

Appendix A

Consultations

Appendix A.1 – Meetings

Date	Meeting Detail
19 October 2011	Chief of Defence Force Action Plan for the Recruitment and Retention of Women Meeting – representatives from each Service, CDF's office and Values, Behaviour and Resolution Branch
20 October 2011	Directorate of Strategic Personnel Policy Research, Department of Defence
20 October 2011	Career Management Agencies: CAPT M. Miller, Director Navy People Career Management Agency COL W. Stothart, Directorate Officer Career Management Army WGCDR K. Ashworth, Directorate Personnel Air Force
24 October 2011	Air Commander Australia AVN M.A. Skidmore AM and Senior Leadership, HQ Air Command
27 October 2011	Commander Australian Fleet RADM S.R. Gilmore, AM, CSC, RAN (2011) Commander Australian Fleet RADM T.W. Barrett, AM, CSC, RAN (2012) and Senior Leadership Fleet Headquarters
2 November 2011	Personnel Policy Senior ADF Representatives: CDRE V. McConachie, Director General Navy People BRIG G. Reynolds, Director General Personnel – Army AIRCDRE R. Rodgers, Director General Personnel – Air Force
4 November 2011	CMDR C. Clarke, Commanding Officer, HMAS <i>Kuttabul</i>
8 November 2011	Forces Commander MAJGEN M. Slater DSC, AM, CSC, and Senior Leadership HQ Forces Command
10 November 2011	WGCDR K. Kooij, Commanding Officer HQ Air Lift Group and Security Police, RAAF Richmond
11 November 2011	AVM M. Staib, CSM, Commander Joint Logistics
14 November 2011	CAPT L. Charles Jones, Commanding Officer HMAS <i>Sydney</i> and Senior Leadership, HMAS <i>Sydney</i>
14 November 2011	Equity and Diversity Officers, HMAS <i>Sydney</i>
16 November 2011	Director General Defence Force Recruiting, AIRCDRE H. Ehlers and Defence Force Recruiting Representatives

Date	Meeting Detail
21 November 2011	Commander Northern Command, AIRCDRE K. Watson and Senior Leadership, HQ Northern Command
22 November 2011	WGCDR A. McNerney, Commanding Officer 322 Expeditionary Combat Support Squadron and Senior Leadership, RAAF Tindal
23 November 2011	BRIG G. McLachlan, AM, ADC, Commanding Officer, 1 st Brigade and Senior Leadership 1 st Brigade, Robertson Barracks
24 November 2011	LCDR P. Ruhl, Staff Officer Capability Patrol Boat Group and Senior Staff HMAS <i>Coonawarra</i>
28 November 2011	MAJGEN C. Williams AM, Commanding Officer 2 nd Division and COL Dean Franklin, Chief of Staff 2 nd Division, Randwick Barracks
30 November 2011	CDRE E. Rushbrook, CSC, Director General Health Capability and Director General Navy Health Service
30 November 2011	ADF Health Professionals
30 November 2011	BRIG I. Spence, Director General Reserves – Army BRIG W. Sowry, Deputy Head Cadets, Reserves and Employer Support Division and Plan SUAKIN Reserve Reform Stream Representatives
30 November 2011	Director General Workforce Planning AIRCDRE T. Needham and Defence Workforce Planning Branch Representatives
30 November 2011	Mr J. Diercks, Director General and Ms E. Swavley, Director Rights and Responsibilities, Values, Behaviour and Resolution Branch (formerly Fairness and Resolution Branch)
6 December 2011	CAPT M. Hill, Commanding Officer HMAS <i>Cerberus</i> CAPT K. Richards (CO Designate) and Senior Leadership HMAS <i>Cerberus</i>
7 December 2011	Defence Force Recruiting Representatives – Melbourne
8 December 2011	Dr G. Dennerstein
14 December 2011	WGCDR G. Johnson, Commanding Officer No. 26 Squadron and Senior Leadership RAAF Base Williamstown
18 January 2012	CMDR A. Morthorpe, CSM, Commanding Officer HMAS <i>Success</i> and Senior Leadership HMAS <i>Success</i>
31 January 2012	CMDR R. Overmeyer, Executive Officer HMAS <i>Stirling</i>
31 January 2012	CAPT M. Potter, Commander Submarine Force and Senior Staff Submarine Force HMAS <i>Stirling</i>

