60+ HOURS, 21 DAYS: T-6C TEXAN II TOUCH DOWN

INFRASTRUCTURE IMPROVEMENTS FOR WHENUAPAI

SUCCESSFUL AIR FORCE PROMS ON PATROL FOR RESOURCE PROTECTION
BEECHCRAFT T-6C TEXAN II LEAVES AUCKLAND FOR ITS NEW HOME AT BASE OHAKEA.
FIRST WORD

By Air Commodore Andy Woods,
Deputy Chief of Air Force

It’s remarkable to think it’s only been five months since I was appointed Deputy Chief of Air Force, with so much going on across every aspect of what we do.

In the capability arena, we’ve seen significant milestones from the arrival of the first T-6C Texan II trainers to the opening of the Air Movements Terminal at Ohakea. The Future Air Mobility Capability (think ‘C130 replacement’) and Future Air Surveillance Capability (think ‘P3 replacement’) projects are about to kick off, and we’ve received approval to proceed with the Underwater Intelligence Surveillance and Reconnaissance (UWISR) project.

In the operations area, we’ve covered a spectrum from Exercises RIMPAC and Pitch Black, to our deployment on counter-piracy operations. Along the way, there have been numerous search and rescue missions, and countless air transport tasks (the Royal Tour now seems a long time ago).

At headquarters, we’ve been engaged in a variety of supporting projects ranging from the review of command and control on Bases (bringing back Base Commanders) and review of Air Warfare Officer training, through to Air’s input into NZDF initiatives like HRMIS or REM14.

As DCAF, it’s my job to look across everything we do as an Air Force and keep a hand on all of these many ‘threads’, ensuring that they come together in a coherent way. As a Service, we don’t so much follow the traditional maxim to “train as we intend to fight”, because we “operate as we intend to fight”. We are out there operating every day. It’s not a model that leaves room for us to be anything but aligned and all pulling in the same direction as an Air Force.

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With all that we have going on (and that’s not going to change), it’s easy to lose sight of a couple of things: firstly, just how much we’ve achieved, just how much we deliver for New Zealand with the operations we conduct every single day. And secondly, just how much fun we’re allowed to have in the process. Whether you are sitting in a P-3 over the Gulf, or sitting at a desk in (sunny) Wellington, you’re in a group of smart, resourceful, dedicated New Zealanders, making a difference, and intent upon having a laugh along the way. In the midst of everything we do, everyday, don’t forget to get your head up and reflect on that now and again.
In this issue of Air Force News, I will tell you about what we are doing on my priority around our people, what we have already achieved and what is planned for the future.

NZDF is dependent upon well trained and passionate people to deliver the outcomes required of us. That is why we need to build a new sustainable force generation model that delivers the right people capability and capacity.

To move this forward I recently held a People Capability Summit where I charged NZDF’s leaders to re-imagine how we would do this.

The top five out-takes of the day were:
• We need to be more responsive and helpful with people’s requests around their career
• We should work hard at keeping attrition low
• We must develop our workforce diversity to reflect the changing demographics of New Zealand
• We need to simplify some of our rules and processes to attract prospective personnel
• And, finally, we must make it easier for people to move in and out of NZDF.

We also discussed how to better connect military families to the Defence Force and planning to achieve for this is underway.

My expectation is you will begin to see a marked shift in our approach in the next few years, which will make the New Zealand Defence Force an ‘Employer of choice’ and the Armed Forces a ‘Career of choice’.

Some of the wins we have had recently are:
• The work done in a report on uniformed women – now we have a blueprint to make sure there are no barriers to women having a successful military career and to stand up a programme of activity.
• A recent 2014 remuneration package - pay and conditions are vitally important.
• A new healthcare policy focusing on maintaining operational outputs, but recognising we need to provide our military people good healthcare so we can deliver operationally.
• Streamlined insurance cover (Death and Disability Insurance - DDI) to cover both military and civilian staff.

Our goal is to lead, train and equip people to win and we have made tangible progress already. With morale up, attrition down and an active focus on attracting and keeping people with the skills needed to make the Armed Forces a desirable career, the Defence people priority is on solid ground.

In the following pages, you can read how Defence is supporting military families through its ‘shared parental leave’ policy, which allows both parents to play a greater role in their children’s upbringing.

CDF PRIORITIES UNPACKED

Priority 3: Growing the people we need and better supporting our military families.

By LTGEN Tim Keating

CDF Five Priorities

• A single plan for the NZDF implementing the DMRR*—investing in smart capability, focused on excellence
• Focusing on the delivery of our core military skills towards the tasks expected of us by Government and the people of New Zealand
• Growing the people we need and better supporting our military families
• Greater partnering with other agencies and other militaries
• Stronger leadership, better governance— and improved management.

*DMRR= Defence Mid-point Rebalancing Review; see AFN 154 December 2013
Supporting Military Families

SHARED PARENTAL LEAVE GROWS IN POPULARITY

Sharing Parental Leave is gaining popularity as an increasing number of parents want to have a greater role in their children’s upbringing. Here, Air Force parents tell how their families have benefitted from the experience of sharing parental leave.

CAT AND REGAN’S STORY

“Sharing parental leave has given both the opportunity to form a unique bond with our daughter,” say first time parents CPL Regan Denny and Catherine Taylor.

Like many young prospective parents, Cat and Regan were working far away from day-to-day support of their South Island-based families as they waited to welcome their baby daughter Amelia.

After reviewing their roles and priorities they decided to share leave and her care. This provided them with new challenges and what Cat describes as “the best of both worlds” as they shared the time as stay-at-home parents, watching their beautiful daughter grow.

To arrange their leave, they each spoke with their managers and say the process was straightforward.

Cat, who works shift work as a Dispatcher for New Zealand Police, took six months leave, then returned to work fulltime. Having the time and facilities at work to express milk helped Cat to manage the transition back to work and shift work provided additional opportunities for them all to share daytime as a family.

Regan quickly adjusted to his new routine with Amelia and father and daughter enjoyed their special time together.

When Regan re-joined his team at Whenuapai in July, Cat reverted to part time hours, working nights and weekends so they could both continue to care for Amelia at home while she was still young.

Cat and Regan say there are many benefits to sharing parental leave including helping them to achieve a work-life balance and each one appreciating how much work being a stay-at-home parent is!

JOSEY AND DAVE’S STORY

“It was an amazing experience to spend two months as a family with our boys over Xmas as we arranged our extended leave around the changeover from one parent to the other,” says Josey.

Sgt Josey Orum and CPL Dave Orum both work for the Maintenance Support Squadron at RNZAF Base Ohakea and are the proud parents of sons Tavita (five) and Cole (three).

Josey took 12 months leave when Tavita was born. With Cole on the way, Josey and Dave opted for a shared leave arrangement so that Dave could spend six months as a stay-at-home parent. This enabled Josey to return to work after six months and meant Cole could spend his first year at home.

With careful planning of their leave schedules, Josey and Dave were able to schedule two months off together with their growing family over Christmas. Both returned to fulltime duties immediately after they finished their extended leave.

Josey’s only challenge came when she was required to attend a three week course at Woodbourne two months after she returned to work and had to make an early decision to wean Cole.

Being from the same trade meant that Josey and Dave didn’t need to make special arrangements with their managers as any important information was passed on from the working parent.

TIPS ON SHARED PARENTAL LEAVE

• PLAN and COMMUNICATE well in advance.
• Submit a leave request to your manager well in advance.
• Clear all your work before you commence leave.
• Consider your own (financial) situation before making a decision. The majority of time will be unpaid but there are cost savings around reduced travel, minimal day care fees and home cooked meals.

Find out more: Information about parental leave eligibility requirements and entitlements can be found in the HR Toolkit (HR Toolkit > Leave and Working Time > Leave > Parental Leave).
The buzz of Huey rotor blades has been a familiar feature of the Manawatu for almost 50 years. During that time, 3 Squadron and the personnel of RNZAF Base Ohakea have benefited from tremendous support from the local community. So when the opportunity arose to do something special for a Marton family in need, 3 Squadron jumped at the chance.

