

Ben Roberts-Smith v Fairfax Media Publications Pty Limited & Ors (NSD 1485/2018)

Ben Roberts-Smith v The Age Company Pty Limited & Ors (NSD 1486/2018)

Ben Roberts-Smith v The Federal Capital Press of Australia & Ors (NSD 1487/2018)

Respondents' bundle of documents regarding Person 1

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1.	Exercise/Training/Activity Report	3-13 April 2006
2.	Exercise/Training/Activity Report	17-22 May 2006
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4.	Performance appraisal – Person 1 by Matt Locke	June 2006
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7.	Performance appraisal – Person 1 by Person 37	2 July 2006
8.	Record of Conversation	2 July 2006
9.	Operational Report – Person 1	7 July 2006
10.	Performance Appraisal – Person 1 by Person 37	August 2006
11.	Statement by Person 7 regarding Person 1's performance from February-March 2008 (unsigned)	2008
12.	Soldier Performance Appraisal Report	3 September 2009
13.	Soldier Performance Appraisal Report	12 October 2011
14.	Soldier Performance Appraisal Report	9 October 2012
15.	Soldier Performance Appraisal Report	19 October 2013
16.	Statement provided Person 1 to RSM	Undated

■ SAS Sqn
EXERCISE / TRAINING /ACTIVITY REPORT

NAME: **Person 1**

DATE: 03rd to 13th April

ACTIVITY: Op Slipper bld up trg Bindoon

PAR ATTRIBUTE						Comment
BASIC SERVICE SKILLS	U	A	B	C	D	
ORAL COMMUNICATION	U	A	B	C	D	
PRODUCTIVITY	U	A	B	C	D	Works hard
APPLY KNOWLEDGE/SKILLS	U	A	B	C	D	Needs to build knowledge base
ORGANISATIONAL ABILITY	U	A	B	C	D	
PROBLEM SOLVING	U	A	B	C	D	
SERVICE ETHOS	U	A	B	C	D	
CAPACITY FOR WORK	U	A	B	C	D	
RESOURCEFULNESS	U	A	B	C	D	
INTERPERSONAL SKILLS	U	A	B	C	D	Communicates clearly
TEAMWORK	U	A	B	C	D	
Optional for NCO's						
TRAINING OF OTHERS	U	A	B	C	D	N/A
APPRAISAL OF SUBORDINATES	U	A	B	C	D	N/A
WRITTEN COMMUNICATION	U	A	B	C	D	N/A
LEADERSHIP	U	A	B	C	D	N/A

Scale: U – Not Observed A –Disappointing Progress B – Steady/Satisfactory Progress C – Impressive Progress D – Maintained Very High Standards

OTHER ATTRIBUTES	Unsat	Satisfactory	Good	V. Good	Excellent	Comment
FIELD CRAFT				YES		
FITNESS				YES		
INTEGRITY				YES		
SELF DEVELOPMENT			YES			Push for Cse's and build qualifications base
COMMANDERS INTENT			YES			Ask if in doubt

Ptl Comd comments:

This activity included a back to basics in field craft up to and including contact drills at team level and the theory and firing of heavy weapons in an atypical Op Slipper scenario.

P1 performed well during this activity. His experience is limited, not his fault, but his enthusiasm makes up for this. I was happy to see that during this activity that any points brought to his attention were quickly grasped. **P1** is on a steep learning curve at this time with Op Slipper II round the corner.

P1 is a capable soldier with a good aptitude to learn quickly.

Tp Comd comments:

Sign:

Name: **Person 61**

TP COMD

Sign:

Name:

TM COMD

Sign:

Name:

CPL

3 SAS Sqn

EXERCISE / TRAINING /ACTIVITY REPORT

NAME: **Person 1**
ACTIVITY: Op Cairns

DATE: 17th to 22nd May 06

PAR ATTRIBUTE						Comment
BASIC SERVICE SKILLS	U	A	B	C	D	
ORAL COMMUNICATION	U	A	B	C	D	
PRODUCTIVITY	U	A	B	C	D	Works hard when supervised.
APPLY KNOWLEDGE/SKILLS	U	A	B	C	D	Needs to gain experience
ORGANISATIONAL ABILITY	U	A	B	C	D	
PROBLEM SOLVING	U	A	B	C	D	Needs to try and find own solutions
SERVICE ETHOS	U	A	B	C	D	
CAPACITY FOR WORK	U	A	B	C	D	Shows ability
RESOURCEFULNESS	U	A	B	C	D	
INTERPERSONAL SKILLS	U	A	B	C	D	More active involvement required
TEAMWORK	U	A	B	C	D	Needs to actively participate
Optional for NCO's						
TRAINING OF OTHERS	U	A	B	C	D	N/A
APPRAISAL OF SUBORDINATES	U	A	B	C	D	N/A
WRITTEN COMMUNICATION	U	A	B	C	D	N/A
LEADERSHIP	U	A	B	C	D	N/A

Scale: U – Not Observed A –Disappointing Progress B – Steady/Satisfactory Progress C – Impressive Progress D – Maintained Very High Standards

OTHER ATTRIBUTES	Unsat	Satisfactory	Good	V. Good	Excellent	Comment
FIELD CRAFT		X				Will improve with experience
FITNESS			X			
INTEGRITY			X			
SELF DEVELOPMENT		X				Needs to actively seek advice and extra training.
COMMANDERS INTENT	X					Needs to act immediately if tasked by the PC or 2IC without hesitation.

Ptl Comd comments:

Strengths:

- Person 1** has a good understanding of basic service skills
- He has the ability to work hard and produce the desired outcome if supervised.
- He shows he has the ability to handle a high workload.

Weaknesses:

- Person 1** is lacking in experience and knowledge and does not always apply the base skills expected of a 353 operator.
- Person 1** does not actively seek solutions for problems he needs to react to these situations rather than waiting for direction or orders.
- Person 1** needs to understand professional criticism is not a personal attack and advice or orders given by commanders is for the benefit of the Ptl/Tp and preservation of the force element and his own preservation.

Tp Comd comments:

You stand to learn a great deal during this deployment. Concentrate on the basics, and be pro-active with problem solving.

Gain an understanding of how the ptl fits into the tp environment and the security it affords your vehicle.

Trust your commanders and use them to assist with your development.

Sign:
Name:
TP COMD

Sign:
Name:
TM COMD

Sign:
Name:

3 SAS Sqn EXERCISE / TRAINING /ACTIVITY REPORT

NAME: **Person 1**

DATE: 28th May to 4th June

ACTIVITY: **Op Slipper**

PAR ATTRIBUTE						Comment
BASIC SERVICE SKILLS	U	A	B	C	D	
ORAL COMMUNICATION	U	A	B	C	D	
PRODUCTIVITY	U	A	B	C	D	Needs direction
APPLY KNOWLEDGE/SKILLS	U	A	B	C	D	
ORGANISATIONAL ABILITY	U	A	B	C	D	
PROBLEM SOLVING	U	A	B	C	D	
SERVICE ETHOS	U	A	B	C	D	
CAPACITY FOR WORK	U	A	B	C	D	
RESOURCEFULNESS	U	A	B	C	D	Actively seek work needed to be done
INTERPERSONAL SKILLS	U	A	B	C	D	Naturally quiet, lacks personal confidence
TEAMWORK	U	A	B	C	D	
Optional for NCO's						
TRAINING OF OTHERS	U	A	B	C	D	N/A
APPRAISAL OF SUBORDINATES	U	A	B	C	D	N/A
WRITTEN COMMUNICATION	U	A	B	C	D	N/A
LEADERSHIP	U	A	B	C	D	N/A

Scale: U – Not Observed A –Disappointing Progress B – Steady/Satisfactory Progress C – Impressive Progress D – Maintained Very High Standards

OTHER ATTRIBUTES	Unsat	Satisfactory	Good	V. Good	Excellent	Comment
FIELD CRAFT		YES				
FITNESS				YES		
INTEGRITY				YES		
SELF DEVELOPMENT		YES				
COMMANDERS INTENT	YES					Ask if in doubt

Ptl Comd comments:

C/S [redacted] conducted an OP looking over a target. The insertion was difficult and the going hard. The OP was compromised by spotters and a fire fight ensued. P1 was tasked with rear protection with [redacted]. On seeing an ACM spotter who was already injured by fire, but still posed a threat P1 failed to engage, asking me to do so first, the indecision could have been fatal one for the patrol. He was tasked to suppress the enemy, however the weapon failed to fire due to a lack of lubrication, he did not have any oil in his kit, essential for a LMG. Shortly afterwards the patrol remained on 50% stand to before commencing an extraction. He woke to the noise of another patrol member moving shouting "friendly, friendly", he had woken from a state of deep sleep, but his state of mind was not on the task in hand. He had to be calmed down and controlled until he had gathered his senses again.

P1 already knows that he is on the back foot in regards to his previously limited experience as a reservist, and the learning curve is steep and at a frantic pace. The significance of what appear to be trivial mistakes could have had fatal consequences. P1 should understand that as an SF soldier you will be expected to make decisions on your own on the situation that you are presented with, especially when working in small groups, everyone is multitasked, and all in the patrol are confident in the knowledge that each is doing their part correctly, including covering each others back. I understand that this was his first contact, and at close quarters, and without a doubt a very difficult situation, we all felt the same as it could have gone either way, and the thought processes associated with that.

P1 has to understand the importance of his role and the attention to detail that is required from an SF soldier. Mistakes do get made, but when they occur regularly, a pattern forms, and the reliability factor decreases.

P1 has been included in the next patrol, he will be reported on again at the completion of the next ptl.

Cont next page.

Tp Comd comments:

Ack above comments. [P1] you need to take these points on board and work hard to improve. At this stage I'm taking your PC's advice about your inclusion on the next patrol. You need to make a significant improvement as I'm very concerned about your employability within [redacted] tp. You have a wealth of experience around you to draw on, so be pro-active in your development and seek to remedy the issues highlighted above.

Sign:

Person 37
TP COMD

Sign:

Person 33
TM COMD

Sign:

P1
[redacted]

Performance Appraisal - Person 1

Background

1. I have been both the Ptl 2IC and Patrol Commander for **Person 1** for approximately three months. This period includes the preparation, deployment and initial phase of Operation Slipper II. During this period there have been a number of concerns with **Person 1**. He is a young soldier with very little experience in the military. Initially it was assessed that with the right guidance he could be capable of operating in the current environment. After deployment to the current theatre of operations, I have identified this assessment as incorrect due to the following reasons:

- a. **Person 1** has made numerous mistakes and does not appear to have the correct mindset to operate as a SAS Tpr; during the past month he has showed a lack of confidence maturity and experience to achieve his tasks to an acceptable level.
- b. **Person 1** has failed to meet the required standard of a soldier at numerous times during the conduct of patrol preparation he does not complete assigned tasks without constant supervision. He does not have a proactive approach and will not seek out guidance if unsure of his requirements.

Conduct

2. During the conduct of the first patrol he was employed as the vehicle driver in the second vehicle in the patrol. Whilst the troop was in an overwatch position, his vehicle was tasked to provide rear and flank security for the patrol as part of the Troop. The lead vehicle was situated approximately 250m from the fringe of a town with three patrol members dismounted observing into a potentially hostile area. Whilst moving into this position he stated to the vehicle commander he felt vulnerable in this position, as he did not understand the larger picture and disposition of the Troop. At this point he decided he was going to move the vehicle and leave the forward vehicle exposed to the flank and rear. At this point the MK 19 gunner had to order him to hold in the position as directed or the other patrol vehicle would have been unsupported.

3. Later in this patrol we located as the right forward element of the Troop in an overwatch position on another potentially hostile area. On order from the Troop Commander, our patrol was to push forward on the right flank to gauge the reaction of the suspect position. At this point the 2IC ordered to set range and go to the action condition on his 84mm. **Person 1** was hesitant and initially did not go to action; he was subsequently ordered to do this three times before he finally carried out this task. **Person 1** was counselled about his performance after the first patrol. Although at some stages he appeared to be improving and becoming more comfortable with the environment, he still did not have an understanding of the bigger picture in relation to the security provided whilst operating in a Troop environment.