Date	Meeting Detail
1 February 2012	CMDR J. Cupples, Commanding Officer HMAS <i>Dechaineux</i> and Senior Leadership HMAS <i>Dechaineux</i>
1 February 2012	CMDR J. Harrap, Commanding Officer HMAS <i>Collins</i> and Senior Leadership HMAS <i>Collins</i>
2 February 2012	Senior Leadership, Special Air Services Regiment, Campbell Barracks
3 February 2012	LTCOL S. Omari, Commanding Officer Pilbara Regiment and Senior Leadership, 6 th Brigade Pilbara Regiment, Karratha
14 February 2012	Ms Alison Larkins, Acting Defence Force Ombudsman
14 February 2012	Mr M. Callan, Director General Defence Community Organisation and Senior Staff Defence Community Organisation
15 February 2012	BRIG D. Mulhall AM, CSC, Commander 17 th Combat Service Support Brigade and Senior Leadership 17 th Combat service Support Brigade, Randwick Barracks
17 February 2012	CAPT G. Andrew, Commanding Officer HMAS <i>Albatross</i> and Senior Leadership Fleet Air Arm
20 February 2012	Air Force Promotion Board – Observation
22 February 2012	GPCAPT T. Checker, Commandant RAAF College, WGCDR W. Merckx, Commanding Officer No. 1 Recruit Training Unit and Senior Leadership No. 1 Recruit Training Unit, RAAF Base Wagga
28 February 2012	MAJGEN G. Fogarty, AM, Head People Capability
28 February 2012	Mr J. Diercks, Director General Values, Behaviours and Resolution Branch
28 February 2012	Ms A. Desalis, Director Complaints Resolution and Representatives Directorate of Complaints Resolution
28 February 2012	Australian Defence Force Investigation Service Representatives
5 March 2012	CAPT P. Leavy, Director Navy People Policy, CAPT W. Bairstow, Director New Generation Navy, CAPT N. Youseman, Director Navy Category Management, CAPT S. Ottaviano, Director Navy People Career Management Agency and Navy Career and Category Management Representatives
5 March 2012	COL B. Stevens, Director of Workforce Strategy – Army and Army Career Management Representatives

Date	Meeting Detail
6 March 2012	GPCAPT A. Elfverson, Director of Personnel – Air Force WGCDR S. Dorsett, Deputy Director Flexible Employment and Remuneration, WGCDR D. Gibbon, Deputy Director Air Force Workforce Diversity and Air Force Career Management Representatives
6 March 2012	Ms. J. Blackburn, National Convenor, Defence Families Australia
15 March 2012	LTGEN A. Power, AO, CSC, Chief of Joint Operations and Principal Staff Officers, Headquarters Joint Operations Command
15 March 2012	CAPT A. Norris, Director Joint Control Centre, Headquarters Joint Operations Command
16 March 2012	MAJGEN C. Orme, AM, CSC, Commander Australian Defence College, CDRE R. Menhinick CSC, Commandant Australian Command and Staff College and Senior Leadership Australian Defence College
16 March 2012	Defence Housing Australia Senior Staff Representatives
19 March 2012	BRIG G. Bilton, CSC, Commander 7 th Brigade, BRIG G. Lawler, CSC, Commander 16 th Aviation Brigade, BRIG D. Coghlan, AM, Commander 6 th Brigade and Senior Leadership Gallipoli Barracks, Enoggera
19 March 2012	Chiefs of Service Committee Meeting
20 March 2012	BRIG S. Caughey, CSC, Commander 3 rd Brigade and Senior Leadership 3 rd Brigade Lavarack Barracks, Townsville
21 March 2012	GPCAPT G. Harland, Officer Commanding 82 Wing and Senior Leadership RAAF Base Amberley
22 March 2012	COL D. Burke, Commandant Army Aviation Training Centre and Senior Leadership Army Aviation Centre, Oakey
22 March 2012	Army Promotion Board – Observation
23 March 2012	LTCOL B. Sharp, Commanding Officer 7 th Signal Regiment and Senior Leadership 7 th Signal Regiment, Borneo Barracks, Cabarlah
29 March 2012	COL S. Ryan, Commandant Combined Arms Training Centre and Senior Leadership, Combined Arms Training Centre, Bridge Barracks, Puckapunyal
29 March 2012	COL D. Hay, Commandant Army Recruit Training Centre and Senior Leadership, Army Recruit Training Centre, Blamey Barracks, Kapooka
30 March 2012	BRIG A. Creagh, Director General Public Affairs
3 April 2012	Senior Leadership 2 nd Commando Regiment, Holsworthy Barracks

