Russian proverb, and the more wide open the system the better. Indeed, one could argue today with modern communications with Wikileaks, Mark Snowden etc that you might as well not bother keeping secrets unless they are absolutely critical, and then you might as well go to paper (at least you can eat that if you get caught).

4. GOOD COMMUNICATION

This is the more formal aspect of transparency, and up and down the line as well as sideways to tell those who should know and beyond, enabling them to work in their place knowing full well that they are not redoing what someone else is doing and back to Petronius.

5. AVOIDANCE OF 'STOVE PIPING'

This may seem a little unusual to you and, to anecdotally explain, I shall go to my experience in operating theatres. In a public operating theatre, I might place the tourniquet on a leg and say to the anaesthetic nurse who has done her little bit "Would you mind turning on the tourniquet?" Invariably the reply would be: "This is not my job, so I'll have to find somebody else." In a private operating theatre, I put on the tourniquet and, as soon as it is complete and joined, the anaesthetic nurse would turn it on without any communication at all. In fact, a team of helping each other is actually very morally uplifting and a win-win for all, particularly patients. To remain in your stove pipe at the expense of the outcome can be a major problem, and in my public teaching hospital for a number of years we had privatisation of the hospital. The role and function of a public teaching hospital, which is mainly patient care and community service, research and teaching, did not change but a private company ran the place for many years. It was not easy: Staff levels were low and the General Manager's office was small, covered in paper with a phone continually going.

We went back to a Government run hospital and the car park filled, a large number of staff returned, and the General Manager's office was five times bigger with a giant desk which was perfectly tidy as well as a corner in the room with a lounge and small table. If you were good, you got coffee down there. If you were not good, you sat in front of the large desk. Decision making required many. The costs went up as did the waiting list—an interesting experience.

Underpinning these five things (which I would not see as being the end, as well you may have some yourself), leadership is required. There are many definitions of leadership, and I have been involved as both a pupil and lecturer in this area in the Military over the years. I draw on Aristotle, the student of Socrates who took poison on principal, as a fairly simple series of definitions that have stood the test of time: Ethos, Pathos, Logos.

Ethos is your ethical behaviour: If you cut corners and put your hand into the till, then others will see that and want a piece of the action. Gradually the system will implode.

Pathos is your passion for the job, and if you like a job with good team play then you will be carried along. Australia is fairly unforgiving, and if you get the leadership right you will be killed in the rush as people get on with the job. If you get it wrong, you are on your own! Health care is wonderful in that most involved have an extremely high level of discipline and energy to get the job done. You need to move back from seeing patients to lose your passion and, of course, the larger the bureaucracy and the less direct patient contact, the easier that is. It is a bit like killing in the Military. At a distance, it is relatively easy to kill somebody as they do not appear as a human being. The closer you get, the harder it is, and there are many references on this.

Logos is the hardest one because it starts to move away, for your own personal skills and the tools to do the job come from other areas where they may not be helpful or the tools forthcoming.

Finally, the word Bureaucracy has some Greek origin, as does Leadership, if we go back thousands of years. If something has stood the test of time, it probably is worthy of thought. I do not presume to give you answers but some areas that you can question. As a problem for the human race, as exemplified in road safety, we are all fallible. We make mistakes, and 90% of deaths on our roads are because you and I have made a mistake. A driverless car sounds like a good idea, but remember that 98% of us were against seat belts back in 1970, and in this State they took it on, with the success you see today. It can cut through the Gordian Knot.

An ex-President of India (Abdul Kalam) said: "We ask the impossible, and the possible will emerge."

Rob Atkinson

PRESIDENT

The President of the RUSIDSS of SA, AVM Brent Espeland recently suffered a serious illness that required operative and on-going conservative treatment. Council and members wish him well for the future.

The President's illness caused the cancellation of the Dining In Night on 27 May which will be re-scheduled in the near future.

COUNCIL

Both WGC DR Mark Ryan and FLTLT David Hirst have recently retired from the Council of the RUSIDSS of SA.

Their significant contributions to the activities of the organisation whilst they were members of Council are greatly appreciated. The President and Council members wish them both well for the future.

CAPT Brian Gorringe AM RAN (Retd) addressed the RUSIDSS of SA on 6 February 2017 and spoke about his experiences as the Defence Attaché (DA) to Saudi Arabia and Kuwait.



Brian lived in Riyadh and found Saudi Arabia to be unique in comparison with other Arab states in that the responsibilities of the DA are quite different from any other country. The role is to build relationships, and encourage Saudi military students to study in Australia as technicians and pilots etc. Staff courses in Australia are very popular and there are over 8000 Saudi Arabian students currently studying in Australia. Saudis believe that the quality for study is better in Australia than it is in the US. The main role of the DA is in operations and Brian needed to attend receptions four or five times a week. Receptions took place after last prayers, at about 2000h and lasted for two or three hours.