Aaron Rowe is nine years old and lives in Marton with his mum Tina, stepdad Ian and twin sister Casey. In 2012, Aaron was diagnosed with Synovial Sarcoma, a rare cancer that affects the soft tissue near the joints in the neck, arms or legs. Shortly after diagnosis he had to have his leg amputated above the knee to remove the cancer.

Sadly the cancer had already spread, and he relapsed in July 2013, having to have a course of chemotherapy and then surgery to remove the remaining tumours from his lungs. The doctors were hopeful that this would buy Aaron a few more years, and for a few months he remained healthy and happy.

Unfortunately the family received the news recently that Aaron’s tumours have returned, and the oncologists have run out of options to treat him. He will have a course of medication to try to buy a few more months, but the family have been told to prepare themselves for the worst.

Life is now about creating experiences for Aaron and his family so that memories may be made, and the remaining time he has will be filled to the brim. The doctors were hopeful that this would buy Aaron a few more years, and for a few months he remained healthy and happy.

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On the day of Aaron’s Huey flight at Base Ohakea, Aaron, his family and a few close friends were given the VIP treatment. Aaron and his best friend from school, Noah Glasier, whose father Jeremy serves as a Fire Fighter at Base Ohakea, got to try their hand at the controls of an A109 on the new Synthetic Trainer. Warrant Officer Paul Leadbetter from the Fire Section presented Aaron with a certificate naming him an Honorary Member of the Station and then it was off to 3 Squadron to get ready for the flight. The crew wore red noses in support of Cure Kids, another great charity which, along with the Foundation, makes a huge difference in the lives of those affected by cancer.

Thirty minutes later Aaron and his family and school buddy were back on the ground, grinning from ear-to-ear. Job well done 3 Squadron!

Aaron and his family have been supported by the Child Cancer Foundation since Aaron was diagnosed. Over the last two years, the Foundation have worked to ensure Aaron, Tina, Ian and Casey have access to child and family support, are informed and cared for.

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EEZ patrols are all about checking out any illegal behaviour by fishing vessels on the high seas, and also checking those vessels are compliant with this country’s rules and regulations.

Aircraft Captain and Commanding Officer of 5 Squadron, WGCDR Rob Shearer pilots the P-3K2 Orion over the ocean to the east of New Zealand.
The implementation of the EMS is an important addition to our health and safety programme. It provides a framework for an open and honest reporting culture to ensure all personnel, regardless of status or experience, can expect to be treated in a fair, consistent, objective and timely manner when deviating from guidance material. 

Guidance material is the main way in which we articulate our values and minimum standards of behaviour. Our values and standards reflect the discipline and professionalism expected of all individuals as we go about our work. Adherence to our values and standards sets a culture that promotes safety in the workplace.

I recognise that it is a normal part of any human activity, whether flying or supporting aviation related tasks to make unintentional errors, and that human factors play an important role in safety. I also recognise that from time to time individuals will be faced with situations where they feel they need to intentionally deviate from guidance material to prevent an unsafe condition. However, failure to comply with guidance material may be excused by necessity; it cannot be excused for convenience or by irresponsibility. As individuals we must always be prepared to account for, and accept responsibility for our actions.

Open and honest reporting of errors and intentional deviations from guidance material allows us to learn from our mistakes both individually and organisationally. 

The EMS also caters for the reporting, review and analysis of near misses and helps us to identify previously unreported hazards, and errors or conditions that could lead to deviations from guidance material. It also helps us to put in place appropriate interventions to minimise the likelihood of an actual event.

The EMS does not replace existing reporting systems such as the Flight Safety Event or Safety Reporting System or stand above the requirements of the NZDF legal processes or statutory obligations but it does supplement them. The EMS is not confined to aviation related near misses, errors and deviations and is to be used by all RNZAF employees, managers and commanders when a near miss or deviation from guidance material is identified. The EMS will not be used to investigate possible breaches of orders, some types of behaviour, and where there has been actual serious harm or serious damage.

As members of the RNZAF, we have a duty to raise our hand and admit ‘I have made an error or deviated from guidance material, and also when we see uncontrolled risk. I expect all personnel in the RNZAF to:

• Accept that we are all accountable for our actions
• Recognise that individuals will occasionally make errors
• Recognise that even well trained individuals may develop unhealthy routines of behaviour
• Be intolerant of wilful, reckless and negligent conduct
• Recognise that inappropriate blame gets in the way of error and violation management
• Expect that errors, violations and near misses will be reported
• Expect that safety standards will improve if we manage errors and violations effectively
• Believe that when something goes wrong all will be treated fairly and with complete integrity while we investigate whether errors and violations have been made, and why, in our collective efforts to get things right for the next time.

I encourage everyone to contribute actively to improving safety by reporting deviations from guidance material and I assure you that you will be commended for owning up to mistakes made in an honest endeavour to do your best.
**RESPONSIBILITY MODEL**

- Encourages participation through honest reporting of events
- Distinguishes between deliberate actions and consequences, recklessness and mistakes
- Distinguishes between human errors and system/organisational errors
- Clearly shows how a red line will be drawn for potential disciplinary action.

<table>
<thead>
<tr>
<th>HUMAN ERROR</th>
<th>AT RISK BEHAVIOUR</th>
<th>RECKLESS BEHAVIOUR</th>
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**ASSESS**

Increasing Responsibility

1. Substitution Test – could another individual (reasonably careful, same qualifications and similar experience) have committed the same error under similar circumstances?
2. Routine Test – does this happen often to the individual and/or organisation?
3. Proportionality Test – what safety value would punishment add?

**MANAGE**

Manage through improving performance-influencing factors (person, task, situation and environment).

Manage through appropriate disciplinary action. Action to improve performance-influencing factors may also be needed.

**INTERVENTE**

4. Intervention – what needs to happen, at an individual and/or organisational level, to reduce likelihood of a recurrence?

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**AIRMEN AWARDED FOR SAFETY CONTRIBUTION**

CPL Scott Jaggard

CPL Shaun Drumm

Two airmen received Well Done Awards for their contribution to safety. LAC (now CPL) Scott Jaggard received his award for noticing the surface plating of two bolts fitted to NZ3401 had deteriorated and needed replacing. He also identified issues to do with bolt configuration. CPL Shaun Drumm was also awarded for identifying bolt configuration issues. The actions and personal qualities demonstrated by LAC Jaggard and CPL Drumm throughout this incident epitomise the commitment and values of the RNZAF, and are worthy of recognition.
There are Navies, Armies and Air Forces from 22 nations, 26,000 personnel here for six weeks of exercises. I’ve been on 5 Sqn for less than a year and this is my first chance to experience a major exercise. Today we are tasked with Anti-Submarine Warfare (ASW) to protect our Task Force from an enemy submarine and I’ve got 30 minutes until wheels so I better get a move on.

The crew heads from Waikiki to Kanehoe Bay Marine Base (KBay), where all the Maritime Patrol Aircraft (MPA) are based. Then it is off to Tactical Operations Centre (TOC) for our brief. As we park up outside the TOC, we look down the 15-strong line of P-3 Orion and P-8 Poseidon aircraft. Even the experienced guys on the crew say this is the most MPA they’ve seen gathered in one place.

The brief starts with weather and then water conditions. We look at what to expect to see from our ‘enemy’ submarine. Then we get the exercise intelligence brief.

During the briefing, two Air Warfare Specialists (AWS) and the Flight Engineers (FE) head out to the aircraft to start getting it ready. The engineers check in with the maintainers, they have been at KBay for over an hour already preparing the aircraft for the crew.

As usual, the maintainers are the hardest working group of the detachment. During the exercise, the aircraft need two propeller changes. The maintainers work all night, in hot and humid conditions, catching a few minutes sleep on carry mats in the hanger when they can, to ensure the aircraft is ready for the next sortie.