Date	Meeting Detail
3 April 2012	MAJ P. Manuel, Officer Commanding 2 nd Surgical Company 2 nd General Health Battalion, 17 th CSS Brigade, Holsworthy Barracks
10 April 2012	Navy Promotion Board – Observation
16 April 2012	MAJGEN M. K. Hertog, Director, Sexual Assault Prevention and Response Office (SAPRO), United States Army, Washington D.C.
16 April 2012	United States Navy Personnel Office of Diversity and Inclusion, Washington D.C.
16 April 2012	United States Army Surgeon General Office, Women’s Health Taskforce, Washington D.C.
16 April 2012	ADM M. Ferguson, Vice Chief of Naval Operations, United States Navy, Washington D.C.
17 April 2012	Mr M. Applegate, Director Manpower Plans and Policy, United States Marine Corps, Washington D.C.
17 April 2012	Ms H. Hemphill, Chair of the Defence Advisory Committee on Women in the Services (DACOWITS) and COL I. White, Military Director for DACOWITS, Washington D.C.
17 April 2012	United States Department of Veterans Affairs, Washington D.C.
18 April 2012	Mr C. Johnson, Diversity Management and Equal Opportunity, Office of the United States Secretary of Defense, and Military Leadership and Diversity Commission, Washington D.C.
18 April 2012	Ms J. Beyler, Military Personnel Policy, Office of the Secretary of Defense, Washington D.C.
18 April 2012	Mr L. Stubblefield, Deputy Assistant Secretary of the Army for Diversity and Leadership, Washington D.C.
23 April 2012	MAJGEN S. Smith, AM, Commander Joint Task Force 633, Australian Forces Middle East Area of Operations, UAE
23 April 2012	CDRE J. Meade, Commander Combined Task Force 150, UAE
24 April 2012	Chaplain M. Fraser, Al Minhad Air Force Base, UAE
26 April 2012	WGCDR C. Williams, Afghanistan
27 April 2012	BRIG S. Wilkie, Assistant Commander Afghanistan, Kabul, Afghanistan
27 April 2012	Artillery Advisory Team, Kabul, Afghanistan

Date	Meeting Detail
27 April 2012	APS Staff, Kabul, Afghanistan
2 May 2012	LTCOL M. Constable, Commanding Officer School of Infantry and Senior Leadership School of Infantry, Lone Pine Barracks, Singleton
7 May 2012	CAPT M. Shindy, Director FFG System Program Office, Fleet Base East
16 May 2012	COL J. Carignan, Head of Delegation and Chief of Staff, Land Forces Central Area and Canadian Forces Representatives
29 May 2012	CAPT C. McCracken, Directorate Workforce Modelling Forecasting and Analysis
1 June 2012	Ms C. McGregor, Deputy Secretary Defence People Group (formerly People Strategies and Policy Group)
8 June 2012	Chiefs of Service Committee Meeting

Appendix A.2 – Focus groups

The Review met with over 1200 personnel in focus groups which it conducted at each of the military bases visited in Australia, the UAE and Afghanistan. These focus groups were designed to enable the Review to capture a broad cross-section of views within the ADF. The focus groups involved discussions with women, men, senior officers, junior officers, senior NCOs, junior NCOs, mixed gender, mixed rank, tri-service, recruits, trainees, specialised and category specific personnel, and Permanent and Reserve members. Additionally, the Review conducted focus groups for comparative purposes with US and Canadian Defence personnel embedded with Australian members in Afghanistan. Below is a list of the bases visited by the Review.