4. The second patrol conducted was a dismounted OP task. **Person 1** was employed to carry the F89 and be the Patrol medic in a six man patrol. After insertion during the conduct of the task **Person 1** was in OP with **Person 2** when a ACM approached our position approximately 100m to the north of the patrol. The OP let the ACM pass our position into dead ground approximately 160m to our right flank in ground where he could position himself to have effective fire on our position. This ACM was subsequently dealt with by other members of the Patrol. At this point I told **Person 1** that he needed to react to these situations

due to the environment we are operating in and the enemy action we had encountered the preceding days.

5. Later that day as **Person 1** and **Person 2** were providing rear security to the OP/LUP, they heard voices to the east of our location. The patrol was alerted and other members of the patrol moved to his location to support their position. The ACM was engaged approximately 140m to the east of the Patrol location. Approximately 30 seconds after this engagement the patrol started to receive fire from the north and north east. The patrol stood to and suppressed the enemy. **Person 1** was still in position providing rear security during the contact he said he could see the ACM which was engaged our location to the east moving around our position. He was ordered to engage the ACM with F89, which he should have done automatically. On attempting to engage the ACM his weapon had multiple stoppages due to poor weapon preparation. He was told to oil his gun as it was dry, (the reason for stoppages) and he informed us he did not have any oil which rendered his weapon system ineffective for the patrol during that incident.

6. Further, during this incident **Person 1** was asked to give a target indication to the enemy position. Unable to, he was told to fire short burst and reference the target from his fall of shot – he was unable to do this due to a stoppage. Another patrol member then fired to achieve a similar target identification method, he then indicated by saying “over behind that rock”. The situation calmed as night fell and he was put at 50% to allow for some rest. As another Patrol member approached his position from inside the perimeter he stood up and started shouting “friendly, friendly” and waving his weapon around.

7. On extraction from this patrol and back at FSB Davis, the patrol conducted a range practice to confirm zero of patrol weapons. Prior to moving to the range **Person 1** was tasked to take out a liner of F1 ball and a liner of link. On arrival at the range the patrol commenced a range practice and **Person 1** commenced firing his F89. When I asked what range he was firing at he said he didn't know. I stated we were confirming our zero and was wasting his time if he was just indiscriminately firing into the range. After acquiring a target he fired for a short period and stopped, asking if that was enough. I asked how many round he had fired he said 30-40 rnds, I also inquired to the whereabouts of the liner of link he was tasked to bring. He said he didn't get told to bring it to the range he was subsequently sent back to get the liner of link.

Conclusion

8. Due to the above reasons, I assess **Person 1** as unsuitable for service within SASR as a 353 operator. He should be immediately removed from the patrol and TF 637.1 to minimise the risk himself and his patrol members, who are relying on him to carry out the appropriate actions in a high tempo operation under considerable enemy threat.

M.R. Locke
SGT
PC ■■■

June 06

Performance appraisal of [REDACTED] Person 1 by [REDACTED] Person 36

Background

1. As a [REDACTED] patrol member and understudy of the 2IC, CPL Locke, during the build up training for Op Slipper II, I was able to make observations on **Person 1**'s performance and attitude in the lead up to the deployment. It was evident from an early stage that his individual skills were not to the level expected of an SASR patrol member and his attitude reflected a priority towards personal admin unrelated to the operation in preference to preparing himself for deployment.

2. I was required to depart Australia early in order to conduct overseas training and was unable to conduct the last phase of build up training in Australia. When I arrived in country I was allocated the position of gunner in [REDACTED] and from that position I was able to witness **Person 1**'s reluctance and hesitation in situations that called for him to perform above normal duty.

Conduct

3. I was seconded to [REDACTED] for a short period but returned as the patrol 2IC for the next patrol during OP TINDAL. Whilst on this patrol I observed several incidences that highlight **Person 1**'s unsuitability for special operations patrolling:

a. The patrol was pushed into a position of overwatch E of the village of Khorma, when several ACM were observed moving into position carrying RPG's and small arms at range to engage our vehicle. As the vehicle commander I decided to utilise MAG58, .50 cal MGs and 84mm MRAAW to initiate. **Person 1** was slow to prepare the 84mm and his fire was ineffective. Several hours after this engagement, the ACM in that vicinity engaged [REDACTED] with rockets. At that time **Person 1** had been preparing his lunch, and whilst the rockets were in the air, the PC assessed the requirement for the vehicles to be moved. Reluctant to drop his noodles **Person 1** had to be ordered three times before discarding his lunch and taking his position in the drivers seat.

b. Subsequent icom traffic indicated more rockets were to be launched. Shortly after we were ordered to withdraw, and as [REDACTED] pulled away, **Person 1** tried to withdraw immediately behind it, which rendered the vehicle unable to support the break contact manoeuvre the patrol was performing. He had to be ordered to maintain the position to offer fire support and allow a tactical separation between vehicles.

c. Later that night we were to conduct a night MUP to replace a broken [REDACTED] vehicle. As we approached the MUP area we observed a TIC to our SE. Tracer fire was clearly visible and occasional ricochet would splash within 1000m of our location. We were ordered to move into a position of overwatch on high ground to our front. A cross country move was required for us to move into the allocated location. **Person 1** moved at a speed that would indicate a level of perceived anxiety in a situation that remained benign at this stage.

d. After being in a Tp harbour for a 24 hour period I was made aware that **Person 1** had been observed on piquet by the PC for a period of no less than 15 minutes in which he failed to observe out using the [REDACTED] or his personal NVG's. His attention was

focussed on a group of rocks at his feet. The piquet's were approximately 45 minutes duration and his actions display a lack of self discipline and dereliction of responsibility.

e. Several days later the Tp was required to move into a position of fire support for a clearance being conducted by another c/s. As the last veh in the Tp move [REDACTED] was responsible for suppressing ACM IVO the tgt area. A spotter was identified as the convoy moved into the Tp SBF location. As we moved into range the lead ptl ve ([REDACTED]) moved into position to suppress the spotter and **Person 1** was told to move to the flank to provide support. He immediately moved to the right of the lead veh which placed the two cars of the patrol to our front directly into our line of fire. As a result our car was unable to provide any support to [REDACTED] or to the vehicles manoeuvring within the Tp, whilst the left hand flank was unobstructed and offered good mobility and fire positions.

f. As the Tp arrived at the SBF location, **Person 1** was advised to prepare the 84mm MRAAW as the edge of the treeline was within 200m and an ACM engagement seemed imminent. **Person 1** was observed to cock the 84mm and apply safe without moving from his seat. Shortly after the vehicles to our left began to receive RPG and SAF, the MAG58 and 50.cal were both immediately utilised as fire support to the target area, these weapons were having limited effect and 84mm air burst was being utilized by the Tp vehicles under fire. [REDACTED] had a good attack angle to assist the engagement and I observed **Person 1** still sitting in the driver seat. I then moved around the car to find that 84mm rounds had not been prepared for engagement. I proceeded to remove the 84mm and load a round when I became aware that the dust covers had not been removed from the ends of the weapon. I was able to engage the target area and prepare for reload before **Person 1** showed any sign of attempting to assist suppress the enemy.

g. On several occasion **Person 1** needed complete supervision in engaging enemy locations during the fire fight. This constant supervision degraded my ability as a 2IC/JTAC whilst in contact.

h. [REDACTED] was then responsible to secure the resupply HLZ which removed us from the fire fight to the rear of the Tp SBF. From this position however we were able provide suppressing fire to allow another c/s to withdraw whilst under fire. **Person 1** was ordered to move the car into a position where both weapon systems could be utilised. He then moved the car into a position that exposed the whole flank of the car and required the MAG58 to be fired across the driver's seat which was untenable. This resulted in only being able to cover the withdrawal with one weapon system.

i. In order to assist the withdrawing c/s break contact, 84mm [REDACTED] was utilised by supporting c/s. Despite being **Person 1**'s only fire spt weapon on the vehicle, it was employed by another member of the patrol. **Person 1** again displayed a lack of knowledge of his weapon and its capabilities.

Conclusion

4. **Person 1** has demonstrated very little capacity for unsupervised work and achieves only minimum standard when tasked with a duty. It is my belief that his poor basic skills and awareness will lead to other patrol members being put at risk.

5. It is these key incidences that demonstrate **Person 1**'s lack of basic patrol skills and unsuitability to small team operations as an SASR 353 operator. On numerous occasions his performance in the field has been at an unacceptable level.

Recommendation

6. It is my recommendation that he be removed from operations.

Person 36

2IC

Jun 06

100

100

100

Performance appraisal of [REDACTED] Person 1 [REDACTED] by [REDACTED] Person 33 [REDACTED]

Background:

1. As appointed [REDACTED] Patrol Commander for Op Slipper II, my observations on [REDACTED] Person 1's performance include the build up training in Australia until the time of writing. It was apparent from the early stages in the build up training that [REDACTED] Person 1 was clearly lacking in prior experience, having only served as a reservist and one year as a full time soldier which included a tour to East Timor.
2. His background was of some concern, however, he had passed selection, therefore it was assessed that he should have the aptitude to grasp the necessary skills and the knowledge required before departing on Op Slipper II. I accepted the fact it would be a steep learning curve for [REDACTED] Person 1, but it also was a similar situation to several other newcomers to the squadron. His performance at this stage was lacking, however he was counselled accordingly.
3. With a further period of a continuation build up phase in Afghanistan prior to commencing operational patrolling, any highlighted weaknesses were to be ironed out. Due to unforeseen circumstances I was three weeks late, missing this final in-country training, arriving three days before the first operational patrol. During this in-country training and a nursery SA patrol his report did not highlight any deficiencies for this period. However, now almost at the half way point of the tour, some crucial deficiencies have been recorded which has led to [REDACTED] Person 1's position of unsuitability for service in an operational environment.

Conduct:

4. [REDACTED] Person 1's performance is assessed as being below the required standard of an SASR operator. Examples of which are recorded below:
 - a. Bindoon foot contact drills range, [REDACTED] Person 1 had to be directed on more than one occasion to what he should have done, showing a lack of initiative.
 - b. Bindoon heavy weapons range practice which included firing 66mm rockets. [REDACTED] Person 1 had a misfire, his IA drill was incorrect, he pulled the 66 off his shoulder looked at the rear of the weapon. These consequences could have been fatal to himself and myself as his safety supervisor.
 - c. Lancelin live fire vehicle range. [REDACTED] Person 1 was unable to comprehend vehicle tactics in regard to movement and positioning, or follow Cpl Locke's directions in how to do so.
 - d. In Afghanistan. [REDACTED] Person 1 was tasked with rear protection in an Observation Post, when the enemy was contacted. He was ordered to open fire, but due to incorrect weapon preparation (no oil) he had multiple stoppages on his Minimi before being able to engage the enemy. This could have proved fatal to [REDACTED] Person 1 and the rest of the patrol.
 - e. Whilst conducting a piquet in a troop LUP [REDACTED] Person 1 was observed by myself as not using his night vision equipment (NVG's, [REDACTED]) for up to 15mins to observe his arcs.

This was after the most recent sitrep that stated the enemy were actively seeking CF to attack.

f. There were several incidents of incorrect LRPV positioning not allowing both weapon systems to be utilised, which therefore required them to be moved again, showing a lack of experience.

g. As patrol commander I don't believe **Person 1** has a true understanding of the meaning of 'commander's intent'. He was unable to assist in achieving the commander's intent on a number of occasions without prompting or supervision. This certainly distracted three different 2ICs that were employed at various times in this patrol from their duties, and was reflected in the feed back to myself.

Conclusion

5. The above deficiencies are also highlighted in field reports and statements from two of his vehicle commanders (2ICs). **Person 1** was identified as requiring extra direction in several areas; this was impressed on **Person 1** who acknowledged his downfalls in these areas.

6. It is of extreme concern that a pattern of behaviour has been established. These errors should not be occurring from any member of TF 637.1 in this high intensity operational environment.

7. **Person 1** should have spent some time in an ARA infantry unit prior to selection to SASR, and/or at least 12 months in a green roles squadron **Person 1** immediately after selection to build his knowledge base and experience.

Recommendation

8. It is my recommendation that he be removed from operations with immediate effect for the safety of himself and others.

9. It is my recommendation that he continues to build his knowledge base in a non operational environment to the required standard of an SASR operator.