The AWS collect the mission drive from 230 Sqn. Using the Deployable Mission Preparation and Analysis System (DMPAS) they load all the information the crew needs for the sortie. This means they are in about an hour and a half before the crew and wait until the last minute to update the drives with the latest information.

It’s now 2130, half an hour until airborne, the pre-flight has gone smoothly and the crew get together for a final brief. This is a check to make sure we all understand the plan and the sequence of events for the next six hours. We start engines early to ensure we make our take off slot and we are airborne on time at 2200.

We climb to the designated altitude and take vectors from civilian Air Traffic Control (ATC) before joining Military ATC and heading to our tasked area. The radar operator starts to build the surface picture.

The Information Manager (IM) ensures we are part of the Link and we start receiving the air, surface and sub-surface picture from the whole battle group. The Sensor Employment Manager correlates our radar picture with the Link to ensure we have the best ‘picture’ of the battle space.

The IM then talks to the Aussie P-3 in our area and finds they have had contact on the ‘enemy’ sub. This is in fact an American Los Angeles Class attack submarine. The IM also speaks to our Aircraft Control Unit (ACU), this ship is part of our task force and is in command of this bit of the area of operations. The ACU confirms our tasking and we join the battle. We de-conflict with the Aussies and take over tracking of the ‘enemy’ sub.

My alarm wakes me, I’m slightly surprised to see it’s 1730. Then I remember, I’m in Hawaii for RIMPAC the two-yearly exercise for allied nations.
Multi-National Exercise

‘STAND BY DROP’...
‘WEAPON NOW NOW NOW!’...
‘WEAPON GONE’

It’s a demanding few hours as we track the submarine, regularly updating the ACU with its position. At 0100 we receive a message from the Commander of the Task Force via our ACU. ‘ALBATROSS10 IS CLEARED DELIBERATE ATTACK ON ENEMY SUBMARINE TRACK’.

We acknowledge and the work rate goes up another notch as the crew refines the position of the sub to ensure a successful attack.

After a few minutes the Tacco is confident we can achieve a good attack and he orders the pilots to turn onto the sub. This is something we have practised a dozen times but we have to get right, we run through the checks.

The bomb doors are opened the torpedo is ready to drop.

The Tacco tells the pilots to come left 10 degrees, ‘STANDBY DROP’... ‘WEAPON NOW NOW NOW!’...‘WEAPON GONE’. Then acoustic operator calls weapon heard.

Of course we haven’t dropped a real torpedo, instead we use a signalling device which lets the sub know it has been attacked. For our practice we go through this evolution several times while we are on task.

After four hours on task, the American P3, which will replace us, arrives and is ready to take over. We are cleared to RTB (Return to Base) by our ACU and we head back to KBay. The sortie is not over, we still have to ensure we avoid the enemy force and our own aircraft carriers, USS Ronald Reagan and USS Pelieu, which could be launching their aircraft.

After six hours we land back at KBay, the maintainers are there to meet us and guide us back into the bay. Their job is just starting and they’re hard at it straight away preparing the aircraft for the next sortie. 230 Sqn also meets us and takes the mission drive to be downloaded. We head back to the 5 Sqn office in the hanger for a de-brief. We are happy with the sortie but we discuss all the major points, good and bad, in detail to ensure we can improve for the next sortie.

We get back to the hotel at 0530, we’ve been at work for nearly 12 hours to achieve four hours on task and after a day off we’ll do it again.

At the end of the exercise, we’d flown eight sorties, unfortunately we lost three due to propeller changes and an intercom failure. The Americans have been excellent hosts from arrival to the international beach party at the end of the exercise.

RIMPAC is the biggest military exercise in the world. As operators, it allows us to hone our skills in a high workload environment. It brings the crew together and tests our tactics, techniques and procedures. It also lets us operate with our maintainers and 230 Sqn as an integrated detachment. You can liken it to a footy team, we’ve done the training we’ve practised the skills, but it’s not until you play a proper game that you can bring it all together and make sure it works. See Seaspites on RIMPAC page 21.
Multi-National Exercise

REFLECTIONS ON CROIX DU SUD AND PITCH BLACK

EXERCISE CROIX DU SUD

Exercise Croix Du Sud was a joint amphibious exercise that aimed to foster and sustain cooperative Defence relationships in our corner of the world. Military forces from nine nations were involved in realistic Humanitarian Assistance and Disaster Relief (HADR) training.

ADVENTURE A SWEET PART OF THE JOB FOR CORPORAL MOORE

From servicing the Royal New Zealand Navy’s (RNZN) helicopter in Hawaii to conducting flight line activities with French military helicopters in New Caledonia, Corporal (CPL) John Moore is enjoying the variety and travel that his career brings.

CPL Moore, a former Tauranga Boys College pupil, an aircraft technician in the Whenuapai-based RNZAF 6 Squadron. He was one of eight RNZAF aircraft technicians onboard HMNZS Canterbury, the Navy’s amphibious support ship.

He worked in the coalition environment to service the Navy’s SH-2G Seasprite helicopter, conduct in-flight refuelling and assist with flight deck operations for a multi-national force exercising in New Caledonia.

Exercise Croix Du Sud was CPL Moore’s second multinational exercise this year. He has been working alongside the Canadian Armed Forces, French Armed Forces, and US Marines while landing aircraft on HMNZS CANTERBURY.

“Working together with foreign militaries as part of an amphibious task force has been a cool experience,” says CPL Moore. “We are exposed to new defence-wide capabilities and the challenges that come with that, and we get to see and learn from other countries and how they operate.”

During the past six years, CPL Moore has completed engineering, mechanics and technicians courses funded by the NZDF, as well as travelling to Samoa, Rarotonga and Christmas Island on maritime patrol.

CPL Moore is passionate about sport and has represented the RNZAF in rugby union, league and touch as well as captaining a local premier rugby league team. He has also competed in inter-base tournaments around New Zealand and in Brisbane.

“Good training and qualifications, great friendships, lots of sport and a good support network including a Military Christian Fellowship on base make the RNZAF an awesome place to work,” says CPL Moore. “The adventures, travel and job security are a really sweet bonus as well”.

Corporal John Moore working on the engine of a Navy Seasprite helicopter onboard HMNZS CANTERBURY.
Exercise Pitch Black is a multi-national air combat exercise that takes place in the Northern Territory of Australia every two years. This year it was the Royal Australian Air Force’s largest training exercise, involving participants from New Zealand, the United States, Singapore, Thailand, United Arab Emirates and New Caledonia.

There were a range of trades represented, including Force Protection, Aviation Refuelers, Medics, Ground Support Equipment Technicians, Chefs, Communications Specialists, Suppliers and others.

Pumping up to 600,000 litres of fuel a day was business-as-usual for LAC Mitchell Taylor who was part of the RNZAF Aviation Refuelling team fuelling fast jets at Exercise Pitch Black 2014. Exercise Pitch Black 2014 was his first time working with the RAAF at its Darwin base. He says that the opportunity to participate in the exercise highlighted the high standard of training he has received as a RNZAF aviation refueller and he enjoyed having the opportunity to see how his Australian counterparts provided refuelling support for a multi-national force with a wide variety of aircraft.

Providing medical treatment for 50 NZDF personnel deployed to Australia’s Northern Territory was very much business-as-usual for LAC Jessica Earnshaw. LAC Earnshaw, from Lincoln, was one of two medics in the RNZAF’s 209 Squadron deployed to RAAF Base Darwin. The medical team was responsible for providing immediate medical support to the NZDF contingent participating in Exercise Pitch Black 2014.