Focus Group Location	Number of focus groups held at each location
NAVY	
Navy Women's Leadership Program, HMAS <i>Harman</i>	1
HMAS <i>Kuttabul</i> / Navy Fleet Base East	8
HMAS <i>Sydney</i>	4
HMAS <i>Coonawarra</i>	2
HMAS <i>Cerberus</i>	6
HMAS <i>Success</i>	4
HMAS <i>Stirling</i>	3

Focus Group Location	Number of focus groups held at each location
HMAS <i>Collins</i>	2
HMAS <i>Albatross</i>	4
Defence Plaza Sydney	1
ARMY	
1 st Brigade Robertson Barracks, Darwin	5
Victoria Barracks, Sydney	1
SASR Campbell Barracks, Swanbourne	4
Pilbara Regiment, Karratha	2
17 th Brigade Randwick Barracks, Sydney	3
7 th Brigade, 16 th Aviation Brigade and 6 th Brigade Gallipoli Barracks, Enoggera	4
3 rd Brigade Lavarack Barracks, Townsville	4
Army Aviation Centre, Oakey	2
7 th Signal Regiment, Toowoomba	3
Combined Arms Training Centre, Bridge Barracks, Puckapunyal	3
Army Recruit Training Centre, Blamey Barracks, Kapooka	4
2 nd Commando Regiment and 2 nd General Health Battalion, Holsworthy Barracks	6
School of Infantry, Lone Pine Barracks, Singleton	4
AIR FORCE	
RAAF Base Richmond	4
RAAF Base Tindal	4
RAAF Base Williamstown	4
No.1 Recruit Training Unit, RAAF Base Wagga	5
RAAF Base Amberley	4

Focus Group Location	Number of focus groups held at each location
TRI-SERVICE and INTERNATIONAL	
ADF Senior Women's Forum, Russell Offices, Canberra	1
Headquarters Northern Command, Darwin	2
Headquarters Joint Operations Command, Bungandore	4
Australian Defence College	2
Al Minhad Air Force Base, UAE	6
Multinational Base, Tarin Kowt, Afghanistan	7
Kabul International Airport-North, Kabul, Afghanistan	3
Headquarters, International Security Assistance Force, Afghanistan	5
Op ASTUTE, East Timor (via Videoconference)	2

Appendix A.3 – Executive Consultation Group Participants

NAVY			
Fleet Headquarters			
RADM	Steve Gilmore	AM, CSC	Commander Australian Fleet to 21 December 2011
RADM	Tim Barrett	AM, CSC	Commander Australian Fleet from 22 December 2011
CDRE	Steve McDowall	DSM, CSM	Commander Surface Force
CDRE	Andrew Smith		Commodore Support
CAPT	Nicholas Stoker	CSM	Commander Mine Warfare, Clearance Diving, Hydrographic, Meteorological and Patrol Force
CAPT	Nicole Curtis		Fleet Medical Officer
CMDR	Christine Clarke		CO HMAS Kuttabul
CMDR	Letitia Van Stralen	CSC	Fleet Legal Officer

CMDR	Patrick O'Brien		Deputy Training Authority Initial Training Leadership and Management
CMDR	John Wearne		Deputy Director Navy Training Policy
CMDR	Graeme Pedley		Chief of Staff – Minewarfare Clearance Diving
<i>HMAS Cerberus</i>			
CAPT	Mark Hill	CSC	CO
CAPT	Katherine Richards		CO Designate
CMDR	Shane Glassock	CSC	XO
CMDR	Michael Oborn		XO Designate
CMDR	Mark Muir		Head Maritime Warfare-South
Mr	Chris Harrison		Command Equity Advisor
<i>HMAS Success</i>			
CMDR	Ainsley Morthorpe	CSM	CO
CMDR	Adam Birch		Engineering Officer
CMDR	John Metzl		Supply Officer
LCDR	Gerry Savvakis		XO
WO	Deb Butterworth	OAM, CSM	Ship's Warrant Officer
<i>HMAS Stirling</i>			
CAPT	Mark Potter	CSC	Commander Submarine Force
CMDR	James Lybrand		Deputy Commander Submarine Force
CMDR	Brett Westcott		Submarine Escape and Rescue Manager
CMDR	Michael Manfield		Training Authority-Submarines
CMDR	Jason Cupples		CO HMAS Dechaineux
CMDR	James Harrap		CO Crew 3 HMAS Collins
CMDR	Ken Marr		XO Crew 3 HMAS Collins