Person 33

PC **Person 1**

1th Jul 2006

PERFORMANCE APPRAISAL - Person 1

Introduction

1. Person 1 deployed on OP TINDAL as a patrol member of [REDACTED]. During this operation Person 1 has been counselled on numerous occasions regarding his performance. Person 1 was informed he needed to improve his performance IAW guidance issued by his PC, 2IC and Tp HQ. Person 1's performance has not improved and he is not currently at the requisite standard of an ECN 353 operator. This issue has now been brought the attention of OC TF 637.1.

Background

2. Person 1 has been a member of [REDACTED] Troop since the troop was formed within 3 Sqn for the build up and subsequent deployment on OP SLIPPER II. Person 1 has been a member of [REDACTED] Troop while on recovery role for 2005 and Jan-Mar 2006; having completed his reinforcement cycle during 2004 and AS course in 2005. Prior to his tenure at SASR Person 1 had spent [REDACTED], which included one tour in East Timor.

3. Person 1 has received generally satisfactory performance reports while on team. The change to green role build up training for OP SLIPPER II posed quite a challenge for Person 1 and he was identified to be struggling to grasp the vehicle mounted (VM) skills taught during the build up training period at Lancelin. At the time it was assessed that with time and exposure to VM operations in Afghanistan he would meet the required standard of training and conduct for an SASR operator.

4. Person 1's reporting has not improved and there have been several occasions where his performance has fallen well short of the standard expected of a SASR trooper. Person 1 has been counselled on numerous occasions regarding his performance and although his intentions are to address the deficiencies identified, it is assessed that there has no real improvement has been made and his suitability for further employment on operations is doubtful.

Tactical appreciation and commander's intent

5. Person 1 is the driver for [REDACTED]. During his tenure he has driven for three different vehicle commanders which have assumed the role of 2IC for [REDACTED] at various intervals. All three vehicle commanders have observed a lack of tactical ability to manoeuvre the LRPV whilst in contact and using routine formations and methods of movement. This includes moving the vehicle into improper battle positions, incorrect fire support positions for other patrol and troop vehicles; and a general lack of aggression when manoeuvring in contact or break contact drills. Person 1 also often lacks comprehension of how he and his vehicle contribute to the overall troop security. This has been demonstrated during occupation of battle positions, and his inability to employ his weapon system or optics to ensure troop security by day or night.

6. While Person 1 has a general understanding of driver's responsibilities, he struggles to put theory into practice. I believe that some of these VM tactical issues could be rectified through the VM course conducted for VM operators. The build up training and deployment is Person 1's first exposure to LRPVs and VM TTPs.

Ability to perform under pressure

7. **Person 1** is capable of conducting routine tasks of which he has been trained. Several occasions whilst under extreme pressure, his performance has been unsatisfactory. An example of this was during a dismounted OP task. During contact with the enemy **Person 1**'s Minimi failed to fire due to incorrect service before firing, which rendered the weapon and himself combat ineffective for the duration of the contact. **Person 1** was unable to give accurate target identification to patrol members during this engagement. A more detailed account of **Person 1**'s performance is outlined in a statement from Sgt Locke, dated 05 Jun 06.

8. The above examples indicate a lack of adequate battle preparation, and an inability to perform under pressure. He is capable of carrying out routine tasks, and willingly applies himself to such tasks. The concern lies with his ability to acquit himself during high intensity periods such as enemy engagements. He has demonstrated indecision and uncertainty during each occasion of enemy engagements. This is further highlighted in a statement from **Person 36** (30 Jun 06) which details **Person 1**'s inability to correctly employ his 84mm MRAAW during contact, and a break contact drill on 23 Jun 06.

Ability to work without supervision

9. **Person 1** has demonstrated on a number of occasions that he requires regular supervision during battle preparation, on patrol and during high intensity periods. The ability to act independently is a core SASR skill, and requiring supervision from another patrol member, or commander degrades the combat effectiveness of the patrol. This was evident during the OP contact previously mentioned, and also during contact on 23 Jun 06. **Person 36** while commanding the vehicle, was also utilising **Person 1** ISR. Having to also micromanage **Person 1** degraded the vehicles combat power, patrol manoeuvre and troop ISR ability.

10. **Person 1** lacks the knowledge and skills required and attitude to act independently. This can be primarily related to his relative inexperience in the ARA, and lack of green roles training prior to deployment. **Person 1**'s confidence has taken a blow from the operational reporting history, and as a result he has been hesitant to take affirmative action independently.

Mental attitude and aptitude

11. As stated above **Person 1**'s confidence has been low as a result of his operational reporting history and the knowledge and skill deficiencies identified. **Person 1** is not an aggressive person by nature, and this is reflected in his confidence level and the level of vigour he approaches his tasks with. **Person 1** appears to cope with routine tasks, however is well out of his depth during high intensity periods. I don't believe he has the capacity to function effectively outside of his comfort zone.

12. **Person 1** does not currently display the mental toughness required for this operational deployment.

SASR core skills

13. Although **Person 1** obviously possesses the skills knowledge and attitude necessary to successfully complete the reinforcement cycle and a year on team, he has not made a successful transition to VM operations. This indicates a lack of trainability, adaptability and mental aptitude in the short timeframe allocated to conduct build up and deployment on OP

SLIPPER II. His basic soldier skills are generally satisfactory, however there have been several major lapses in weapon proficiency with both his personal weapon (F89 Minimi) and fire support weapon (84mm MRAAW).

14. **Person 1** has demonstrated a desire to address the deficiencies identified, and has been actively seeking remedial training and advice to improve his core skills. To date an improvement is yet to be identified.

Conclusion

15. It has been established that **Person 1** has performed to a satisfactory standard during routine tasks. During high intensity periods **Person 1**'s performance has been unsatisfactory and could have potentially resulted in injury to himself or others. This has been recorded at the conclusion on each patrol, and specific incidents have been recorded by the NCO involved at the time of incident.

16. **Person 1** constantly displays the desire to rectify the identified deficiencies, and remedial training has been provided at patrol and troop level. An improvement by **Person 1** has not been identified to date, and it is assessed that **Person 1** is not at the required standard for service with TF 637.1.

17. It appears the major contributing factor to **Person 1**'s circumstances is a lack of general service experience both within SASR and the ARA. For the majority of SASR troopers, a lot of these issues could be rectified with some and general commonsense and know how, which is usually developed over a period of service within the military. Due to **Person 1**'s short service period in the ARA, he does not possess such knowledge, which in turn inhibits his ability to apply new skills associated with VM operations and conduct himself appropriately in a high intensity environment.

Recommendation

18. It is recommended that:

- a. **Person 1** be placed on an OCs warning for unsatisfactory performance of duty,
- b. **Person 1** be removed from OP SLIPPER II with immediate effect, and
- c. That he continues to build his knowledge base in a non-operational environment to the required standard of an SASR operator.

Person 37

OC **Tp**

02 Jul 06

Enclosures:

1. Performance appraisal by **Person 33** – 01 Jul 06
2. Performance appraisal by SGT Locke – 05 Jun 06
3. Performance appraisal by **Person 36** – 30 Jun 06
4. Field report – OP CAIRNS – 17-22 May 06 (original signed)
5. Field report – OP SLIPPER – 28 May – 04 Jun 06 (original signed)
6. Field report – OP TINDAL – 06-13 Jun 06 (original signed)
7. Field report – OP TINDAL – 16-23 Jun 06 (original signed)

Record of Conversation

Interviewing officer [REDACTED]	Designation OC SOTG ROTIII	Date of interview 2 Jul 2006	Time 14:50	Page 1 of 1
<input checked="" type="checkbox"/> Personal interview <input type="checkbox"/> Telephone conversation	Subject OC's Warning	Persons present Person 37 [REDACTED] Person 61 [REDACTED]		
Conversation with (including title or rank) Person 1	Department, unit or firm (including address) SOTG ROT III	Telephone number		
<p>Details of interview or conversation (including action required or taken)</p> <p>Reference</p> <p>A: Tp Commander's consolidated report on Person 1's performance during Rot 3.</p> <p>Due to reference A I had cause to talk the Person 1; an outline of the interview is as follows:</p> <p>OC: Why have you had problems and not performed to the required standard so far on this deployment. Person 1: I don't know I have had some personality problems and clashes with certain members of my patrol, I know this is not an excuse but it has effected my work.</p> <p>OC: Have you been trained adequately up to this stage to achieve your directed tasks. Person 1: Yes, except the VM aspects which I started learning in Lancelin.</p> <p>OC: Is there any issues at home or personal issues. Person 1: No.</p> <p>OC: Person 1 due to your performance being below the required standard, I am putting you on an OC's Warning that requires you to improve your performance as a patrol member. If you fail to improve I intend to remove you from your patrol and returned you to Australia, this action may take place from the field if required. If you are removed from your patrol and returned to Australia you may face administrative action. Do you understand.</p> <p>Person 1: Yes</p> <p>OC: Your TpHQ will provide you the required assistance and you should take the opportunity to ask questions and be proactive in self improvement in your knowledge and skills. Whilst personality clashes are not an excuse you are being moved to [REDACTED] for your next patrol, you should use the next patrol as an opportunity to improve your performance.</p>				
Distribution		Signature of interviewing officer [REDACTED]		

■ SAS Sqn OPERATIONAL REPORT

NAME: **Person 1**

DATE: AS AT 07 Jul 06

ACTIVITY: **OPERATION**

PAR ATTRIBUTE							Comments
BASIC SERVICE SKILLS	U	A	B	C	D		Has satisfactory basic skills for current position
ORAL COMMUNICATION	U	A	B	C	D		Quietly spoken – needs to be more assertive
PRODUCTIVITY	U	A	B	C	D		Worked to the required level without lapses
APPLY KNOWLEDGE/SKILLS	U	A	B	C	D		Applied nec work skills; some supervision required
ORGANISATIONAL ABILITY	U	A	B	C	D		Organisation of work was acceptable
PROBLEM SOLVING	U	A	B	C	D		Generated workable solutions to problems
SERVICE ETHOS	U	A	B	C	D		Showed a conscientious regard for Army ethos
CAPACITY FOR WORK	U	A	B	C	D		Worked hard to assigned tasks & duties
RESOURCEFULNESS	U	A	B	C	D		Resourcefulness of an acceptable standard
INTERPERSONAL SKILLS	U	A	B	C	D		Is more at ease in the new Ptl environment
TEAMWORK	U	A	B	C	D		Positive contribution to the team; no clashes
Optional for NCO's							
TRAINING OF OTHERS	U	A	B	C	D		N/A
APPRAISAL OF SUBORDINATES	U	A	B	C	D		N/A
WRITTEN COMMUNICATION	U	A	B	C	D		N/A
LEADERSHIP	U	A	B	C	D		N/A

LEGEND: U – Not Observed. A – Disappointing Progress. B – Steady/Satisfactory Progress. C – Impressive Progress. D – Maintained Very High Standards.

OTHER ATTRIBUTES	Usat	Sat	Good	V.G.	Excel.	Comments
FIELD CRAFT		√				Needs more exposure/experience to be at the level of his peers
FITNESS				√		Is combat fit
INTEGRITY				√		Honest & diligent
SELF DEVELOPMENT		√				Seeks self improvement, asks basic questions & for direction
COMD INTENT		√				Attempts to align himself with PC's and higher intent

Ptl Comd comments:

Person 1 performed the duties of driver / Ptl sig / Ptl member during this Op **Person 1** ptl to **Person 1**.

1. I have identified the following weaknesses and / or things to work on:

a. **Person 1** requires more exposure and experience to the full spectrum of his current trade skills and more time in his current position to be truly effective as an SAS operator. Ideally this would best be achieved by all reinforcements spending "year one" consolidating skills & TTP's before spending "year two" as a member of the contingency squadron, followed by CT / SRO duties. **Person 1** has spent more time 'on team' that should be expected of him for his time in SASR.

b. He continues to learn from the exposure he gains over the course of this deployment. Unfortunately for him the dangerous, high-tempo, spec ops-on-active-service environment that we are in is *not* conducive for learning as it puts other team members at risk if competency is in question.

c. **Person 1** still lacks some assertiveness and confidence and is sometimes too apologetic in his manner.