Australian Defence personnel are based throughout the Middle East and a large contingent of ex RAAF personnel work in Saudi Arabia. The country is the best militarily equipped of all countries in the region, apart from Israel. Anyone who ever goes to Israel can never return to Saudi Arabia. Armed forces number about 75000 and the National Guard has over 100000 personnel. Military equipment is sourced from Russia, US, France, China, UK etc. and the Saudis often gift military equipment to other Islamic countries. There is a huge US military base in Kuwait but few Australians are based there.

51% of the country's citizens are under 25 and the majority do not work. Saudi Arabia is the world's largest exporter of oil, and accounts for a third of the world's oil resources. Daily life in Riyadh is governed by prayer, with the first call of the day at 0400h. Many go back to bed afterwards and shops shut at about 1100h. Christianity and alcohol are banned.

See <https://www.internations.org/saudi-arabia-expats/guide/living-in-saudi-arabia-15364> to learn more about living in Saudi Arabia.

"House of Bush, House of Saud: The Hidden Relationship Between the World's Two Most Powerful Dynasties" by Craig Unger is recommended reading.

DRONES FOR THE ADF

The WASP AE is a new surveillance and reconnaissance capability acquired by Defence.

The systems are small enough to be carried, assembled and used by one person, and allow the soldier to 'see over the hill, around the corner and down the road'.

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Vale

It is with regret that the deaths of

COL Neville Bergin and
MAJ John Heard,

members of the RUSIDSS of SA,
were noted.

The Members of Council extend their condolences
to their families and friends.

ORBITUARY - COL NEVILLE BERGIN

Born and educated in Adelaide, COL Neville Bergin (Retd) graduated from the Royal Military College, Duntroon, into the Royal Australian Corps of Signals, in 1956.



He served in numerous Signals regimental and staff appointments, including command of 126th Signals Squadron (Special Forces) and as Commanding Officer and Chief Instructor of the Army School of Signals.

In 1970, he commanded the Task Force Signals Squadron at Nui Dat in South Vietnam and then served as the senior Signals staff officer and

Defence Communications Officer in London. Neville was a graduate of the Army Staff College and the Joint Services Staff College.

Following a number of logistic staff appointments, he was promoted to the rank of Colonel and appointed Director of Logistic Operations-Army. From 1983 to 1987, he was seconded to the United Nations in New York as a logistics and communications adviser for the support of peacekeeping missions. In this role he travelled frequently and extensively throughout the Middle East.

Neville retired from the Australian Army in 1987 and accepted an appointment as a Divisional General Manager in British Aerospace Australia in Adelaide. Before retiring from industry in 1999, he travelled extensively on business throughout South East Asia.

He has held the honorary appointment of Colonel Commandant of the Royal Australian Corps of Signals in South Australia and, for many years, was the Convener of The Duntroon Society in South Australia. For ten years he was a Director of Employ SA.

Throughout his military and post-military careers he has had a long association with the RUSI and, from 2000 until 2004, was President of the RUSI of SA. The Council of the RUSI of SA awarded Life Membership to Neville in 2007.

Neville has been seriously ill over the past few months and passed away peacefully at home on 6 June 2017 aged 81, with his family beside him. He is survived by his wife Nanette, (they were married for 55 years), his three daughters, Karen, Leanne and Janine, and six grandchildren.

POWER

Ron Bannon, Councillor of the RUSIDSS of SA, spoke about the effective conversion of brown coal to power at the luncheon on 6 March 2017.

In Ron's opinion, brown coal, of which there are large deposits in South Australia, should be converted to diesel fuel to drive power generators, rather than being burnt in power stations to produce steam such as those recently being closed in the Latrobe Valley.

Brown coal, known as lignite, was first proposed as a source of diesel fuel in 2006 but the proposal was ignored by the government. The use of lignite would

have allowed the establishment of base load power stations in strategic locations of South Australia to provide a back-up for solar, thermal and wind power generation.

Conversion of lignite to diesel fuel, known as eco distillate, can be achieved using a clean operation that produces no atmospheric pollution or smell. The system was developed in Germany many years ago and the current problem of electricity supply in South Australia need not have happened. Countries where this conversion currently takes place include Canada, Spain, Bulgaria and Mexico.

Ed. The sustainable use of brown coal is featured in the Innovation Australia web-site at

<http://www.bcinnovation.com.au>

COMMITTEE FOR ADELAIDE

On Monday 3 April 2017, the CEO of the Committee For Adelaide, Jodie van Deventer, addressed those attending the RUSIDSS of SA luncheon. Jodie gave a brief introduction to the Committee for Adelaide describing why the organisation exists and what it is doing.