Exercise Pitch Black 2014 is LAC Earnshaw’s first overseas exercise with the NZDF, having spent the first two-and-a-half years of her RNZAF career training and adding qualifications to the Bachelor of Applied Science she gained from the Queensland University of Technology before joining. These include an Auckland University of Technology Diploma in Health Sciences and Graduate Diploma in Paramedicine, NZDF environmental health courses, and fixed wing aero medical evacuation and initial air crew search and rescue courses.

LAC Earnshaw said Exercise Pitch Black 2014 gave her the opportunity to apply the knowledge she gained during training, build relationships and compare procedures and systems for providing medical support with her counterparts in the RAAF.

“It was great to meet new people and see how an Australian Air Force medical centre operates and manages the treatment of their force. Our job was to treat the NZDF troops, with the medications and equipment we were deployed with and to transfer them quickly to an Australian Air Force doctor located in the medical centre for treatment,” LAC Earnshaw said.

LAC Earnshaw returned to her Auckland base in late August and immediately travelled to Tauranga to compete in the New Zealand national volleyball competition as a member of the NZDF volleyball team. She will round out the year by completing two extramural papers towards an Auckland University of Technology Bachelor of Health Science funded by the NZDF.
The first two aircraft in the Air Force’s pilot training upgrade arrived at Base Auckland on 18 August, twenty minutes ahead of their scheduled landing time. A great achievement given the two aircraft had flown over 60 hours in 21 days to get to New Zealand from Wichita in the United States.

The Beechcraft T-6C Texan II arrival is an important milestone for Defence. These aircraft are part of a complete training package that includes 11 new aircraft purpose-built for training military pilots, with ground simulators and computer based training that complements the practical flying experience.

Secretary of Defence, Helene Quilter, says the T-6C Texan provides a new era of pilot training capability.

“A modern reliable training system is essential to ensure military pilots are trained to the highest standards in performance and safety. The T-6C Texan has almost double the power and capability of the CT-4E and it allows the Air Force to take pilot training to the next level.

“The T-6C Texan has a glass cockpit, which brings the training aircraft in-line with the fixed and rotary wing aircraft currently flown by the Air Force. The aircraft have ejection seats, increased bird strike protection, state-of-the-art enhanced safety systems and personal locator beacons for each pilot. This is a big step up from the analogue systems used on the CT-4E, she said.”

On Friday 22 August the aircraft made the trip from Base Auckland to their new home at Base Ohakea. The Secretary of Defence and trainee pilot PLTOFF Nicole Brooke were the first two passengers in the aircraft, much to the envy of many bystanders at Base Auckland.

PLTOFF Brooke was able to take the controls from her Beechcraft pilot and fly the aircraft the majority of the way to Ohakea.

“I feel very privileged to be one of the first in the RNZAF to fly in the aircraft. The flight was very smooth and the good weather meant we had great views all the way to Ohakea.”

The T-6C Texan will replace the current CT-4E Airtrainer used by the most junior pilots at the start of their Wings course. From 2016, all Wings course training will be conducted in the T-6C meaning trainee pilots use the same aircraft throughout rather than starting on the CT-4E and then
changing to the B200. This consistency will allow pilot training to be completed quicker and it is expected the new aircraft will deliver 15-20 trained pilots each year.

The first two aircraft will be handed over to NZDF at the end of October after the completion of maintenance training and pilot conversion courses. The remaining nine aircraft will arrive at Ohakea in tranches with the last to land in April 2015. Once established, the T-6C Texan will be used for the next 30 years.

Beechcraft won the tender for the complete training capability package and have subcontracted to NZ Safe Air Ltd for the maintenance and support contract at Ohakea, with new jobs created at Safe Air as a result. Beechcraft will hand the aircraft over to the Ministry of Defence and the RNZAF at a ceremony on 31 October.
Twelve personnel from the Helicopter Transition Unit successfully completed the RNZAF’s first-ever NH90 4-ship formation training flight in September. Led by Squadron Leader Chris Andrew, 12 crew flew four NH90 from Ohakea on a formation navigation flight around the East Coast of the North Island, a 4-ship training flight that took two hours. The flight proved a fitting farewell for SQNLDR Andrew who flew the first-ever RNZAF NH90 in France. He left the unit last month after being promoted to Wing Commander and posted to Director of Operations at 488 Wing.
AIR FORCE PROMS
A RECIPE FOR SUCCESS

Combine musical favourites with a trio of stunning soloists and a band as sharp and talented as they come, and you have a recipe for success.
The Royal New Zealand Air Force Band’s Proms in front of a packed Wellington Opera House was a success indeed. From the moment compere Mark Hadlow—Dori in the blockbuster trilogy The Hobbit—marched solemnly on stage to announce the National Anthem was to be sung, the audience’s enthusiasm for the show began. That was the last of the solemnity from Hadlow, who skilfully heckled the audience, to much applause.

The Proms’ soloists included baritone Kieran Rayner, singer-songwriter Grace Brebner, and vocalist Olivia Hadlow, who paired up with her father for some truly delightful numbers. Bagpiper Sergeant Murray Mansfield, who by day works in Base Ohakea’s Maintenance Support Squadron, added to the eclectic mix.

Brebner is still at school but her hauntingly beautiful voice belies her age. She wrote and performed “Pick up your Gun”, which was a fitting tribute in a military band’s performance. An active member of various musical groups, she is truly accomplished with her chosen instruments, voice and guitar.

Olivia Hadlow, too, is still at school. It is to the RNZAF Band’s credit that it gives rising young stars the opportunity to share their talents with a wider audience.

Under the polished conducting of Director of Music Flight Lieutenant Simon Brew, the Proms programme began with the Carnival Overture. A World War 1 tribute followed. A hit with the audience was Gad’s Army, which was the RNZAF drumline with a piece composed by LAC Lance Phillip.

The second half included the Florentina March, and Suddenly Seymour from soloists Mark Hadlow and daughter Olivia. SGT Mansfield was next with Hector the Hero, followed by Kieran Rayner singing Stars from Les Miserables.

The audience, which included the Chief of Defence Force Lieutenant General Tim Keating and his Service chiefs, was issued with bells, whistles and streamers for the last section of the concert and took part gleefully (but alas not always skilfully), under the very funny Mark Hadlow’s direction.
Recently, the RNZAF had the privilege of hosting the Chief Master Sergeant of the United States Air Force James A. Cody at Base Woodbourne. CMSGT Cody is the senior enlisted member of the US Air Force and was given a traditional welcome. He was hosted by the Warrant Officer of the Air Force Mark Harwood.

Alpha Company soldiers take part in exercises in rapid descent using Linton Military Camp’s new 40-foot helicopter descent tower. The tower is designed to mimic the experience of fast-roping or rappelling from an Air Force UH-1H or NH90 helicopter.
The Commanding Officer of the HMNZS CANTERBURY has awarded the Seasprite Maintenance Flight a commendation. The crew received the award for ‘consistently demonstrating the core values of the RNZN; Courage, Commitment and Comradeship.’

Commanding Officer David Turner recognised the crew’s professionalism, calmness under pressure and the long hours put into crucial maintenance.

**Crew members are:**
- F/SGT Jeremy Lloyd, SGT Warren Reid,
- SGT Rodney Regan, SGT Mathew Smith,

The Seaspries were part of Exercise RIMPAC (Rim of the Pacific) the largest maritime military exercise in the world, which drew to a close in Hawaii in August.

More than 26,000 people from 22 countries participated in the six week exercise, which provided relevant and realistic training covering the full spectrum of military operations, from Humanitarian Assistance and Disaster Relief (HADR) to maritime security and complex warfighting.

No. 5 SQN, RNZAF, provided a P-3 Orion with aircrew, maintainers and support personnel, testing the upgraded K2 model in Anti-Submarine Warfare. Their tasks started with simple exercises and became more complex throughout the flying programme, ending with the air crew and a submarine being given a mission, and each trying to disrupt the other.
Our People

AERONAUTICAL ENGINEER WINS SKILLS AWARDS

RNZAF aeronautical engineer Mike West recently won the ServiceIQ award for Skills excellence, demonstrating his high achievement in the aviation sector.