2. I have identified the following strengths and things that he brings to the table:

a. **Person 1** is hard working and gets along with all members of **Person 1**. He has fitted in well into the Ptl considering the personality clashes he has had with other members of the Tp to date.

b. He maintained a positive attitude despite the beating his confidence has suffered due to previous reporting and recent OC's warning. His assertiveness and confidence has improved since arriving in **Person 1**.

c. He has made good progress as a mobility driver. Considering he has done only the most basic of SASR reinforcement and pre-deployment training in Mobility operations I see that he will continue to improve with more exposure, experience and the direction he gains from senior members of the Troop.

d. During both day and night (CTR) foot patrols in close vicinity of known ACM positions **Person 1** conducted himself in the manner expected of him as an SAS ptl member.

Overall, a satisfactory performance during this short duration ptl.

Tp Comd comments:

I'm glad you managed to hold it together after some close scrutiny over the past six weeks. The last patrol to **Person 1** was a good opportunity to confirm and refine lessons taught to date in an environment you're more comfortable in. At this stage **P21** has assessed you as satisfactory which means you're heading in the right direction. This next phase will be a significantly more intense - ensure your urban combat drills and understanding of **Person 1** TTPs are sound. You remain on an OC's warning, and will continue to

attract close scrutiny over the next phase. Your dedication is noted and I hope you continue to progress in your green roles development.

Sign:

Person 37
TP COMD

Sign:

Person 21
PTL COMD

Sign:

Person 1
PTL MBR

PERFORMANCE APPRAISAL - Person 1 - AUG 06

Reference:

- A. PERFORMANCE APPRAISAL - Person 1 dated 02 Jul 06
- B. PERFORMANCE APPRAISAL - Person 1 dated 06 Aug 06

Background

1. Person 1 deployed as part of B3K, on Op SLIPPER II (rotation III). During the first few months of the deployment, Person 1 was identified as not performing to the required standard of an ECN 353 operator. He was placed on an OC warning on 02 Jul 06, with a requirement to address the deficiencies identified through the course of previous field reports and counseling sessions. He was transferred to B3K1 for reassessment by Person 21 the VM SME within B3K.

July Assessment

2. During his employment within B3K1, Person 1 performed to a satisfactory standard throughout a difficult and demanding operational period. Of note Person 1 has displayed a positive attitude towards his remedial training, and has strived to meet the performance criteria outlined by THQ and OC 637.1.

August Assessment

3. In Aug 06, B3K conducted a deep reconnaissance mission, during which Person 1 was employed as a long range patrol vehicle driver of B3K11. He has developed into a good driver who seldom requires direction from his vehicle commander. He approached all tasks with a positive attitude executed them to a satisfactory standard. Person 1 has been assessed as making the necessary improvements in his performance to be removed from the OC's warning.

Future Guidance

4. Person 1 must consolidate his skills and knowledge gained during his deployment on Op SLIPPER II. He must diligently continue to improve in areas identified as his weakness, being: tactical appreciation and commander's intent, ability to perform under pressure, mental attitude and aptitude, and SASR core skills.

5. Person 1 has expressed a desire to change insertion skills, with a view of future employment within a VM troop. It would be beneficial for Person 1 to remain within 3 Sqn to ensure an appropriate remedial training program is implemented to address the areas identified for further improvement.

Conclusion

5. It is assessed that Person 1 has met the required standard of an ECN 353 operator during the past two months. Person 1 has displayed a positive attitude towards his remedial training, and has strived to meet the performance criteria outlined by THQ and OC 637.1.

Recommendation

6. It is recommended that:

- a. Person 1 is removed from his OC's warning WEF RTA from Op SLIPPER II.
- b. Person 1 remains in 3 Sqn to ensure correct implementation of remedial training and performance reporting.
- c. Consideration is given for Person 1 to conduct insertion skill cross training to VM operations, with a view to change employment streams.

Person 37

CAPT

OC K TP

TF 637.1

04 Sep 06

TG 633.8 OSE TPR.

Person 1 performed the duties of an OSE team member as part of OPERATION SLIPPER II between 01 Feb 08 and 30 Mar 08.

Person 1 performance as a member of OSE during OPERATION SLIPPER II has been **good**. He consistently displays **good** initiative and common sense. He demonstrated **sound** decisions making skills and **good** judgement in a high threat environment. **Person 1** could be relied upon to organise and complete tasks with minimal supervision and maintained a **very good** level of productivity throughout the deployment.

He displayed **good** interpersonal skills and teamwork, enabling the OSE Detachment to function effectively. **Person 1** application of job knowledge and basic service skills was **good**. He demonstrated an **appropriate** understanding of the tactical and administrative methods employed by the OSE. He made **appropriate** contributions to the tactical planning and conduct of OSE missions. His oral communication skills were of a **good** standard.

Person 1 displayed an **appropriate** understanding of the OSE's Strategic intent during OPERATION SLIPPER II. He maintained mission focus for the duration of his deployment and his conduct was suitable to the sensitive nature of OSE operations.

Person 1 is deemed suitable for employment in further unconventional operations.

His overall performance as part of OSE during OP SLIPPER II was **good**.

Person 1 attitude whilst working with the Team has been positive and he is a confident individual. His teamwork has been effective and he is an active individual in the effort that he puts into tasks. An example of this being the effort that he placed into ensuring that the det operational IT equipment was always workable. His skills in this area have been used on numerous occasions when mission essential gear has malfunctioned.

Person 1 is able to perform tasks expected of him with minimal supervision.

He has developed knowledge of the environment, skills and TTP's of OSE whilst being employed with the Kabul Det.

Person 1 exerts some influence on the Det and gets on well with other members. **Person 1** also displays an ample endurance, this being evident in the process that he applied in overcoming the original difficulties in getting around the Kabul environment.

Person 1 is a reliable member of the Det and has a good standard of personal organisation.

His fitness is of a very high standard.

PATROL COMD SIGNATURE: _____ **DATE:** _____

Person 7

SOLDIER'S SIGNATURE: _____ **DATE:** _____

Person 1

**STAFF-IN-CONFIDENCE (After first entry)**AC 833-22
Revised Sep 2006

Department of Defence

Employee ID
[REDACTED]
Date
3 Sep 2009 11:24

Soldier Performance Appraisal Report

Performance Appraisal is a vital component of the Career Management System. Its purpose is to provide feedback to individuals, identify strengths and weaknesses and provide constructive guidance for further development. As such the data from the appraisal will be used to develop career plans and identify potential for promotion, postings and courses as well as to support administrative action resulting from unsatisfactory performance. Depersonalised aggregated data may also be used for research activities.

Report type	A - Annual	S - Special	<input checked="" type="checkbox"/> A
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Part 1A - Personal and job details

- This section **MUST** be checked by the person to be assessed.
If not completed accurately, this appraisal will not provide the required results for the member who is to be assessed.

Employee ID	Worn rank	Substantive rank	Date of seniority		
[REDACTED]	TPR	TPR	2 Jul 2004		
Family name	Initials	Employment category, corps or specialisation			
Person 1	Pers on 1	RAINF			
Unit or ship	Period start date	Period end date	Duty type	Res days	Date of mid-term review
SASR	2 Aug 2008	1 Aug 2009	D		30 Jun 2009

Part 1B - Nature of duties

Person 1 deployed on Operation Slipper II as part of Operational Support Element (OSE) Kabul Detachment. His duties included the following:

1. Maintain SAS operator skills at the highest possible standard.
2. Provide security as a member of the OSE as directed.
3. Responsible for detachment's medical well being.
4. Responsible for establishment of support facilities.
5. Responsible for technical support.
6. Fulfil the role as primary driver
7. Responsible for ILO security.
8. Responsible for movements within country.
9. Other tasks as directed by his chain of command.

Guidance for assessors

1. You must be the assessed member's designated assessor, at least SGT(E), and normally at least one rank higher.
2. For detailed guidance on policy and procedure, consult Defence Instructions (General) Personnel 10-6.
3. You must have been the member's designated assessor for at least four months during the reporting period.
4. Narrative comment is to be confined to the spaces provided. Additional pages will not be accepted.
5. **Assessment.** Place a tick in the box beside the performance description that best describes the member's performance.
6. **Part 2F.** Make an assessment for each of the performance aspects under *Suitability for future employment*.
7. Limit your appraisal to the member's work performance during the reporting period.
8. Do not attempt to compare the assessed member's performance with that of any other person.

STAFF-IN-CONFIDENCE (After first entry)

AC 833-22 - Page 2 of 9

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
[REDACTED]	
Date	
3 Sep 2009	11:24

Part 2A - Assessments for members with subordinates**TRAINING OF OTHERS**

Arranged or conducted relevant training of others in a competent and timely manner.

Training of others was flawless. Although it could have been done differently, it could not have been done better. ☐

Arranged or provided relevant, comprehensive, timely and effective training of others. ☐

Arranged or provided effective training to others. No lapses observed. ☒

Arranged or provided effective training to others. ☐

Training of others was of an acceptable standard. Lapses did not have serious consequences. ☐

Training of others did not reach an acceptable standard. ☐

Training of others was not observed or was not relevant. ☐

APPRAISING THE PERFORMANCE OF SUBORDINATES

As a designated supervisor, appraise the performance of subordinates in a competent and timely manner, including the annual confidential report.

Appraisal of subordinates was of an exceptionally high standard. Difficult to fault. ☐

Provided timely, accurate, comprehensive and very effective appraisal and development guidance to subordinates. ☐

Provided timely appraisal and development guidance to subordinates. ☐

Appraised subordinates when required by the situation. ☐

Appraisal of subordinates was of an acceptable standard. ☐

Did not provide timely appraisal and development guidance to subordinates. ☐

Appraisal of subordinates was not observed during the reporting period. ☒

Intentionally blank

Part 2B - For CPL and below**BASIC SERVICE SKILLS**

Applying general Service or environment military skills.

Application of basic Service knowledge and skills was of the highest possible standard. Difficult to fault. ☐

Observed standard of general Service knowledge and skills exceeded requirements of current employment. Capably applied them to achieve high standards. ☒

Had all the necessary Service knowledge and skills for current employment. Applied them to achieve standards that sometimes exceeded requirements of the current job. ☐

Had all necessary military knowledge and skills for current employment. ☐

Service knowledge and skills were at the minimum acceptable standard. ☐

Observed use of general Service knowledge and skills did not reach the standard required for current employment. ☐

STAFF-IN-CONFIDENCE (After first entry)

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	3 Sep 2009 11:24

Part 2C - Assessments for all members**ORAL COMMUNICATION**

Oral presentation of facts, ideas, arguments and instructions and orders.

- Oral communication was of an exceptionally high standard. ☐
- A fluent speaker. Spoke clearly, persuasively and convincingly. ☒
- Oral communication was very effective. No lapses observed. ☐
- Oral communication was effective, with only minor lapses observed. ☐
- Oral communication was at the minimum acceptable standard for current employment. ☐
- Oral communication was not effective for current employment. Did not speak with sufficient clarity or logical structure. ☐

PRODUCTIVITY

Using assigned resources to achieve the required work outcomes.

- Productivity was consistently at an exceptionally high standard. ☐
- Produced the required work outcomes with excellent economy of effort and resources. No lapses were observed. ☒
- Produced the required work outcomes with reasonable economy of effort and resources, on time and without any lapses. ☐
- Produced the required work outcomes with reasonable economy of effort and resources, on time and with only minor lapses. ☐
- Productivity was of an acceptable standard. ☐
- Despite supervision, the member often failed to meet deadlines and/or did not produce the desired work outcomes and/or generally made excessive use of resources. ☐

APPLICATION OF JOB KNOWLEDGE AND SKILLS

Applying specific job knowledge and skills to the performance of specialist work tasks.

- Application of job knowledge and skills was of an exceptionally high standard. Difficult to fault. ☐
- Observed level of job knowledge and skills exceeded requirements of current employment. Applied knowledge and skills to achieve very high standards. ☒
- Had all necessary job knowledge and skills. Standard of work exceeded requirements. Little or no supervision required. ☐
- Had all necessary job knowledge and skills. Applied job knowledge and skills to achieve the required standard with less than normal supervision. ☐
- Application of job knowledge and skills was of an acceptable standard. Required normal supervision. ☐
- Standard of work tasks performed indicated inadequate knowledge and skill levels for current position. ☐

ORGANISATION OF WORK

Planning tasks, assigning priorities, and allocating tasks.