Full details of the organisation can be found at <http://committeeforadelaide.org.au/our-network/board/>.



The Committee is a group of business and community groups looking for solutions and ideas as changes are occurring in the community, to generate the opportunities for reinvestment in Adelaide and South Australia. The ultimate test of success would be that young people don't leave the state for other work.

The Committee is totally funded by its members and engages with politicians at all levels and on all sides of government. The diverse membership enjoys an effective relationship with other organisations both here and interstate and is currently in a growth phase. Building up cooperation with Boards Without Borders is important. See <http://bowibo.org> for information about Boards Without Borders.

Energy and security are the big issues at present. Attracting business and providing potential for growth are the focus, as many head offices are being lost to the State. There are problems with the internet which is perceived to be very slow. Automation and artificial intelligence are important and population growth has to be sustainable. Innovation is a strong feature for SA and the Committee is working with university students in innovation and putting together a description of what has been innovative in SA.

There are many other lesser projects being studied. Having a cheaper, steady and capable workforce in SA is a big advantage.

PASSCHENDAELE

July to November, 2017 marks the 100th anniversary of the Battle of Passchendaele, one of the most notorious battles of the WWI. In three-and-a-half months of fighting, an advance of less than five miles saw an estimated 550,000 Allied and German troops killed, wounded or lost.

The Royal British Legion has produced a website that The 100th anniversary of Passchendaele provides an opportunity to view WW1 in a new way and commemorate the Service and sacrifice of those who lost their lives.

Go to <http://www.britishlegion.org.uk/remembrance/ww1-centenary/passchendaele-100/> to discover how the battle unfolded and experience what life was like on the front line through immersive 360 videos.



Image from the archives of Canada, taken from <http://www ww1battlefields.co.uk/flanders/passchendaele.html>

SPONSORS

Industry Sponsors are being sought to financially support the RUSIDSS of SA, which, in return, would badge supporters in our publications, luncheons and other correspondence.

In a troubled world, it is time to look to long-standing Defence related institutions that have provided support in the past. We would highly value any interested Company's contribution to this Institution.

RUSIDSS is a federation of independently constituted State and Territory chapters, headquartered in Canberra, ACT. It is a not-for-profit organisation registered with the ACNC and is a Company limited by guarantee managed by ASIC.

The RUSIDSS provides education, research and related services through its library services, website, journals and periodicals, regular presentations, conferences and seminars and arranges visits by members to military installations. It has a long tradition of service to the community by promoting a better understanding of Defence and National Security issues.

Our history goes back to Wellington after Waterloo and has always focused on generating discussion and support for Defence, promulgated throughout the British Empire. Today, RUSIDSS of SA has inherited that tradition.

Essentially, we are a "focus group", enabled to advocate, mentor and support Defence-related activities. Membership includes any interested citizens as well as ex-serving members, so it is a broad-based group. Our national sponsor is Rolls Royce and in South Australia we are seeking local sponsors in regard to Defence and security matters.

Our website with further information can be seen at <https://www.rusi.org.au>.

**BRIG Rob Atkinson AM RFD (Retd),
Vice-President RUSIDSS of SA**

HONORARY AUDITOR

The services of an Honorary Auditor are sought to audit the finances of the RUSIDSS of SA on an annual basis.

Should you have suitable qualifications and are willing to fill the position of Honorary Auditor, please contact the office with your contact details by email to rusikes.bipond.com.

Alternatively, if you know of a suitably qualified person who may be willing to fill the vacant position, please make their contact details known.

FACEBOOK

The meeting of Council on 24 July 2017 decided to set up a closed Facebook facility for contributions by members of the RUSIDSS of SA.

Currently, everyone has access to the page Soc Rusisa which contains information that is likely to be of interest to members.

Further information concerning the closed Facebook page will be announced shortly.

FUTURE SPEAKERS

The guest speaker for luncheon on Monday 4 September will be Dr. Romain Fathi, Lecturer in Australian History at the College of Humanities, Arts & Social Sciences, Flinders University.

Dr Fathi is an affiliated researcher at the Centre d'Histoire de Sciences Po in Paris. He will present on France and the Great War, which might be more interesting for members who would be very familiar with Australian military history and heritage.

Such a presentation would be a great starting point to think about similitudes and differences with regard to service and WWI between our two nations.

See <https://news.flinders.edu.au/blog/tag/australian-history/> for information about Dr Fathi.

On Monday 9 October, Senator Cory Barnardi will be the guest speaker.

The RUSIDSS of SA Annual General Meeting will be held during the luncheon proceedings.