This isn’t the first time Mike has been recognised for his expertise in engineering. Last year he took the silver medal at the WorldSkills international competition in Germany, competing with young engineers from across the globe before taking a place in the judging panel at the national competition this year in Hamilton.

Now Mike has taken it upon himself to mentor this year’s national winner in preparation for the next worldwide competition, to be held in Brazil next year.

The RNZAF and NZDF congratulate Mike and are proud of his successes. We look forward to his ongoing success as he continues to expand his skills in the field of aviation.
The first of 11 fuel tanks removed from Whenuapai Aviation Fuel Farm in August.

By Mr Peter Cunninghame, General Manager of Defence Property Group

The Defence Property Group (DPG) has a range of long and short term work under way to improve the infrastructure at RNZAF Base Auckland. The longer term Auckland work programme is being developed as part of an Estate Strategic Framework (ESF) review of all major NZDF Bases and Camps. The Defence-wide review will result in a high level 15 to 20 year master plan and more detailed Estate Development Plan for each Bases and Camps.

This article focuses on the RNZAF Base Auckland where there are several key capital projects under way or in the pipeline. These projects align with a recent Government announcement to make a balanced investment across the NZDF property portfolio and will help meet CDF’s intent of ‘Investing in our People.’

Chief of Air Force, AVM Yardley says: “RNZAF Base Auckland and its community will no doubt welcome the much-needed investment in infrastructure in Auckland. They will also, no doubt, be heartened by the obvious signs of change about the place – signs of improvements ahead and a clear indication of NZDF’s commitment to future proof our infrastructure to ensure it is fit for purpose.”

RNZAF Base Auckland and its community have seen limited investment in infrastructure in recent years. This is changing. The investment outlined below is key to CDF’s vision for the Base and the wider NZDF and DPG will look to work with the RNZAF and the Base community to ensure the best outcomes for the future.

“I’d personally like to thank all those RNZAF personnel who’ve been involved in the projects so far – whether you have given your ideas, had input into the detail or you have simply exercised your patience in the wait for much needed change.”

**UPGRADE:** Whenuapai Aviation Fuel Farm

An upgrade of the Aviation Fuel Farm on Base Auckland started in August, with the removal of seven original fuel tanks. This project will occur in two stages to maintain a fuel storage capability throughout the project. Stage 1 involves installation of three new tanks (with a mid February 2015 deadline). The final four tanks will be removed and replaced by September 2015.

**NEW: 25m Rifle Range**

A new 25m rifle range is up for approval by the NZDF Capability Branch in the coming month. Following approval and detailed design, the plan is to begin construction in early 2015, with completion likely in late 2015. The new range at Base Auckland will replace the previous range lost with the closure of the Hobsonville Defence Area and will save travel time for RNZAF personnel who currently need to travel to Whangaparaoa for weapons training.

**NEW: 36-Room Barrack Accommodation**

A new three-storey, 36-room barrack accommodation is in the design phase, with building expected to commence in mid 2015. This will replace the decommissioned Vincent Block wing and will form the first phase of a planned upgrade of Base barrack accommodation.

**PROPOSED: Aviation Medicine Unit (AMU)**

Funding for a new aviation medicine unit has been identified and is under review following the closure of Clark House due to seismic risks. The aim is to develop a unit that features medical, dental and aero medical evacuation functions in the same location. Over the long term, beginning with AMU and the Base Medical facility replacement. The new facility is proposed to be built in stages, with construction due to start in early 2015 (subject to approval).

**PROPOSED: Gym**

A new gym at Base Auckland is in the pipeline, with construction expected to take place over two years. Funding is planned for the 2015/2016 financial year, with the project to commence from July 2015. The new gym, for RNZAF and NZDF personnel who work at or pass through Base Auckland, will replace the facilities lost with the closure of Hobsonville Base.

**PROPOSED: Whenuapai Area Married Quarters**

DPG is currently reviewing ownership and delivery options for access to 21st century housing for NZDF personnel. This is being addressed in concert with a first principles housing review for the NZDF. Options include, but are not limited to, building new housing at Whenuapai on NZDF land outside the base and potentially in the vicinity of Kauri Road. Further announcements on this work (including timing) will be made in as the policy review is completed and options are fully assessed.

**PROPOSED: Child Care Centre**

DPG are working with RNZAF staff to scope the establishment of a building that would allow a child care facility to operate under license. This remains a work in progress with a number of stakeholders involved. Again, further announcements on this work will be made in coming months.
AIR FORCE MUSEUM HOSTS CANTERBURY STORIES WWI EXHIBITION

By Michelle Sim, Archives Technician

As commemorations for the Centenary of the First World War get underway both here and overseas, the Air Force Museum of New Zealand is taking a leading role in a Canterbury-wide memorial project.

Canterbury 100 is a collaborative initiative, coordinated by the region’s major cultural and heritage institutions, which aims to discover and present the stories and experiences of Canterbury people during the First World War. The centrepiece of the Canterbury 100 project is a special exhibition titled Canterbury Stories: Remembering the "First World War, which opened at the Air Force Museum on 12 September.

Much of the research and development for this exhibition was done by Air Force Museum staff, together with colleagues from Canterbury Museum, Christchurch City Libraries, South Canterbury Museum and Te Runanga o Ngāi Tahu.

The aim of Canterbury Stories is to provide a Canterbury-focused insight into the First World War through the personal stories of those who experienced it – not only the soldiers and nurses on the front line but also the men, women and children who remained at home.

Several well-known local celebrities, including Richie McCaw, Hayley Westenra and the Christchurch Wizard, have contributed their own family war stories to the exhibition, and these will be joined over time by many more personal accounts contributed by the people of Canterbury.

Canterbury 100 seeks to connect Cantabrians with their First World War heritage by encouraging them to share their family’s wartime experiences through stories, photographs and objects. At the conclusion of the Centenary commemorations, these stories will be archived to serve as a permanent memorial.

The opportunity to collaborate with other heritage institutions has been a positive experience for the Air Force Museum team, as it has allowed us to foster new working relationships with others in the local heritage sector. It has also given staff the opportunity to explore subjects that would normally fall outside the Museum’s core focus of military aviation. A separate World War I exhibition on the War in the Air is planned for later in the Centenary schedule.

To find out more about Canterbury 100 activities, including the Canterbury Stories exhibition, visit www.canterbury100.org.nz or email canterbury100team@gmail.com
CARING FOR YOUR MEDALS: TOP TIPS

Medals represent service, commitment, and often bravery and gallantry. They require hard work and exposure to danger to earn them. As the recipient who has delivered the service or as the family member who has inherited a medal group—you have the responsibility to look after your medals.

Here is some advice on keeping them in top condition.

MEDAL MOUNTING

This is an area of some complexity and we suggest you do not rush into decisions as once made, some decisions cannot easily be reversed.

Medals can be court mounted to the NZDF Medal Mounting Standard by a professionally competent medal mounter. This is one area where you do need to use a professional. Ask for references and to see some examples of the work done before you select a new provider.

Modern medals are one of three types – silver (mainly Long Service awards); Rhodium plated (most modern campaign medals) and bronze (eg, the NZGSM non-warlike awards, New Zealand Defence Service Medal).

Never use abrasive cleaner or polish on these medals. To return your medals to original condition, polish them gently with a soft dry cloth. A silver polishing cloth can be used on sterling silver medals but do not get black ‘rub off’ onto the medal ribbons.

Always ensure your medals are wiped clean with tissues or a soft dry cloth so they are dry before being stowed away.

FREQUENTLY ASKED QUESTIONS

Q: Can the family wear more than one set of miniatures for a deceased relative eg, one set for each of our three grandchildren?
A: Yes, on the right chest at official commemorative functions and events. This is far preferable to splitting up an original group of medals so each child receives one medal. This causes the ‘mana of the group’ to be lost as they no longer tell the whole story of the military service delivered for their medal entitlement.