- Organisation of work was exceptionally good. Although the work could have been organised differently, it could not have produced better outcomes. ☐
- Planned and arranged resources and information in a logical and systematic way to produce optimal work outcomes. ☒
- Arranged resources and information effectively to produce very effective work outcomes. ☐
- Arranged resources and information effectively to produce the desired work outcomes. ☐
- Organisation of work was of an acceptable standard. ☐
- Inadequate planning and/or arranging of resources and information. ☐

STAFF-IN-CONFIDENCE (After first entry)

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	3 Sep 2009 11:24

Part 2C - Assessments for all members (Continued)**PROBLEM SOLVING**

Generation of viable solutions to problems within scope of authority.

Problem solving was exceptionally good. Although other solutions may have been available, they would not have been more appropriate or more effective. ☐

Produced optimal and comprehensive solutions to problems. ☒

Produced comprehensive, workable solutions to problems. ☐

Generated workable solutions to problems. ☐

Problem solving was of an acceptable standard. ☐

Did not generate realistic solutions or was devoid of solutions. ☐

ARMY ETHOS

Behaving in a way that brings credit to the Army.

An exceptional member of the ADF, whose regard for the values, traditions and practices of the Army could not be faulted. ☐

A role model who showed a strong and balanced regard for the values, traditions and practices of the Army. ☒

Member showed a strong regard for the values, traditions and practices of the Army. ☐

Member whose knowledge, appearance and behaviour indicated a conscientious regard for the values, traditions and practices of the Army. ☐

Disciplined member who behaved ethically and conformed to the traditions and practices of the Army. ☐

Member who showed disregard for the values, traditions and practices of the Army. ☐

CAPACITY FOR WORK

Responding positively to increasing and possibly excessive workloads.

Member accepted significant additional tasking and still had considerable spare capacity. ☐

Member coped easily with all assigned duties and tasks and still had capacity for significant additional tasking. ☒

Member coped with all assigned duties and tasks and had some capacity for additional tasking. ☐

Member coped with all assigned duties and tasks, but had very little spare capacity to accept additional tasking. ☐

Member generally coped with all assigned duties and tasks, but was working to full capacity. ☐

Member generally had difficulty coping with the normal set of tasks for their current position. ☐

RESOURCEFULNESS

Assuming the responsibilities associated with employment including the ability to take action without direction within scope of competence and authority.

Resourcefulness was of an exceptionally high standard. Difficult to fault. ☒

An energetic self-starter. Acted promptly and independently within competence and authority. ☐

A self-starter who acted independently within competence and authority. ☐

Acted independently within competence and authority. ☐

Displayed resourcefulness of an acceptable standard. ☐

Had to be reminded regularly of work responsibilities, particularly in regard to using initiative within the scope of competence and authority. ☐

STAFF-IN-CONFIDENCE (After first entry)

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	
3 Sep 2009	11:24

Part 2C - Assessments for all members (Continued)**INTERPERSONAL SKILLS**

Forming effective and harmonious working relationships at all levels.

Interpersonal skills were of the highest possible standard. Difficult to fault. ☐

Readily established and fostered very effective, harmonious working relationships with others. ☒

Readily established harmonious working relationships with others. ☐

Co-operated well with others at work. ☐

Interpersonal skills were of an acceptable standard. ☐

Work relationships were characterised by tensions and/or strained cooperation and/or isolation from work colleagues. ☐

TEAM WORK

Working effectively as part of a team.

Team work was of exceptionally high standard, regardless of difficult or demanding circumstances or challenging tasks. ☐

An enthusiastic and constructive team player who provided strong support to the team and team leader (where appropriate). ☒

A strong team player whose contribution was highly regarded. ☐

A team player who fostered cooperation within the team and made a positive contribution to the team's output. ☐

Team work was of an acceptable standard. ☐

Ineffective team member. Had difficulty fitting into a team environment and/or was not readily accepted by other members of the work team. ☐

Part 2D - Assessments for CPL and above only**WRITTEN COMMUNICATION**

Written presentation of facts, ideas, arguments, instructions or orders.

Written communication was of an exceptionally high standard. Difficult to fault. ☐

Written work was clear, concise, persuasive, convincing and easy to read. ☐

Written communication was very effective. Presented cases and arguments competently. No lapses observed. ☐

Written communication was effective. Presented cases and arguments competently, with only minor lapses. ☐

Written communication was at the minimum acceptable standard for the job. ☐

Produced written work with serious shortcomings in style, tone and quality of expression. ☐

LEADERSHIP

Leading others to achieve a productive, efficient, skilled, motivated and cohesive workforce.

Leadership was impeccable, even in highly complex and demanding circumstances. ☐

Leadership achieved results of an excellent standard. ☐

Leadership achieved results of a very good standard. ☐

Leadership achieved results of a good standard. ☐

Leadership was of a satisfactory standard. ☐

Leadership did not result in a productive, efficient, skilled, motivated or cohesive workforce. ☐

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	
3 Sep 2009	11:24

Part 2E - Assessment of performance in current job

Despite being a member of E Tp, this reporting period saw **Person 1** attached to the SAS Operational Support Element (OSE) for preparation prior and deployment on Op SLIPPER II. Throughout his tenure, he has demonstrated competence in his role and has proven himself to be a quality SAS operator.

Person 1 deployed as a Kabul detachment member from the 06 Jan 09 to 09 Jul 09. During this period, **Person 1** was tasked with myriad roles and responsibilities including; fulfilling the position of primary medic and arranging all flights around AFG for all detachment members and supporting staff. Furthermore, **Person 1** was tasked with setting up support facilities and fitting them out as appropriate.

On numerous occasions, **Person 1** was tasked to operate beyond that for which he was trained with minimal supervision or guidance. To his credit he produced results which were outstanding. **Person 1** proved himself to be an extremely hard worker who can be relied upon to carry out any task given to him to a high standard.

Person 1 demonstrated an innate ability to effectively liaise with both Australian and Coalition Force supporting elements in order to achieve appropriate endstates for the detachment. He conducted this task in a professional manner and to high standard thereby producing workable solutions that met the commander's intent. In addition, he always ensured that the Detachment Commander was informed of all relevant detail.

As the detachment's primary medic, **Person 1** was required to organise and conduct medical training for the detachment. He performed this task to a high standard and achieved outstanding results. His knowledge of medical procedures is excellent.

Person 1 has proven himself to be a mature, physically capable soldier who is able to operate under complex and arduous conditions. His fitness is of a very high standard and he can be relied upon to maintain the physical and mental attributes expected of an SAS operator.

Person 1 professional approach to soldiering is testament to his success throughout this reporting period. His dedication to duty and high standards were instrumental in the success of the aforementioned operation and he should be proud of his efforts.

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	3 Sep 2009 11:24

Part 2F - Suitability for future employment

Commissioning <input type="radio"/> M	Representational duties <input type="radio"/> O	M - Not suitable N - Likely to become suitable O - Suitable P - Highly suitable
Instructional duties <input type="radio"/> O	Promotion recommendation <input type="radio"/> O	
<p>Person 1 is an experienced SAS soldier who should be considered for promotion in the near future. He would, however, benefit from further operational deployments in order to consolidate his experience.</p> <p>Person 1 is required to complete the SIO-S (Sub 2 CPL RAInf) course.</p> <p>In time, Person 1 would be suited as an instructor within the Operational Support Sqn.</p>		

Part 2G - Assessor's personal details

Employee ID	Service	Rank	Initials	Family name
	ARMY	CAPT		Person 30
Employment category, corps or specialisation	Job title	Signature	Date	
RAINF	OC E TP		6 OCT 09	

Part 2H - Representation intention

(After reading Part 2 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the assessor's report (Yes or No).	<input type="radio"/> No	Date	6 OCT 09
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Part 2I - Review of representation against Part 2 assessment

Result of representation process <input type="checkbox"/>	Q - Representation not supported R - Representation supported

Part 2J - Part 2 reviewing officer's personal details

Employee ID	Service	Rank	Initials	Family name
Employment category, corps or specialisation	Job title	Signature	Date	

Part 2K - Assessed member's declaration

I have read Part 2 of this report.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Signature	Date
I have been debriefed on Part 2 of this report.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		
				6 OCT 09

STAFF-IN-CONFIDENCE (After first entry)

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	3 Sep 2009 11:24

Part 3A - Senior assessor's statement

Comments	
<p>Person 1 has performed to an excellent standard during his deployment with the OSE. He has proven to be a reliable and valued member who contributed to the successful outcome of this operation.</p> <p>Person 1 is recommended to be employed on OSE or similar type operations again in the future. Further to this, he has demonstrated the capability to be widely employed as a member of an SAS Sabre Squadron.</p> <p>Person 1 is recommended for promotion on completion of his requisite career courses.</p> <p>A good effort overall, well done.</p>	
Promotion recommendation	<input type="radio"/> M - Not suitable <input type="radio"/> N - Likely to become suitable <input type="radio"/> O - Suitable <input type="radio"/> P - Highly suitable

Part 3B - Senior assessor's personal details

Employee ID	Service	Rank	Initials	Family name
	Army	MAJ		
Employment category, corps or specialisation	Job title		Signature	Date
RAINF	OC 2 SAS SQN			08 Oct 09

Part 3C - Representation intention

(After reading Part 3 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the senior assessor's report (Yes or No)	Date
NO	6 Oct 09

Part 3D - Review of representation against Part 3 assessment

Result of representation process	<input type="checkbox"/> S - Representation not supported <input type="checkbox"/> T - Representation supported
Comments	

Part 3E - Part 3 reviewing officer's personal details

Employee ID	Service	Rank	Initials	Family name
Employment category, corps or specialisation	Job title		Signature	Date

Part 3F - Assessed member's declaration

I have read Part 3 of this report. Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		I have been debriefed on Part 3 of this report. Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		Signature	Date
				Person 1	6 Oct 09

STAFF-IN-CONFIDENCE (After first entry)



STAFF-IN-CONFIDENCE (After first entry)

AC 833-22
Revised Mar 2011

Department of Defence

Employee ID	
Date	12 Oct 2011 16:57

Soldier Performance Appraisal Report

Performance Appraisal is a vital component of the Career Management System. Its purpose is to provide feedback to individuals, identify strengths and weaknesses and provide constructive guidance for further development. As such the data from the appraisal will be used to develop career plans and identify potential for promotion, postings and courses as well as to support administrative action resulting from unsatisfactory performance. Depersonalised aggregated data may also be used for research activities.

Report type

A - Annual

S - Special

A

Part 1A - Personal and job details

• This section **MUST** be checked by the person to be assessed.

If not completed accurately, this appraisal will not provide the required results for the member who is to be assessed.

Employee ID	Worn rank	Substantive rank	Date of seniority
	CPL	CPL	20 Nov 2011
Family name	Initials	Employment category	Comms specialisation
Person 1	Person 1	353-2	
Unit or ship	Period start date	Period end date	Review type
SASR	31 Aug 2010	1 Sep 2011	D
			20 Nov 2011

Part 1B - Nature of duties

Person 1 is employed as the Patrol specialist for GOTHIC 1. In the absence of G12 he is also to act as Patrol 2TC. Within these roles Person 1 is required to perform the following duties:

- Maintain operational preparedness.
- Maintain individual ECN 353 skill sets at an operational level.
- Maintain specialist skills sets including MFF, Medic, Climbing and MOE at an operational level.
- Conduct Special Missions IAW commander's intent.
- Administratively prepare, manage and organise G1 TOT ensure the patrol is operationally prepared.
- Conduct patrol training within qualifications.
- Manage and control patrol MEIs, stores & equip.

Guidance for assessors

1. You must be the assessed member's designated assessor, at least SGT(E), and normally at least one rank higher.
2. For detailed guidance on policy and procedure, consult Defence Instructions (General) Personnel 10-8.
3. You must have been the member's designated assessor for at least four months during the reporting period.
4. Narrative comment is to be confined to the spaces provided. Additional pages will not be accepted.
5. **Assessment.** Place a tick in the box beside the performance description that best describes the member's performance.
6. **Part 2F.** Make an assessment for each of the performance aspects under *Suitability for future employment*.
7. Limit your appraisal to the member's work performance during the reporting period.
8. Do not attempt to compare the assessed member's performance with that of any other person.

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	12 Oct 2011 16:57

Part 2A - Assessments for members with subordinates

TRAINING OF OTHERS

Arranged or conducted relevant training of others in a competent and timely manner.