CHAP	Melissa Baker		Fleet Base West 1 Chaplain HMAS Stirling
LCDR	Allan Dennison		Principal Staff Officer Personnel
LCDR	Garry Williams	CSM	Deputy Chief of Staff Submarine Force
LEUT	Benjamin Vandermeer		Phase 3 Officer, HMAS Collins
LEUT	Johanne Harrap		2IC Submarine Recruiting Team
WO	Jodi Bonney		Ship's Warrant Officer Submarine Force, HMAS Stirling
CPO	Kylie Broughton		Chief of the Boat, HMAS Collins
LS	Kelly Fraser		Medic (Clinical Manager), HMAS Collins
<i>HMAS Albatross</i>			
CAPT	Gordon Andrew		CO
CAPT	Colin Lawrence		Commander Navy Aviation Systems Program Office
CMDR	Carl Capper		XO
CMDR	Matthew Shand		CO 723 Squadron
WO	Brian Collins		Ship's Warrant Officer
<i>Directorate of Navy People</i>			
CAPT	Simon Ottaviano		Director Navy People Career Management Agency
CAPT	Nick Youseman	CSM	Director Navy Category Management
CAPT	Warren Bairstow	CSC	Program Director New Generation Navy
CMDR	Peter Leavy		Director Navy Personnel People
CMDR	Jan Noonan	CSC	Deputy Director Navy Category Management – Warfare
CMDR	Jo Bastian		Senior Project Officer New Generation Navy
CMDR	Roger Fonhof		Deputy Director Navy People Career Management

CMDR	Natasha Burney		Deputy Director Navy Category Management – Aviation
CMDR	Steve Bowater	OAM	Deputy Director Navy Category Management – Engineering and Submarines
LCDR	Debbie Dunchue		Staff Officer Policy Navy People Career Management Agency
Participation via other fora			
CAPT	Angela Bond		Director Military Salary and Allowances Policy
CAPT	Michele Miller		Director Navy People Career Management Agency
CMDR	Fiona Sneath		Staff Officer Legal to CDF
CMDR	Rachel Durbin		Deputy Director Navy Category Management Engineering
CMDR	Jennifer Heymans		Navy Women’s Strategic Advisor
LCDR	Elizabeth Waddell		Aircrew Training Continuum Coordinator
LCDR	Casey Scully-O’Shea		Staff Officer Program Director New Generation Navy
LCDR	Lorraine Grey		Member Support Coordinator-Navy QLD/NT
LCDR	Debra Byrne		Director Navy AOD Services
LCDR	Angeneta Googe		Deputy Director Navy Occupational and Environmental Health
LCDR	Debbie Dunchue		Staff Officer Policy NPCMA
LEUT	Louisa Young		NGN Benefits Manager
LEUT	Jennifer Macklin		Staff Officer Diversity – NPCMA
LEUT	Barbara Butler		Reviews Implementation Officer ADFA
LEUT	Lauren Milburn		Naval Liaison Officer 92WG Headquarters
PO	Trish Muller		Instructor – ADF Physical Training School

LS	Melissa Westley		Aviation Technician Aircraft Maintenance Facility
LS	Trish Dollisson		Directorate Navy Information Warfare
AB	Anita Jenkins		Training Coordinator Mine Warfare Systems
ARMY			
Headquarters Forces Command			
COL	James Burns		Assistant Chief of Staff
COL	Neil Sweeney		Colonel Operations G3
COL	Cameron Purdey	CSC	Colonel Logistics G4
COL	James Roche		Colonel Signals G6
COL	Debra Bradford		Colonel Education Training and Development
COL	Evan Carlin		Command Legal Officer
LTCOL	Shaun O'Leary		Colonel Training G7
LTCOL	Tim Rudd		Staff Officer 1 Headquarters Support
LTCOL	Mona Goldsmith		Staff Officer 1 Personnel Operations
Randwick Barracks			
Headquarters 2nd Division			
MAJGEN	Craig Williams		Commander
COL	Dean Franklin	CSC	Chief of Staff
17 Combat Service Support Brigade			
BRIG	David Mulhall	CSC	Commander
COL	Ed Smeaton		Chief of Staff
LTCOL	Nicole Sadler	CSC	CO 1 st Psychology Unit
LTCOL	Giles Pugh		Staff Officer 1 Operations
LTCOL	Rebecca Talbot		Staff Officer 1 Support