Q: Where can family members obtain miniature medals from?
A: Any competent medal mounter will have access to a source. NZDF Medals Office no longer sells additional miniature medals to families. They are available on line from ELM (the NZDF medal supplier). www.elm.com.sg

Q: How do we clean old medals that are inherited within the family?
A: First, you have to decide if the medals are physically in good enough condition that they can be worn. If so, our advice is to leave them as they are and wear them. Their condition tells the story of that medal. Ribbons do not have to be replaced simply because they are a little faded or worn on the edges. If the medals are not currently mounted as a group, or have additional medals to be added, take them to a reputable medal mounter and they will be cleaned as part of the medal mounting service. They may also be lacquered to stop corrosion.

Q: What if my medals are fit to wear but need to be cleaned to remove finger prints and minor marks?
A: Follow these three steps:
1. Clean any marks off with a soft cloth, a silver polishing cloth or a spectacle lens cleaner cloth.
2. Be gentle and do not use any abrasive cleaners as they can permanently damage the medal surface and engraving.
3. Silver dip products can be used for sterling silver awards such as long service awards, WW1 medals and some WW2 awards. This dip solution should be rinsed off in cold water and the medal dried with a soft cloth.

Q: What do we do if medals get wet?
A: Pat the ribbons and medals dry with a soft cloth or tissues. Allow the medals to dry naturally at room temperature. Do not use a hair dryer or any artificial heat source or leave them in direct sunlight on a window sill as this may cause the mounting board to warp and the ribbons to shrink or fade.

Q: Can family members wear Dad’s old RSA badge and his other military badges showing membership entitlement eg, a Crete War Veterans Association badge?
A: No. To do so can give the impression that you are personally entitled to that membership. We suggest that families display these items in a medal display with a photo of the deceased. If you are entitled to be a member of the RSA in your own right, you can wear your father’s RSA badge but not otherwise.

Q: I found my father’s World War II medals in an old box in his attic. He has never worn them. They are not mounted, and the ribbons, stars and round medals are all mixed together in a random pile. I cannot figure out which ribbon belongs to which star or medal. Can you tell me what to do?
A: You should be able to match the ribbons and medals using the thumbnail images of World War II medals on the NZDF Medals website. If you are still unsure, contact NZDF. A photo of your medals will help NZDF answer your questions.
Our Heritage

applies after they retire when they may wear the medals on their civilian suit, jacket or coat in the same way as if they were wearing them in uniform.

After their death, the family may wear these medals on their right chest. This convention allows family members to wear a deceased persons’ full size or miniature medal/s in their memory. The convention is a matter for personal discretion and is limited to the official days of remembrance and military functions where the host or organiser advises that “medals may be worn”.

It is recommended that only one group of medals is worn by a relative. If the family has more than one group of medals to wear – ask another family member to wear the second or third groups. Spread the mana amongst the family. Medals do not have to be worn by the eldest son – each family can make their own decisions on who should wear Mum or Dad’s medals. It is entirely acceptable for women to wear a deceased relatives medals.

The convention applies to both male and female relatives of the deceased including children and grand children. It does NOT apply to non-family members. This convention does NOT apply to the wearing of neck stars, sash badges, breast stars, ribbon bars, rosettes, and lapel badges awarded to the deceased. They are only current for his or her lifetime.

STORAGE

NZDF advice is to store your medals securely inside a drawer in a lined box – either one of the NZDSM presentation cases, (you can strip out the inner to store smaller mounted medal sets) – or use a strong wood or cardboard box – good quality cigar and chocolate boxes are great.

You can line the box with tissue paper or bubble wrap if you wish. Commercial medal storage cases are also available.

If your medals are mounted professionally, they will last for many years if stored correctly.

Finally, if your medals or ribbons are showing signs of wear or are damaged, report it early so they can be fixed – do not try and repair them yourself using tape, wire or super glue to hold the group together. Simple repairs fixed early are the most economic solution and will quickly get you back on parade looking smart.

WEARING MEDALS

The recipient is entitled to wear their medals whenever ordered to do so. Generally this will mean full size medals during the day and miniature medals after sunset for Mess or other official evening events.

The recipient is entitled to wear these medals on their left chest at any official function for their lifetime. This also applies after they retire when they may wear the medals on their civilian suit, jacket or coat in the same way as if they were wearing them in uniform.

OBJECT OF THE MONTH

2006/719.3 – Recipe, No. 14 Squadron Cocktail

Carbon copy of a typewritten recipe for the 14 Squadron RNZAF “Kea” cocktail - a mix of brandy, champagne, dry ginger ale and lime juice. Handwritten in ball-point pen at bottom: “This recipe is to be kept at all costs”. Believed to date to the 1960s.

The Air Force Museum research team would love to hear from anyone who remembers this recipe or has any information as to how it came about and when it was used. Please email research@airforcemuseum.co.nz if you can help.

AIR FORCE MUSEUM of New Zealand
The NZDF Pacific Island Fono is an open forum to address issues and successes that Pacific Islanders encounter in the NZDF.

It is also the perfect opportunity to have a decent Pacific Island (PI) feed! What better way to do so than by celebrating the National Cook Island Language week.

Hosted in August by the Royal New Zealand Navy, the fono covered a range of topics, including mental health, leadership and career development.

Thanks to Monique Faleafa and her team (Denise Kiningi-Ulu‘ave and Saveatama Eroni Clarke) from Le Va, who talked about mental health and the Pacific Island (including New Zealand born) community.

They covered important issues such as the common triggers of mental health issues, how to identify when someone needs support and ways to overcome difficulties with support from family, peers, maintaining faith/religion and fitness/sport.

We also had the opportunity to hear the inspiring stories from our very own command and senior staff members from each service. Each provided an insight into their journeys as Pacific Islanders, reflecting on their personal development and career achievements.

Speaker SQNLDR Kavae Tamariki discussed recruitment and the improvements made to security clearance processes (particularly for recruits from the Cook Islands).

Other speakers covered career development, adapting to the cultural differences within the forces and the importance of sustaining the family/cultural values.

The fono closed with an empowering presentation by CPO Aaron Pau in which he spoke of his career accomplishments, the importance of goal setting and seeking support through the right avenues.

Overall, the fono was definitely a thought-provoking and motivating experience, which hopefully opened the minds of those who attended. It was a privilege to hear the many stories, meet fellow PIs and be part of the event. I was particularly amazed at how captivating the fono was, especially after devouring a delicious Cook Island themed meal. A big thank you to Anne-Marie Raleigh for helping me organise the fono! Much appreciated and I look forward to the many to come.

By Anisiata Soagia-Pritchard, Equity and Diversity Adviser

Left to right: Army Captain Ioane Washburn, NZDF Senior Financial Adviser Mere Flore and Air Force Squadron Leader Kavae Tamariki.
HEARING LOSS AND HEARING PROTECTION

AT RNZAF BASE AUCKLAND

By Jeraldine Fernandez, Occupational Health Nurse

The old British Lightning fighter had two noisy Avon jet engines. When you are caught standing in the wrong place and the fighter applies re-heat, even ‘those’ ear muffs wouldn’t provide enough protection.

HEARING LOSS STATS

Out of the 900 or so employees from operational environments screened so far at Base Auckland, 730 (81%) have normal hearing (H1), 155 (17%) have mild hearing loss (H2), 24 (2.6%) have moderate hearing loss (H3) and about six (0.6%) have profound hearing loss (H4) and are dependent on hearing aids. These figures include both military and civilians working at Whenuapai.

Whenuapai hearing loss statistics:

- **H1**: normal hearing
- **H2**: mild hearing loss
- **H3**: moderate hearing loss
- **H4**: Profound hearing loss

The airfield at Whenuapai, RNZAF Base Auckland, has a noisy environment, typical of any in the aviation industry. Most of the work in the operational environments (inside hangars) ranges between 90 dB – 110 dBA.