Training of others was flawless. Although it could have been done differently, it could not have been done better. ☐

Arranged or provided relevant, comprehensive, timely and effective training of others. ☐

Arranged or provided effective training to others. No lapses observed. ☐

Arranged or provided effective training to others. ☐

Training of others was of an acceptable standard. Lapses did not have serious consequences. ☐

Training of others did not reach an acceptable standard. ☐

Training of others was not observed or was not relevant. ☒

APPRAISING THE PERFORMANCE OF SUBORDINATES

As a designated supervisor, appraise the performance of subordinates in a competent and timely manner, including the annual confidential report.

Appraisal of subordinates was of an exceptionally high standard. Difficult to appraise. ☐

Provided timely, accurate, comprehensive and very effective appraisal and development guidance to subordinates. ☐

Provided timely appraisal and development guidance to subordinates. ☒

Appraised subordinates when required by the situation. ☐

Appraisal of subordinates was of a satisfactory standard. ☐

Did not provide timely appraisal and development guidance to subordinates. ☐

Appraisal of subordinates was of a poor standard and the reporting period. ☐

Intentionally blank

Part 2B - For CPL and below

BASIC SERVICE SKILLS

Applying general Service or environment military skills.

Application of basic Service knowledge and skills was of the highest possible standard, without fault. ☐

Observed standard of general Service knowledge and skills exceeded requirements of current employment. Capably applied them to achieve high standards. ☒

Had all the necessary Service knowledge and skills for current employment, but not to the standards that sometimes exceeded requirements of the current employment. ☐

Had all necessary military knowledge and skills for current employment. ☐

Service knowledge and skills did not reach an acceptable standard. ☐

Observed use of general Service knowledge and skills did not reach the standard required for current employment. ☐

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	12 Oct 2011 16:57

Part 2C - Assessments for all members

ORAL COMMUNICATION

Oral presentation of facts, ideas, arguments and instructions and orders.

Oral communication was of an exceptionally high standard. ☐

A fluent speaker. Spoke clearly, persuasively and convincingly. ☒

Oral communication was very effective. No lapses observed. ☐

Oral communication was effective, with only minor lapses observed. ☐

Oral communication was at the minimum acceptable standard for current employment. ☐

Oral communication was not effective for current employment. Did not speak with sufficient clarity or logical structure. ☐

PRODUCTIVITY

Using assigned resources to achieve the required work outcomes.

Productivity was consistent with an exceptionally high standard. ☐

Produced the required work outcomes with excellent economy of effort and resources. No lapses were observed. ☒

Produced the required work outcomes with reasonable economy of effort and resources, on time and without any lapses. ☐

Produced the required work outcomes with reasonable economy of effort and resources, on time and with only minor lapses. ☐

Productivity was at the minimum acceptable standard. ☐

Despite supervision, the member often failed to meet deadlines and/or did not produce the desired work outcomes and/or generally made excessive use of resources. ☐

APPLICATION OF JOB KNOWLEDGE AND SKILLS

Applying specific job knowledge and skills to the performance of specialist work tasks.

Application of job knowledge and skills was of an exceptionally high standard. Difficult to fault. ☐

Observed level of job knowledge and skills exceeded requirements of current employment. Applied knowledge and skills to achieve very high standards. ☒

Had all necessary job knowledge and skills. Standard of work exceeded requirements. Little or no supervision required. ☐

Had all necessary job knowledge and skills. Applied job knowledge and skills to achieve the required standard with less than normal supervision. ☐

Application of job knowledge and skills was of an acceptable standard. Required normal supervision. ☐

Standard of work tasks performed indicated inadequate knowledge and skill levels for current position. ☐

ORGANISATION OF WORK

Planning tasks, assigning priorities, and allocating tasks.

Organisation of work was exceptional even though the work could have been organised differently and could not have produced better outcomes. ☐

Planned and arranged resources and information in a logical and systematic way to produce optimal work outcomes. ☒

Arranged resources and information to produce the desired work outcomes. ☐

Arranged resources and information effectively to produce the desired work outcomes. ☐

Organisation of work was at the minimum acceptable standard. ☐

Inadequate planning and/or arranging of resources and information. ☐

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	12 Oct 2011 16:57

Part 2C - Assessments for all members (Continued)

PROBLEM SOLVING

Generation of viable solutions to problems within scope of authority.

Problem solving was exceptionally good. Although other solutions may have been available, they would not have been more appropriate or more effective. ☐

Produced optimal and comprehensive solutions to problems. ☐

Produced comprehensive, workable solutions to problems. ☒

Generated workable solutions to problems. ☐

Problem solving was of an acceptable standard. ☐

Did not generate realistic solutions or was devoid of solutions. ☐

ARMY ETHOS

Behaving in a way that brings credit to the Army.

An exceptional member of the Army who has set a standard for the values, traditions and practices of the Army. ☐

A role model who showed a strong and balanced regard for the values, traditions and practices of the Army. ☒

Member showed a strong regard for the values, traditions and practices of the Army. ☐

Member whose knowledge, appearance and behaviour indicated a conscientious regard for the values, traditions and practices of the Army. ☐

Disciplined member who has shown that he/she has conformed to the values, traditions and practices of the Army. ☐

Member who showed disregard for the values, traditions and practices of the Army. ☐

CAPACITY FOR WORK

Responding positively to increasing and possibly excessive workloads.

Member accepted significant additional tasking and still had considerable spare capacity. ☐

Member coped easily with all assigned duties and tasks and still had capacity for significant additional tasking. ☒

Member coped with all assigned duties and tasks and had some capacity for additional tasking. ☐

Member coped with all assigned duties and tasks, but had very little spare capacity to accept additional tasking. ☐

Member generally coped with all assigned duties and tasks, but was working to full capacity. ☐

Member generally had difficulty coping with the normal set of tasks for their current position. ☐

RESOURCEFULNESS

Assuming the responsibilities associated with employment including the ability to take action without direction within scope of competence and authority.

Resourcefulness was of an exceptionally high standard. Difficult to fail. ☐

An energetic self-starter. Acted promptly and independently within competence and authority. ☒

A self-starter who is capable of acting within competence and authority. ☐

Acted independently within competence and authority. ☐

Displayed resourcefulness. ☐

Had to be reminded regularly of work responsibilities, particularly in regard to using initiative within the scope of competence and authority. ☐

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	12 Oct 2011 16:57

Part 2C - Assessments for all members (Continued)

INTERPERSONAL SKILLS

Forming effective and harmonious working relationships at all levels.

Interpersonal skills were of the highest possible standard. Difficult to fault. ☐

Readily established and fostered very effective, harmonious working relationships with others. ☐

Readily established harmonious working relationships with others. ☒

Co-operated well with others at work. ☐

Interpersonal skills were of an acceptable standard. ☐

Work relationships were characterised by tensions and/or strained cooperation and/or isolation from work colleagues. ☐

TEAM WORK

Working effectively as part of a team.

Team work was of exceptional standard, regardless of difficult circumstances or challenging tasks. ☒

An enthusiastic and constructive team player who provided strong support to the team and team leader (where appropriate). ☐

A strong team player whose contribution was highly regarded. ☐

A team player who fostered cooperation within the team and made a positive contribution to the team's output. ☐

Team work was of an acceptable standard. ☐

Ineffective team member. Had difficulty fitting into a team environment and/or was not readily accepted by other members of the work team. ☐

Part 2D - Assessments for CPL and above only

WRITTEN COMMUNICATION

Written presentation of facts, ideas, arguments, instructions or orders.

Written communication was of an exceptionally high standard. Difficult to fault. ☐

Written work was clear, concise, persuasive, convincing and easy to read. ☐

Written communication was very effective. Presented cases and arguments competently. No lapses observed. ☒

Written communication was effective. Presented cases and arguments competently, with only minor lapses. ☐

Written communication was at the minimum acceptable standard for the job. ☐

Produced written work with serious shortcomings in style, tone and quality of expression. ☐

LEADERSHIP

Leading others to achieve a productive, efficient, skilled, motivated and cohesive workforce.

Leadership was of an exceptional standard, complex and demanding circumstances. ☐

Leadership achieved results of an excellent standard. ☐

Leadership achieved results of a good standard. ☒

Leadership achieved results of a good standard. ☐

Leadership was of an acceptable standard. ☐

Leadership did not result in a productive, efficient, skilled, motivated or cohesive workforce. ☐

Part 2E - Assessment of performance in current job

Person 1 [REDACTED] role within G1, G Tp for the majority of the year has been as the patrol 2IC. This was due to the usual ptl 2IC deploying on Ex LONG LOOK for 6 months.

At the beginning of the reporting period following redeployment from SOTG Person 1 [REDACTED] was involved in a number of Sqn activities including the assumption of the Recovery role. Throughout this busy period he supported his Tp well and sought to take on extra responsibilities where able. Unfortunately during this time he was unable to complete the sniper course and will now focus on his parachuting capability. Over the Christmas stand-down period Person 1 [REDACTED] was recalled at short notice without issue to conduct an MFF operational readiness exercise for a potential unit deployment. Throughout this activity he performed well before returning on leave.

Early in the year Person 1 [REDACTED] approached his PC and requested positions with added responsibility. When his 2IC deployed on EX LONG LOOK he was given the task Person 1 [REDACTED] has displayed a positive attitude and has been enthusiastic throughout the conduct of this role. He has actively mentored the new members to the Tp and has made conscious efforts to set good examples for them to follow. This is also reflected in his normal operator duties displaying a good work ethic and is proactive in his support to the patrol. Person 1 [REDACTED] has covered off on the patrols deficiency for a 2IC well and has shown that he is ready to take on the role of a patrol 2IC on a permanent basis in the future.

Person 1 [REDACTED] completed a Subject 2 for CPL course early in the year and gained very good result. As a result, after returning from this course Person 1 [REDACTED] was promoted. Soon thereafter, ICW his newly acquired rank, Person 1 [REDACTED] completed a PJMSL course where he also attained a good result. During the period his patrol was also tasked with becoming proficient in HAPO with the new oxygen system. During this exercise Person 1 [REDACTED] developing MFF skills were also illustrated indicating that he had spent significant amounts of his own time on weekends jumping. In line with these performances and his primary insertion skill being MFF, he is due to attend a DZSO course at the end of the year and will also attend a PJMFF course early in the new year. Person 1 [REDACTED] has made it known that parachuting is an area in which he would like to make a career path within the unit. This intention coupled with his keen attitude and developing MFF skill should see him progress well within the parachuting stream.

Over a number of land-based activities including EX GAMBIT WEST being a domestic joint police/TAG activity in WA and EX IRON ROTOR in Sydney Person 1 [REDACTED] CQB and helicopter insertion skills were observed to be at a very good standard. His operational experience in these areas was evident following extensive helicopter missions on SOTG.

During the period Person 1 [REDACTED] also re-certified his patrol medic qualification achieving very good results in the live tissue training. His medic skills were put to the test shortly after when he assisted with an injured soldier during a parachute freefall series. All reports indicated that he applied professional first aid measures and worked in a calm and controlled manner.

Person 1 [REDACTED] maintains a high level of fitness, is a well prepared and professional soldier who has gained many years of military and operational experience. He gives well considered opinions and is always willing to contribute during patrol and Tp discussions. Person 1 [REDACTED] is now a senior soldier within the Tp and has gained the confidence and trust of both his peers and senior soldiers due to his efforts over the reporting period.

Person 1 [REDACTED] is an excellent team member and is a soldier who takes pride in his performance. He has gained in confidence and maturity throughout the year and has performed to a very good standard.

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	12 Oct 2011 16:57

Part 2F - Suitability for future employment

Commissioning	<input type="radio"/> N	Representational duties	<input type="radio"/> O
Instructional duties	<input type="radio"/> O	Promotion recommendation	<input type="radio"/> N

In line with his previous operational experience and instructional proficiencies on his recent PJMSL course I would consider CPL **Person 1** suitable for further instructional and representational duties within and external to the unit. Pending subject and further SASR operator specialist courses along with his desire to undertake the responsibilities I consider **Person 1** suitable for future positions of responsibility within SASR.

These positions should be realised when he acts again as a patrol 2IC on CHOGM and undertakes the PTS DZSO and PJMFF courses in the near future. **Person 1** should ensure he uses the coming few months as excellent opportunity to take on further responsibilities IOT develop his leadership skills.