LTCOL	Richard Mogg		Plans Officer
MAJ	Justine Buist		Staff Officer 2 Personnel
MAJ	Hilary Dixon		Staff Officer 2 Health and Wellness
WO1	Martin Lenicka		RSM
WO1	Kym Bishop		Formation Chief Clerk
Taylor Barracks			
Pilbara Regiment			
LTCOL	Saad Omari	DSC	CO
MAJ	Damien Casey		XO
MAJ	Alan Williams		Officer Commanding Training Support Squadron
MAJ	Denis Davey		Operations Officer
MAJ	Anthony Mew		Officer Commanding 1 Squadron
MAJ	William McDade		Officer Commanding 2 Squadron
MAJ	Graham Woodhouse		Officer Commanding 3 Squadron
MAJ	William Phillips		Padre
CAPT	Jared Slansky		Adjutant
CAPT	Christopher Bates		Quartermaster
2LT	Karen Davey		Recruiting Officer
Gallipoli Barracks			
6 Brigade			
BRIG	David Coghlan	AM	Commander
7 Brigade			
BRIG	Greg Bilton	CSC	Commander
LTCOL	Byron Cocksedge		Chief of Staff
LTCOL	David Sweeney		S07 (Senior Medical Officer)

MAJ	Ian Dawes		S2
MAJ	David Guthrie		S3
MAJ	Gabrielle Follett		S4
LT	Jesse Platz		Liaison Officer to Commander 7 Brigade
WO1	Bob Thompson	OAM	RSM
16 Aviation Brigade			
LTCOL	Daryl Campbell		Chief of Staff
Lavarack Barracks CSC			
3 Brigade			
BRIG	Shane Caughey	AM, CSC	Commander
LTCOL	Stephen Moore	CSM	Deputy Commander
LTCOL	Chris Smith	CSC	CO 2 Royal Australian Regiment
LTCOL	Craig Lauder		CO 3 Combat Engineer Regiment
LTCOL	Dan Bennett		CO 3 Combat Signal Regiment
MAJ	Melanie Lenaghan		Senior Intelligence Officer
MAJ	Paul Firth		Senior Logistics Officer 3 Brigade
MAJ	Nathan Ellis		2IC 1 Royal Australian Regiment
MAJ	Dan Gosling		2IC 3 Royal Australian Regiment
MAJ	Darren Rosemond		OC B Squadron 3 rd /4 th Cavalry Regiment
MAJ	David Stables		A/CO 3 Combat Service Support Brigade
WO1	Bruce Walker	OAM	RSM 3 Brigade
Army Aviation Centre Oakey			
COL	David Burke		Commandant Army Aviation Training Centre
LTCOL	Eamon Barton		CO School of Army Aviation
LTCOL	Michael Millar		CO RAEME Aircraft Maintenance School

LTCOL	Robert Boughen		SO1 Plans Training
LTCOL	Douglas Maddocks		SO1 Safety and Standards
MAJ	Bernard Hayes		2IC Army Helicopter School
Borneo Barracks			
7 Signal Regiment (Electronic Warfare)			
LTCOL	Brenda Sharp		CO
MAJ	Philip Lockley		2IC
CAPT	Sarah Isdale		Adjutant
WO1	Peter Quinn		RSM
WO2	Gregory Mathers		Chief Clerk
Blamey Barracks			
Army Recruit Training Centre			
COL	David Hay		Commandant
LTCOL	David Wilton		Deputy Commandant
MAJ	Patricia Hunt		S1/4
WO1	David Galloway		RSM
1 Recruit Training Battalion			
LTCOL	Steven D'Arcy		CO
WO1	Trudy Casey	OAM	RSM
Bridges Barracks			
Combined Arms Training Centre			
COL	Sean Ryan		Commandant
WO1	Paul Tyrrell		RSM
School of Armour			
LTCOL	Tony Archer		CO
WO1	Alby Chirichilli		RSM