On the flight line, around aircraft, weapons and explosives, noise levels can range from 110 – 170 dBA.

Needless-to-say, we also engage in noisy hobbies in our after work hours such as motor bike riding, racing cars and hunting. As well, most of us use listening devices such as iPods, MP3s, etc.

We do want to leave or retire from the workplace with normal hearing, do we not?
Hearing Protection

Operational Areas / Flight Line

There are three basic guiding principles when working around dangerous decibels.

1. TURN IT DOWN
2. WALK AWAY
3. PROTECT YOUR EARS.

Let’s face it, more often than not, hearing protection is our best option given the environment we work in.

Protecting Your Ears

Ear muffs (or ear defenders) should provide a good seal around the ears without touching the pinna (external ear) at all. The ear pads must be soft, so that they can adapt well to the shape of the head and form an effective seal against noise. Every little gap where the pads don’t seal with the skin can reduce the protection an ear muff provides.

Please check your use of ear muffs, ensure you wear them correctly. Removing these ear muffs for even five minutes when in a noisy environment can be harmful.

For hygiene purposes, remember to check and replace the seals and foam (hygiene kits) at least once in 6 to 12 months.

Wearing Ear Plugs Correctly

The highest level of protection from ear plugs rated as class 5 is 25+ dbA. But that is dependant on how well we fit them or there may be no noise attenuation reduction at all. Ear plugs should plug the ear canal in a neat flush fit.

If you wear both ear plugs and ear muffs together, the plugs only attenuate by 3 to 7 dBA in addition to what the ear muffs provide (eg, a total attenuation of approx 30 dBA). Don’t assume that the two types add up together (ie, 30 + 25 = 55 dBA).

I often see those who need to know how to fit ear plugs, and show them the correct way. If you’re unsure please see the Occupational Health team (DASH) to get yourself sized and fitted properly. Not all our ear canals are the same size so one size does not necessarily fit all.

Choosing the Right Coloured Ear Muffs

Paint and chemicals on ear muffs can affect the material of the shell, with the potential to crack and render them ineffective.

Colour is not just a stylistic choice but a functional one. To all you budding artists, if you’re planning to personalise your ear muffs, please consider the functional features when choosing these colours. For example, hunters may choose a vibrant safety orange, but for RNZAF deployments camouflage colours might be appropriate. Check that the paint won’t spoil the shell and choose colours that fit your needs.

Recognise any of these? They are a few seen around our Base!

Protect your ears and your hearing now before it’s too late!

Contact your OHN for further advice.
A number of natural disasters have affected us in recent months, including the Seddon earthquakes (in Wellington and Woodbourne) and the 2012 tornadoes that struck the Whenuapai and Hobsonville areas.

Business continuity is an essential element of ensuring an organisation is prepared when the worst strikes. It is important it covers all aspects of the organisation, including infrastructure, which can be vital for continued operations. However, this can be an area often overlooked, particularly as it may involve significant cost.

The RNZAF learnt this lesson after the December 2012 Hobsonville tornado caused wide-spread damage and killed three people. Its path took it across the perimeter of RNZAF Base Auckland, damaging runway infrastructure, before continuing on into residential areas including a defence housing estate. The damage to the airfield included a number of runway approach lighting aids and the approach lighting tower.

Although some lighting was damaged, the undamaged components continued to operate satisfactorily and the airfield and runways remained open to operating aircraft. However, the reduced and degraded approach lighting aids could have had the potential to provide inaccurate or incomplete visual information to landing aircraft in reduced weather. Therefore, rectification and reinstatement of all the runway landing aids was necessary to ensure the continued full operational serviceability and effectiveness of the military airfield.

The damaged visual landing aids on the approach to the runway were repaired 11 months after the tornado, following the receipt of spares from overseas.

As a result of this delay, the situation was assessed by Facilities Management Flight, PAE and Operational Support Wing, to ensure any future issues are rectified as soon as possible. A review was also being conducted to determine how to improve business continuity around military airfields in the future, as ‘business continuity’ and ensuring that essential infrastructure can be repaired or reinstated in a timely and efficient manner, are keys to retaining operational capability.

Risk management and mitigation involves a number of inputs and considerations—not least cost. However a lack of redundancy that has the potential to compromise flight safety should be the focus of our critical oversight. The tornado was, of course, unforeseen and the resulting actions and outcomes highlighted a number of deficiencies in the division of responsibilities. We have had to improve our organisational rigour for events such as this.

How well are you, or your department, prepared to ensure ‘business continuity’? The unexpected can happen, as the Hobsonville tornado showed. What plans do you have in place?
IMPROVEMENT CULTURE: ALIVE AND WELL IN LOGISTICS COMMAND AIR

By John Reps, Business Support Manager, Logistics Command Air

What if I told you I had a task that used to take 60 days to complete but now only takes 11 - would you believe me?

Then I told you about how I reduced duplication by 20 percent, which over a year freed up two people to do other important things. Would you ask me how it was done?

Well, these are true statistics for the P-3K2 reverse supply chain and new item create processes, respectively. While you may not be familiar with these processes, having more time during the day is a desire we all share.

On 11 June 2012, then Chief of Defence Force, LTGEN Rhys Jones, launched the Continuous Improvement programme. From that point a multitude of instruction, training and practical application has taken place using Lean and Six Sigma methodologies as a tool to embed and amplify a culture of continuous improvement.

Over the last two years, Logistics Command Air (LCA) has been rapidly moving forward in training personnel at the Green Belt and White Belt levels with the assistance of Defence Excellence. The title of Green Belt and White Belt are derived from the Martial Arts, with the top level of training and certification being a Black Belt, and used to designate skill level on process improvement training.

Someone who gains a Lean Six Sigma Green or White Belt, within the RNZAF, is usually involved in the day to day action of maintaining sophisticated military aircraft. They are the doers.

On 2 September, LCA conducted its first White Belt course taught by trained Green Belts from within the LCA organisation. This milestone is notable as before this was done by outside contractors. Now, the newly trained White Belts will eventually become Green Belts and in turn will end up teaching a new lot of White Belts. So the cycle will continue making this formal methodology something that is here to stay.

Beyond training White Belts by Green Belts, the LCA leadership has also participated in the Defence Excellence Lean for Leaders course. The empowerment of the Green or White Belt can only come from its Command. The leaders within LCA are now aware of what this training means to his or her unit and can best utilise this new perspective for improvement. Slowly the phrase “we’ve always done it that way” is fading.

The culture is shifting from one that congratulates itself for solving a problem or what is normally called fire fighting to one that asks: “Why did the fire start in the first place?” Ultimately, the LCA culture is shifting from a reacting organisation to a learning organisation.

The Business Support Unit is the lead for Continuous Improvement within LCA and, in concert with Defence Excellence, ensures this top down/bottom up approach of culture change continues uninterrupted.

As the Business Support Manager within LCA I believe that improvement can be about numbers and statistics, but mostly it’s about perspective on a better way of doing business.

We have already instituted improvements around processes for batching, new item creates, reverse supply chain to name a few. But the major leaps in business culture improvement truly occur when someone decides to do something local, even just on their desk, to make their daily life that much better. Why wouldn’t you want to reduce re-work? Why wouldn’t you want to make your daily work easier?

The Defence Force offers an opportunity to do amazing things and be a part of something considerably bigger then yourself, so why not improve what you do towards its mission?

WGCdr Nick McMillan, Executive Officer LCA, talks to the first class of RNZAF trained White Belts.
The Invictus Games - brainchild of HRH Prince Harry following a visit to the USA’s Warrior Games - saw over 400 competitors from 13 countries battle team and individual sporting events in a bid to being back gold. From the hard-hitting team sport of Wheelchair Rugby - or ‘murderball’ as it is sometimes known due to its intense physicality - to the demands of track and field events, the NZDF team pitched themselves against some stiff competition, and came up trumps.