Part 2G - Assessor's personal details

Employee ID	Service	Rank	Initials	Family name
	Army	CAPT		Person 58
Employment category, corps or specialisation	Job title			
RAINF - SASR	OC G TP 2 SQN, SASR	12 OCT 11		

Part 2H - Representation intention

(After reading Part 2 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the assessor's report (Yes or No)	Date
No	14 OCT 11

Part 2I - Review of representation against Part 2 assessment

Result of representation process	Q - Representation not supported
	R - Representation supported

Part 2J - Part 2 reviewing officer's personal details

Employee ID	Service	Rank	Initials	Family name
Employment category, corps or specialisation	Job title	Signature	Date	

Part 2K - Assessed member's declaration

I have read Part 2 of this report.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Signature	Person 1
I have been debriefed on Part 2 of this report.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		14 OCT 11

STAFF-IN-CONFIDENCE (After first entry)

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	12 Oct 2011 16:57

Part 3A - Senior assessor's statement

Comments

I concur with the Assessing Officer's comments and look forward to seeing Person 1 develop as a mid level soldier with the Sqn and taking on the further responsibilities befitting of his recent promotion. His Parachute instructional skills are a key asset to the Sqn and the unit as a whole and he should look to advance these at every opportunity.

Following completion of SOTG at the end of the next year Person 1 should be competitive for a Patrol 2IC position within the Tp.

Promotion recommendation ☐ N ☐ M - Not suitable ☐ O - Suitable
☐ N - Likely to become suitable ☐ P - Highly suitable

Part 3B - Senior assessor's personal details

Employee ID	Service	Rank	Initials	Family name
	Army	MAJ		
Employment category, corps or specialisation	Job title	Signature	Date	
RAINF - SASR	OC 2 SQN SASR		12 Oct 11	

Part 3C - Representation intention

(After reading Part 3 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the senior assessor's report (Yes or No)	NO	Date	14 OCT 11
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Part 3D - Review of representation against Part 3 assessment

Result of representation process	<input type="checkbox"/> S - Representation not supported <input type="checkbox"/> T - Representation supported
Comments	

Part 3E - Part 3 reviewing officer's personal details

Employee ID	Service	Rank	Initials	Family name
Employment category, corps or specialisation	Job title	Signature	Date	

Part 3F - Assessed member's declaration

I have read Part 3 of this report.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Signature	Person 1	Date
I have been debriefed on Part 3 of this report.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			14 OCT 11



STAFF-IN-CONFIDENCE (After first entry)

AD 649
Revised 3 Oct 2012

Department of Defence

Employee ID	
Date	9 Oct 2012 09:15:15

Soldier Performance Appraisal Report

Performance Appraisal is a vital component of the Career Management System. Its purpose is to provide feedback to individuals, identify strengths and weaknesses and provide constructive guidance for further development. As such the data from the appraisal will be used to develop career plans and identify potential for promotion, postings and courses as well as to support administrative action resulting from unsatisfactory performance. Depersonalised aggregated data may also be used for research activities.

Report type A - Annual S - Special **A**

Part 1A - Personal and job details

- This section **MUST** be checked by the person to be assessed.
If not completed accurately, this appraisal will not provide the required results for the member who is to be assessed.

Employee ID	Worn rank	Substantive rank	Date of seniority		
	CPL	CPL	1 Jan 2011		
Family name	Initials	Employment category, corps or specialisation			
Person 1		353-2, RAINF			
Unit or ship	Period start date	Period end date	Duty type	Res days	Date of mid-term review
SASR	1 Sep 2011	1 Sep 2012	D		20 Nov 2011

Part 1B - Nature of duties

Person 1 has been posted to SASR since 2004, during the reporting period he has been employed as the patrol scout for G1. During the reporting period Person 1 had to maintain his specialist skill sets which include PJMFF/SL, DZSO, climbing, patrol medic and other individual ECN 353 skill sets to an operational level. Person 1 is responsible to maintain operational preparedness including AIRN, ISOPREP and passport requirements. Person 1 is responsible to his patrol commander to ensure that all patrol ICATS equipment are managed and maintained correctly. Person 1 is to be able to Conduct Special Missions and tasking IAW commander's intent and G11 and contribute to planning for Special Operations when required. Person 1 is to contribute to the development and lessons learnt IOT further enhance SASR TTPs.

Guidance for assessors

1. You must be the assessed member's designated assessor, at least SGT(E), and normally at least one rank higher.
2. For detailed guidance on policy and procedure, consult Defence Instructions (General) Personnel 10-8 and single Service instruction.
3. You must have been the member's designated assessor for at least four months during the reporting period.
4. Narrative comment is to be confined to the spaces provided. Additional pages will not be accepted.
5. **Assessment.** Place a tick in the box beside the performance description that best describes the member's performance.
6. **Part 2F.** Make an assessment for each of the performance aspects under *Suitability for future employment*.
7. Limit your appraisal to the member's work performance during the reporting period.
8. Assessment of the member's management of OH&S matters is to be included in the member's work performance appraisal.
9. The member's performance in the development and training of subordinate(s) is to be considered when assessing their overall performance.
10. Part 3A - Senior assessors may make Promotion and Commissioning recommendations for all ranks. However, it is mandatory to provide an assessment and comment on a WO1's suitability for commissioning.
11. Do not attempt to compare the assessed member's performance with that of any other person.

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	9 Oct 2012 09:15:15

Part 2A - Assessments for members with subordinates

Training of others

Arranged or conducted relevant training of others in a competent and timely manner.

Training and development of others was exceptional in all situations. ☐

Proactively arranged or provided relevant, comprehensive, timely and effective training and development of others. ☐

Effectively arranged or provided relevant training and development to others. ☒

Arranged or provided effective training and development to others. No lapses observed. ☐

Training and development of others was of an acceptable standard. Lapses did not have serious consequences. ☐

Training and development of others generally met minimum requirements but requires further development. ☐

Training and development of others was not effective and did not reach an acceptable standard. ☐

Training and development of others was not observed or was not relevant. ☐

SGT and above only

Promote the wellbeing and development of subordinates

As a designated supervisor, promote the wellbeing and development, both personal and professional, of subordinates including effective performance appraisal.

Development guidance provided and appraisal of subordinates was of an exceptionally high standard. Promoted the wellbeing of subordinates. ☐

Development guidance and appraisal of subordinates was timely, accurate, comprehensive and very effective. Promoted the wellbeing of subordinates. ☐

Development guidance and appraisal of subordinates was timely and effective. Promoted the wellbeing of subordinates most of the time. ☐

Appraisal of subordinates and development guidance provided was of an acceptable standard. Adequately promoted the wellbeing of subordinates some of the time. ☐

Appraisal of subordinates was adequate with minor shortcomings. Had difficulty providing development feedback and guidance. ☐

Appraisal of subordinates shows shortcomings. Had difficulty providing development feedback and guidance, and promoting the wellbeing of subordinates. ☐

Did not provide timely appraisal and development guidance to subordinates, and/or did not promote the wellbeing of subordinates. ☐

Well being and development of subordinates was not observed or was not relevant. ☐

Intentionally blank

Part 2B - For CPL and below

Basic service skills

Applying basic Service knowledge or environment military skills and displaying a high level of professionalism through the Army core values.

Application of basic Service knowledge, skills and level of professionalism was of the highest possible standard. ☐

Observed standard of basic Service knowledge, skills and level of professionalism exceeded requirements of current employment. Capably applied them to achieve high standards. ☒

Had all the necessary Service knowledge, skills and a high level of professionalism for current employment. Standards at times exceeded requirements of the current job. ☐

Has and applied all necessary basic Service knowledge, skills and level of professionalism for current employment. ☐

Basic Service knowledge, skills and level of professionalism were at the acceptable standard with minor lapses. ☐

Application of basic Service knowledge, skills and level of professionalism were adequate but further development is required. ☐

Observed use of general Service knowledge, skills and level of professionalism did not reach the standard required for current employment. ☐

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	
9 Oct 2012	09:15:15

Part 2C - Assessments for all members**Oral communication**

Communicates effectively at all levels, clearly, accurately, regularly, and actively listens to others.

Oral communication was outstanding, and demonstrated active listening in all communication. ☐

Oral communication was excellent and demonstrated active listening in all communication. ☒

Oral communication was very effective demonstrating active listening in all communication. ☐

Oral communication was effective, demonstrating active listening with only minor lapses observed. ☐

Routine oral communication was at the minimum acceptable standard for current employment occasionally demonstrating active listening. ☐

Oral communication was below the minimum acceptable standard for current employment due to frequent lapses, did not demonstrate active listening. ☐

Oral communication was not effective for current employment. Did not speak with sufficient clarity or logical structure, and did not demonstrate active listening. ☐

Productivity

Using assigned resources to achieve the required work outcomes.

Productivity was consistently at an exceptionally high standard with very efficient and effective use of resources. ☐

Produced the required work outcomes with excellent economy of effort and resources, regardless of constraints or pressures. ☒

Produced the required work outcomes with very good economy of effort and resources. ☐

Produced the required work outcomes with good economy of effort and resources, on time. Any lapses were of minor consequence. ☐

Productivity was of an acceptable standard with satisfactory use of resources. ☐

The member occasionally failed to produce the required work outcomes with inefficient or ineffective use of resources. ☐

Despite supervision, the member often failed to meet deadlines and/or did not produce the desired work outcomes and/or generally made excessive use of resources. ☐

Application of job knowledge and skills

Applying specific job knowledge and skills to the performance of specialist work tasks.

Application of job knowledge, skills and effective problem resolution was of an exceptionally high standard in all aspects of employment. ☐

Level of job knowledge and skills exceeded requirements of current employment. Applied knowledge, skills and effective problem resolution to achieve very high standards. ☒

Had all necessary job knowledge and skills. Standard of work exceeded requirements demonstrating effective problem resolution. ☐

Had all necessary job knowledge and skills. Applied job knowledge, skills and resolved problems with effective solutions to achieve the required standard. ☐

Application of job knowledge, skills and effective problem resolution was of an acceptable standard. Required normal supervision. ☐

Standard of work tasks performed and effective problem resolution was inconsistent. Required more supervision than most. ☐

Standard of work tasks performed indicated inadequate knowledge, skills and effective problem resolution levels for current position. ☐

Organisation of work

Planning tasks, assigning priorities and allocating tasks to achieve outcomes.

Organisation of work, team members and decision making was exceptional. Organised and/or coordinated activities in all situations to achieve outstanding results. ☐

Planned and arranged resources, team members and tasks in a logical and systematic way. Made decisions at the appropriate level to produce very efficient and effective work outcomes. ☒

Arranged resources, team members and tasks competently. Made decisions at the appropriate level to produce efficient and effective work outcomes. ☐

Arranged resources and team members to produce the desired work outcomes. Made decisions at the appropriate level on routine tasks and other assigned tasks. ☐

Organisation of work and decision making was of an acceptable standard on routine tasks. ☐

Work outcomes were not always achieved due to shortcomings in the member's organisational ability and decision making. ☐

Failure to adequately make decisions at the appropriate level, plan and/or arrange resources, team members and information to achieve work outcomes. ☐

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	
9 Oct 2012	09:15:15

Part 2C - Assessments for all members (Continued)**Problem solving**

Analysing problems, developing appropriate solutions and taking action to solve problems within scope of authority and team capacity.

Displayed exceptional analytical skills. Produced and implemented innovative and effective solutions to complex problems and/or situations. ☐

Displayed well developed analytical skills. Produced and implemented innovative and effective solutions to complex problems and/or situations. ☒

Was able to analyse a range of problems to produce and implement comprehensive, effective solutions. ☐

Identified the key elements of problems, produced and implemented practical solutions. ☐

Routine problem solving and implementation of solutions was of an acceptable standard. ☐

Was generally able to produce and implement adequate solutions but requires further development. ☐

Did not generate and implement realistic solutions or was unable to offer solutions. ☐

Capacity for work

Responding positively to increasing and possibly excessive workloads, whilst maintaining balance of personal well being.

