

Sengelman, Jeffery MAJGEN

From: Morrison, David LTGEN
Sent: Monday, 11 May 2015 3:57 PM
To: Sengelman, Jeffery MAJGEN
Subject: RE: SOCOMD ISSUES BRIEF [SEC=UNCLASSIFIED]
UNCLASSIFIED

Jeff,

I agree entirely with all of your assessment and with how you are going to tackle remediation. If you have not already done so, I would like you to send this to LTGEN Campbell,

DM

D.L Morrison
LTGEN
Chief of Army

From: Sengelman, Jeffery MAJGEN
Sent: Monday, 11 May 2015 15:10
To: Morrison, David LTGEN
Subject: SOCOMD ISSUES BRIEF [SEC=UNCLASSIFIED]

UNCLASSIFIED

Sir,

Since taking up my appointment as SOCAUST I have undertaken a thorough and forensic analysis of SOCOMD. While I have engaged with you over this period to address a range of serious ongoing organisational issues, I have not been in a position where I can unambiguously outline where I intend to take the Command until now. The purpose of this correspondence is to outline my intent for the remainder of my tenure as SOCAUST to ensure SOCOMD is positioned as a robust Defence capability to undertake special operations in support of Australia's national interests.

My vision is that *SOCOMD has the capability to successfully deliver the full suite of special operations missions—those missions that no other Australian organisation can undertake—anywhere and in partnership with anybody, both now and into the future.* My vision requires that the Command continually modernise across all of the fundamental inputs to capability, and that there is a comprehensive understanding of SOCOMD's capability and how to best employ this, across the appropriate key decision makers in Defence, other relevant departments and agencies, and at the executive political level.

My assessment is that there are two key areas of focus for the Command—remediating the current serious endemic problems that are plaguing SOCOMD and building the future capability that SOCOMD needs to successfully undertake special operations missions. These must occur in parallel and you should note I have formally initiated the commencement of actions to address both with my chain of command. I have made clear my expectations that commanders (including myself) will be held accountable for their responsibilities in both these areas.

It is therefore my intent to 'recalibrate' SOCOMD. As such I have put the Command on 'pause' short of any national emergency requirements and informed my chain of command we are in 'reset' mode. The recalibration will address four thematic areas—governance,

capability, force generation and culture. In essence we will modernise SOCOMD addressing both internal issues and realising opportunities to address gaps in our high readiness capabilities.

My immediate priorities are to:

- 'Re-zero' all SOCOMD's directives and guidance. Currently there are too many such documents some of which are contradictory thus causing confusion. My aim is to ensure clear and unambiguous guidance is provided to the Command. I see this as essential to empower my chain of command in understanding their responsibilities against which they will be held to account.
- Identify current deficiencies in the Command's capabilities to undertake special operations. Our 'can do' attitude and focus on current operations has led to a situation where we have not adequately highlighted gaps in our high readiness capabilities. This exposes Defence to a risk of not being able to undertake the range of special operations missions required to support Australia's national interests.
- Reorganise the Command to ensure we have the right balance between force generation, operations and modernisation. As such, we will critically examine our organisation and focus on working the issues that matter most. A first step will be to ensure my headquarters is addressing the big problems that relate to the strategic health of SOCOMD.
- Address the increasing narrowness of our people. I am concerned that elements within SOCOMD have become so specialised and subject to 'group think' that we are losing the innovation, versatility and adaptability that were once a hallmark of the Command. I will initiate a range of development programs and activities that prepare, challenge and test my commanders at all levels. Collectively as a Command, we will re-imagine the way we do business and critically examine our progress in this regard.

I would welcome the opportunity to discuss my intent and priorities with you. Your guidance and support will be essential in achieving my intent and positioning SOCOMD to realise my vision for the Command.

Jeff

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