School of Artillery			
MAJ	Karl Britton		Operations Officer
WO1	Scott Driscoll		RSM
Lone Pine Barracks			
School of Infantry			
MAJ	Andrew Patterson		2IC
CAPT	Scott Tobias		Operations Officer
CAPT	Thomas Middleton		Adjutant
WO1	Darren Murch	OAM	RSM
Director General Career Management Army			
COL	Brendan Stevens		Director Workforce Strategy Army
COL	Wade Stothart		Directorate of Officer Career Management, Officer Career Manager
LTCOL	Ana Duncan		Directorate of Officer Career Management, Senior Career Advisor
LTCOL	Greg Jenkins		Deputy Director Reserve Solider Career Management
MAJ	Dell Madge		Staff Officer 2 Workforce Strategy Army
MAJ	Narelle Powers		Directorate of Soldier Career Management, SO2 Career Management Group
Participation via other fora			
BRIG	Iain Spence		Director General Reserves – Army
BRIG	Linda Reynolds	CSC	Army Adjutant General
COL	Kath Stewart		Director J6 Plans
COL	Bronwyn Worswick		Director of Military Justice
LTCOL	Elizabeth Khan		Staff Officer Directorate of Workforce Strategy – Army
Mrs	Michelle Hannaford		Leadership Development Coordinator

AIR FORCE

RAAF Base Glenbrook

Headquarters Air Command

GPCAPT	Kathryn Dunn	AM	Director Training Systems
WGCDR	Wilma Tennant	CSM	Personal Staff Officer to Air Commander Australia
WGCDR	Tim Creevey		Deputy Director Air Knowledge Management
WGCDR	Pierre Blais	CSC	Deputy Director Safety and Air Worthiness
WGCDR	Chris Morris		Director Communications and Information Systems / A6
WGCDR	Grant Pinder		Deputy Director Logistics Support and Systems
WGCDR	Nigel Leurs		Deputy Director Integrated Workforce Management
SQNLDR	April Rose		LS1 Legal Officer
WOFF	Gerard Hallinan		Executive Warrant Officer
Mrs	Judy Ferrier		Public Affairs Advisor to Air Commander Australia
Mr	Jonathan Powell		Director Corporate Performance Management
Ms	Sandra Onus		Program Director Air Force Improvement

RAAF Base Richmond

WGCDR	Kaarin Kooij		CO HQ Air Lift Group/Staff Officer People Capability
LACW	Kim MacMenigall		22 Squadron Military Working Dog Handler
LACW	Renee Keen		22 Squadron Military Working Dog Handler

RAAF Base Tindal			
WGCDR	Allister McInerney		CO 322 Expeditionary Combat Support Squadron / Senior ADF Officer
SQNLDR	Tom Fitzsimmons		OIC 3 Control and Reporting Unit
SQNLDR	Sally Borgelt		OC 2 Expeditionary Health Squadron Detachment
SQNLDR	Damien Fairhurst		Flight Commander 452 Squadron
SQNLDR	Brett Green		Security Police Officer
SQNLDR	Olivia Stuart-Atkinson		Staff Officer Equity and ADF Policy
SGT	Karen Voysey		Security Police
SGT	Candida Willis		Senior Equity Adviser
Miss	Jennifer Micallef		Defence Social Worker
RAAF Base Williamstown			
GPCAPT	Tracey Friend	CSC	OC 42 Wing
WGCDR	Amanda Robinson		SO 1 Personnel / CO HQ Air Combat Group
WGCDR	Hyph Read-Jones		SO 1 Personnel / CO HQ Surveillance and Response Group
WGCDR	Nicholas Robertson		SO1 Logistics Engineering / CO HQ 81 Wing
WGCDR	Amy Beck		CO Classic Hornet Logistics Management Unit
SQNLDR	Lyndon Turner		XO 26 Squadron
SQNLDR	Tim Lewis		XO 381 Expeditionary Combat Support Squadron
RAAF Base Wagga			
RAAF College			
GPCAPT	Tony Checker	OAM	Commandant
WGCDR	Jim Lewis		Deputy Commandant