Six medal wins for the Kiwi team were a massive highlight - but the experience itself offered much more to those involved.

The challenges were many. For most of the team, the sports they competed in were nothing they had ever tried before. Add to the mix the technicalities of competing in a wheelchair for basketball and rugby, of having to sit while playing volleyball; of minimal team-training time (just one week learning the basics in July together); and the fact that these sports were secondary to the every day roles of each of the competitors - the challenge became immense. But, in true Kiwi style, each rose above the odds to reach for gold, play hard, and beat personal bests.

Due to a very limited training schedule, the Kiwi team was understandably nervous of taking on the wheelchair sports. “The team had about three hours’ total training time together before they played their first basketball game against the USA,” said Team Coach, SSGT Phil Stanbridge. After battling hard but losing out against the USA and then the Brits, the Kiwis did not give up. They went in and played a great game against Australia that, at 25 seconds left to play, saw the Kiwi team down eight points to nine. A foul from the Aussies gave Team Captain, Dave Sherriff the opportunity he had been waiting for. “I had a feel for the ball,” he said, “so I controlled myself; I took my time.” He had two free shots, and sunk them both - winning the game for the Kiwi team, and raising the roof of the stadium.

When asked what his highlight was, however, the double medal winner (silver for sitting discus, bronze for sitting shot-put) gave an unexpected answer. “When I was competing in discus, there was a British guy who had been bumped up a class. There was no way he was as physically able as the other competitors,” said Dave - himself a paraplegic. “He was strapped in to the seat, and he took his throws. He threw with all his might - and beat out men far more physically able than him. When he took that podium and was presented the bronze, I was in awe of him. He’d got up there, done his best, and it paid off. I was delighted and proud for him.”

The spirit of comradeship ran deep throughout the lead up to, and during the games. Overseas competitors joined the team’s Facebook page and offered their encouragement - and a fair amount of banter. On the ground, shared experiences brought people together, and with it the realisation that, despite their various levels of physical or emotional wellbeing - this group of
The team would like to thank the following for their sponsorship, contribution, and support - the RSA, New Balance, Jaguar Land Rover NZ, Canterbury Clothing, Singapore Airlines, APX, Ultimo Clothing, The Fallen Heroes Trust, Flaunt, and those organisations that generously sponsored individuals. From within the Defence Force, they would like to acknowledge the Singapore Fund the Navy, Army and Air Central Welfare Funds, and NZDF Leadership for allowing them the opportunity to participate in the games. Particular thanks go to everyone who gave up their time and expertise for free to coach the team, those who provided equipment and training venues, and all who offered encouragement and showed they were behind the Kiwi team.

The Invictus Games took place in London, 10 - 14 September 2014, to bring together injured, wounded and ill service men and women from countries that had served alongside each other. Its aim was to spotlight the sacrifices participants made while serving their countries, and highlight their determination to overcome personal restrictions to continue to lead lives of excellence.

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SIX MEDALS FOR NZDF
After four days of competition in nine sports, the Invictus Games in London finished with the NZDF team taking home a silver and a bronze in shotput, two silvers in discus, a bronze in road cycling and another in powerlifting.
**Book Review**

**A JOB TO DO**  
Published by Exisle Publishing

World War II impacted every community within New Zealand. Small and large towns alike had to wave their men off, not knowing when they would be back.

A Job to Do is largely a collection of written personal accounts by men who joined 2 NZ Division.

Colloquially known to its members as 'The Div', it was by far the major part of New Zealand's Second Expeditionary Force. Over 100,000 men left our shores to participate, a huge percentage of the population.

A Job to Do presents first hand accounts by real soldiers describing their wartime experiences, from their early training in New Zealand, sailing the seas to war, setting up camp in Egypt, to fighting in Greece, Crete, North Africa and Italy.

Through their personal stories, poems, cartoons and photographs, reader are transported back to a time where lifelong friendships were formed through the horror of bloody battles in harsh environments.

A Job To Do includes works published during the war and the 60 years since; including works of 40 different autobiographies, along with material published in 'The Div’s' own NZEF Times.

Nevertheless, their stories are written with surprising humour and frankness and a degree of wry cynicism so characteristic of the Kiwi soldier.

Here we sit on the Isle of Crete, with sweaty socks and blistered feet; Little wonder we’ve got the blues, With feet encased in big canoes ... It was just a month ago, not more, We sailed to Greece to win the war; We marched and groaned beneath our load, While Jerry bombed us off the road. They chased us here, they chased us there, The bastards chased us everywhere. And while they dropped their loads of death, We cursed the ruddy RAF. Yet the RAF was there in force. They left a few at home of course. We saw the whole outfit one day, A Hurricane, flying the other way - A Tale of Doom’, by ‘Four Sappers’.

**ABOUT THE EDITOR:** John Gordon is best known as the presenter of the television series, A Dog’s Show, which he fronted for 17 years. He has been involved in practical agriculture and journalism most of his working life. His interest in 2 NZ Division has its origins in his father’s war service – from which he did not return – and the post-war world he grew up in. John Gordon has published two rural anthologies, and written four works of non-fiction. He lives in Southland.

**CONTRIBUTORS INCLUDE:** Les Cleveland served in Crete, Greece, Western Desert and Italy. After the war Les edited a volume of the New Zealand war poetry and was a political science lecturer at Victoria University, Leslie Hobbs was the first journalist with the NZEF, becoming the editor during the Italian campaign. After the war he worked in the Parliamentary Press Gallery, James Henare (who was the last commander of the Maori Battalion,) was awarded the DSO in 1947 for his leadership of the Ngapuhi Company.

A Job to Do is available from www.exislepublishing.co.nz  
RRP $49.99

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**De Havill and Venom**

The de Havilland DH112 Venom was a single-engined jet fighter-bomber (and two seat night fighter) developed from the Vampire. It first flew on 2 September 1949 and the Venom FB1 entered RAF service in 1952.

Powered by a de Havilland Ghost 48 centrifugal flow engine generating 4,850lb thrust, the Venom FB1 was armed with 4 x 20mm Hispano cannon and capable of carrying 2 x 1,000lb bombs or 8 x 3in rocket projectiles. A second fighter-bomber variant powered by a Ghost 105 delivering 5,150lb thrust and fitted with an ejection seat, the FB4, entered service in 1955.

The Venom fighter-bomber saw operational service with 45 and 60 Squadrons RAF and 14 Squadron RNZAF during the Malayan Emergency of 1948-60. Others took part in combating the Mau Mau insurgency in Kenya during the mid-1950s. Three RAF squadrons flew ground attack sorties during the Suez Crisis of 1956.

8 Squadron Venoms continually deployed against dissident tribesmen in the Aden hinterland and, at a particularly crucial time, in support of ground forces during the rebellion in Oman of the late 1950s.

The night fighter variants, the NF2/NF3, were in service from 1953 - 57 (when they were replaced by the Gloster Javelin). The night fighter Venoms were equipped with AI radar and accommodated pilot and navigator/radar operator on side by side seating. Sea Venoms were the navalised all weather fighter version flown by both the Royal Navy and the RAN; renamed the Aquilon, 90 were built under licence in France for the French Navy.

The Venom saw extensive RAF service and was also operated by the air arms of 6 other countries. It was withdrawn from RAF service in 1962 but continued to fly with the Swiss Air Force until 1983. A total of 1,431 Venoms, Sea Venoms and Aquilons were built. The Venom in New Zealand is an ex Swiss Air Force aircraft and appears frequently at summer air shows.

*Note: tech specs on the following page are for the Venom FB m1 as operated by 14 Squadron in Singapore in the 1950s.*
**The de Havilland DH112 Venom: Tech Specs**

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<tr>
<th>Specification</th>
<th>Description</th>
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<td>First prototype flew at RAF Hatfield on 2 September 1949</td>
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<tr>
<td>Weight</td>
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</table>
28 ROLES.
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