No 1 Recruit Training Unit			
WGCDR	Billy Merkx		CO
SQNLDR	Kristine Johnston		Senior Administration Officer
SQNLDR	Garth Herriot		Chief Instructor
CHAP	Alan Williams		Chaplain
FLTLT	Joshua Borg		No 2 Flight Commander
WOFF	Ken Robertson		Warrant Officer Disciplinary
WOFF	Rick Mortellaro		Training Warrant Officer
FSGT	Stuart Eastwood		Section Commander Training Management Section
FSGT	David Adam		OIC Small Arms Training Section
RAAF Base Amberley			
GPCAPT	Geoff Harland	CSC	OC 82 Wing
WGCDR	Robert Denney		XO 82 Wing
WGCDR	Murray Jones	CSC	CO 1 Squadron
WGCDR	Simon Nickson		CO 23 Squadron
WGCDR	Geoffrey Fox		CO 33 Squadron
WGCDR	Paul Long		CO 36 Squadron
Participation via other fora			
GPCAPT	Sue McGready		Director of Supply Capability – Air Force
GPCAPT	Cath Roberts	CSC	Director Enabling Capability – Air Force
GPCAPT	Anne Borzycki		Chief of Staff Australian Defence College
GPCAPT	Jenny Fantini		Director Strategy – Aerospace Systems Division
WGCDR	Karen Ashworth		XO Directorate of Personnel –Air Force
WGCDR	Deanne Gibbon		Deputy Director Air Force Workforce Diversity

WGCDR	Sally Dorsett		Deputy Director Flexible Employment and Remuneration
SQNLDR	Linda Saunders		Remuneration and Flexible Employment Manager
JOINT OPERATIONS COMMAND			
LTGEN	Ash Power	AO, CSC	Chief of Joint Operations
CDRE	Michael Noonan	AM	Director General Operations
CDRE	David Scott	OAM	Principle Staff Officer Intelligence
CDRE	Braddon Wheeler		Director General Maritime Operations
BRIG	Wayne Goodman	AM	Chief of Staff
AIRCDRE	William Henman	OAM	Director-General Air / Director-General Air Command Operations
AIRCDRE	Hayden Marshall		Director General Support
CAPT	Fiona Freeman		Director Military Options, Plans
CAPT	Allison Norris		Director Joint Control Centre
COL	Simon Tuckerman	CSC	Commander 1 Joint Movement Group
GPCAPT	Ted Schneider		Director Operational Evaluation
LTCOL	Patricia Sharp		J63
CHAP	Glynn Murphy		Chaplain, Special Operations HQ
Mr	Kevin Pippard		Group Finance Officer
VICE CHIEF OF THE DEFENCE FORCE GROUP			
Cadet, Reserve and Employer Support Division			
BRIG	Bill Sowry	CSC	Deputy Head Cadet, Reserve and Employer Support Division
Mr	Jerome Reid		Director SRP Reserve Reform Stream
Ms	Emma Turner		Project Officer

Joint Health Command			
CDRE	Elizabeth Rushbrook	CSC	Director General Health Capability / Director General Navy Health Service
Ms	Martine Cosgrove		Regional Mental Health Coordinator – Regional Health Service NSW
Dr	Danielle Klar		Regional Health Director SNSW – Regional Health Service
Dr	Cath Kelaher		Senior Medical Adviser Medical Services
Dr	Felicity Williams		Command Medical Adviser Garrison Health Operations
Australian Defence Force Investigative Service			
LTCOL	Dave McGarry		Director of Operations
Mr	Daniel Barwick		Manager Service Police Central Records Office
DEFENCE PEOPLE GROUP			
People Capability Division			
MAJGEN	Gerard Fogarty	AM	Head People Capability
Workforce Planning			
Mr	Russell Philbey		Director Workforce Information
Mr	Steven House		Assistant Director Workforce Information
Ms	Emily Jacka		Director Strategic Personnel Policy Research
Ms	Diala Raad		Research Officer – Directorate of Strategic Personnel Policy Research
Mrs	Angie Sturrock		Assistant Director Workforce Intelligence
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