Member accepted and coped with significant additional tasking and was able to maintain exceptional performance whilst maintaining personal well being. ☐

Member coped with all assigned duties and significant additional tasks and was able to maintain a very high level of performance whilst maintaining personal well being. ☒

Member coped easily with all assigned duties and managed additional tasks effectively without detriment to normal duties and their personal well being. ☐

Member coped with all assigned duties and tasks. Achievement of additional tasks had minimal impact on routine duties and their personal well being. ☐

Member coped with all assigned duties and tasks and maintained their personal well being, but was working to full capacity. ☐

Member struggled to cope with normal workload and maintenance of their personal well being, with no ability to accept additional tasking. ☐

Member was unable to cope with the normal set of tasks and/or maintain their personal well being, for their current position. ☐

Army values, culture and behaviour

Behaving in a way that brings credit to the Army and Australia.

An exceptional member whose professionalism and regard for the values, traditions and practices of the Army could not be faulted. ☐

A role model who showed a strong and balanced level of professionalism and regard for the values, traditions and practices of the Army. ☒

Member showed a strong level of professionalism and regard for the values, traditions and practices of the Army. ☐

Member whose knowledge, appearance and behaviour indicated a conscientious level of professionalism and regard for the values, traditions and practices of the Army. ☐

Disciplined member who behaved ethically and conformed to the values, traditions and practices of the Army. ☒

Member whose behaviour and/or appearance were not always consistent with the values, traditions and practices of the Army. ☐

Member showed disregard for the values, traditions and practices of the Army. ☐

Resourcefulness

Demonstrate responsible initiative associated with employment including the ability to take action without direction within scope of competence and authority.

Resourcefulness and critical thinking was of an exceptionally high standard at all times. Demonstrated an exceptional ability to take action without direction. ☐

A member who applied a high level of resourcefulness and critical thinking. Acted promptly and independently within competence and authority. ☒

A self-starter and critical thinker who acted independently within competence and authority to prevent or resolve unusual or difficult situations. ☐

A member who thinks critically and acted independently within competence and authority. ☐

A member who displayed resourcefulness of an acceptable standard. Sought appropriate guidance. ☐

A member who occasionally failed to apply an adequate level of resourcefulness and critical thinking. May have sought guidance on matters within member's scope of authority. ☐

Had to be reminded regularly of work responsibilities. Unable to use initiative and critical thinking within the scope of competence and authority. ☐

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	
9 Oct 2012	09:15:15

Part 2C - Assessments for all members (Continued)**Interpersonal relations**

Forming effective and harmonious constructive working relationships, including compassion at all levels across and beyond Army, valuing diversity, and respecting all individuals.

Interpersonal skills were outstanding building constructive working relationships, respecting all individuals and valuing diversity. ☐

Readily established and fostered very effective harmonious constructive working relationships with others respected all individuals and valued diversity. ☒

Readily established harmonious constructive working relationships with others, respected individuals and valued diversity. ☐

Cooperated well with others at work maintaining constructive working relationships, respected individuals and appreciated diversity. ☐

Interpersonal skills were of an acceptable standard maintaining working relationships respecting individuals and appreciating diversity. ☐

Interpersonal skills require further development. Has difficulty relating to others and maintaining working relationships, respecting individuals and/or does not value diversity. ☐

Working relationships were characterised by tensions and/or strained cooperation does not respect individuals and/or appreciate diversity. ☐

Team work

Working effectively as part of a team allowing everyone to contribute to team tasks and makes all team members feel valued and encourages the team to perform to their areas of strength.

Team work was of exceptionally high standard treating all team members with respect, regardless of difficult or demanding circumstances or challenging tasks. ☒

An enthusiastic and constructive team player who treats all team members with respect and provides strong support to the team and team leader. ☐

A strong team player whose contribution was highly regarded and who treated team members with respect. ☐

A team player who made a positive contribution, fostered cooperation within the team and treated team members with respect. ☐

Team work was of an acceptable standard generally treating team members with respect. ☐

A member whose contribution to the team objective was not always effective, rarely treated team members with respect. ☐

A member who had difficulty fitting into the team environment and/or was not readily accepted by other members of the team. Did not treat team members with respect. ☐

Part 2D - Assessments for CPL and above only**Written communication**

Written presentation of facts, ideas, arguments, instructions or orders are clear, consistent and timely

Written communication was of an outstanding standard and produced in a timely manner. ☐

Written work was of an excellent standard and produced in a timely manner. ☐

Written communication was very effective and produced in a timely manner. ☐

Written communications was effective. The majority of work produced in a timely manner. ☒

Written communication was at an acceptable level for the job and generally produced in a timely manner. ☐

Written communication was adequate but requires further development to overcome shortcomings, occasionally produced in a timely manner. ☐

Written work was not effective with shortcomings in style, tone and/or quality of expression and not produced in a timely manner. ☐

Leadership

Displays intellectual, physical or moral courage in leading others to achieve a productive, efficient, skilled, motivated and cohesive workforce.

Demonstrated leadership of an outstanding standard in highly complex and demanding circumstances. ☐

Demonstrated leadership achieved results of an excellent standard in more complex and demanding circumstances. ☒

Leadership achieved results of a very good standard. ☐

Leadership achieved results of a good standard. ☐

Leadership was of a satisfactory standard. ☐

Leadership was adequate, however, there were shortcomings. Further development is required. ☐

Leadership did not result in a productive, efficient, skilled, motivated or cohesive workforce. ☐

Employee ID	
Date	
9 Oct 2012	09:15:15

Part 2E - Assessment of performance in current job (4000 characters max)

Person 1 has been posted to G Troop, 2 SAS SQN throughout the reporting period. During the period, CPL Person 1 attended a number of specialist insertion skill training courses within Australia and the US, held the positions of patrol Scout and patrol 2IC and deployed on SOTG 18.

Person 1 commenced the reporting period attending the Parachute Jump Master Static Line Course at the Parachute Training School in Nowra. Person 1 has a keen interest in parachuting and his performance on the course was excellent. He displayed a keen attitude and was always willing to take advice and pass it on to the students he was instructing. He displayed sound instructional ability and had no issues on the course.

Due to the absence of his 2IC, Person 1 stepped up as the Patrol 2IC position for Op AMULET during the Commonwealth Heads Of Government Meeting in Perth 2011. His performance in this role was excellent. He displayed an excellent work ethic, was proactive at all times in seeking further work and assisting his Patrol Commander. He ensured the patrol was always prepared both operationally and administratively, which enabled his Patrol Commander to concentrate on training and planning.

In November of 2011, Person 1 deployed to the US on exercise Night Eagle working with US SOCOM. He participated in the Freefall canopy control course and joint SF training. He attained very good results and valuable freefall experience that he has been active in passing on to others in order to enhance the skills of soldiers within the Squadron. Person 1 individual skill throughout the exercise and approachable nature ensured the ADF and SASR's reputation with US Special Forces is maintained.

Upon his return from the US, Person 1 returned to PTS in Nowra to conduct a Drop Zone Safety Officer Course. He again approached the course with a keen attitude and attained good results, increasing his parachute skill sets and experience.

In Feb 12, Person 1 attended the Parachute Jump Master Freefall Course. Person 1 performance on this course was excellent. He has taken it upon himself to gain qualification and experience in this field and expressed a strong desire to further himself by gaining his tandem freefall qualification. Person 1 is an asset to the Freefall capability in SASR and significant potential to become the SME within the unit. His knowledge and experience will enhance this important capability both for SASR and the ADF.

Person 1 participated in the Squadron's build up training for deployment to Afghanistan on SOTG 18. He took an active interest in conducting high altitude drop zone training, assisting with the preparation and execution of Troop training.

Person 1 deployed on SOTG 18, OP SLIPPER, in Jun 12, where his performance has been very good. He has participated in numerous Time Sensitive and Deliberate Action missions. He has displayed a high level of professionalism and maturity in his role as the patrol scout and has been involved in a number of high threat situations. He has displayed the sound tactical skills, discipline, calmness under stress and leadership expected of an SAS operator.

Person 1 displays a very good level of fitness. He is a well prepared and professional soldier who has gained significant operational experience. He gives well considered opinions and is always willing to contribute during patrol and troop discussions. Person 1 is now a senior soldier within the troop; he has gained the confidence and trust of both his peers and senior soldiers due to his efforts over the reporting period.

Person 1 is an excellent team member. He is a soldier who takes pride in his performance, is always keen to learn and as a result he has performed to an excellent standard over the past year.

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	[REDACTED]
Date	9 Oct 2012 09:15:15

Part 2F - Suitability for future employment

Commissioning A	Representational duties D	A - Not applicable B - Not suitable C - Likely to become suitable D - Suitable E - Highly suitable
Instructional duties D	Promotion recommendation C	
Comments (1450 characters max)		
<p>Person 1 has performed to an excellent standard over this reporting period. His hard work in enhancing his personal MFF skill sets has ensured 2 Sqn has an operational MFF capability. In line with his experience and proficiencies as a MFF operator, Person 1 is highly suitable for employed in Air Ops Wing OSS, after his time as a Ptl 2IC. Person 1 is highly suitable to be employed as a Ptl 2IC in a Sabre Sqn.</p> <p>Person 1 will be highly competitive for promotion courses in 2013/14. He should be considered for the SASR Patrol Commanders' Course in 2014 in order to further develop his leadership and planning skills.</p>		

Part 2G - Assessor's personal details

Employee ID	Service	Rank	Initials	Family name
[REDACTED]	Army	CAPT	[REDACTED]	[REDACTED]
Employment category, corps or specialisation	Job title	Signature	Date	
RAINF	OC G TP, 2 SQN SASR	[REDACTED]	09 OCT 12	

Part 2H - Representation intention

(After reading Part 2 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the assessor's report (Yes or No).	No	Date 9/10/12
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Part 2I - Review of representation against Part 2 assessment

Result of representation process <input type="checkbox"/>	Q - Representation not supported R - Representation supported
Comments (1450 characters max)	

Part 2J - Part 2 reviewing officer's personal details

Employee ID	Service	Rank	Initials	Family name
Employment category, corps or specialisation	Job title	Signature	Date	

Part 2K - Assessed member's declaration

I have read Part 2 of this report.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Signature Person 1	Date 9/10/12
I have been debriefed on Part 2 of this report.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>		

STAFF-IN-CONFIDENCE (After first entry)

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	9 Oct 2012 09:15:15

Part 3A - Senior assessor's statement

Comments (1450 characters max)

Person 1 has performed to a high standard throughout the reporting period. With his keen interest in MFF, he has continued to develop his own knowledge and skills, and to contribute to SASR's MFF capability. He has displayed his effectiveness as an instructor on a number of courses throughout the reporting period and developed as a junior leader within the patrol and Troop. He has performed to a very high standard whilst deployed on combat operations. **Person 1** is highly competitive for service as a Patrol 2IC and for further employment in the MFF field. An impressive reporting period.

Promotion recommendation ☐ C

A - Not applicable

B - Not suitable

Commissioning recommendation ☐ A

C - Likely to become suitable

D - Suitable

E - Highly suitable

Part 3B - Senior assessor's personal details

Employee ID	Service	Rank	Initials	Family name
	Army	MAJ		Person 15
Employment category, corps or specialisation	Job title	Signature	Date	
RAINF	OC 2 SAS SQN		09 Oct 12	

Part 3C - Representation intention

(After reading Part 3 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the senior assessor's report (Yes or No).	Date
No	9/10/12

Part 3D - Review of representation against Part 3 assessment

Result of representation process	S - Representation not supported T - Representation supported
Comments (1450 characters max)	

Part 3E - Part 3 reviewing officer's personal details

Employee ID	Service	Rank	Initials	Family name
Employment category, corps or specialisation	Job title	Signature	Date	

Part 3F - Assessed member's declaration

I have read Part 3 of this report.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Signature	Date
I have been debriefed on Part 3 of this report.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		
			Person 1	9/10/12



STAFF-IN-CONFIDENCE (After first entry)

AD 649
Revised 3 Oct 2012

Department of Defence

Employee ID	
Date	19 Oct 2013 13:23:29

Soldier Performance Appraisal Report

Performance Appraisal is a vital component of the Career Management System. Its purpose is to provide feedback to individuals, identify strengths and weaknesses and provide constructive guidance for further development. As such the data from the appraisal will be used to develop career plans and identify potential for promotion, postings and courses as well as to support administrative action resulting from unsatisfactory performance. Depersonalised aggregated data may also be used for research activities.

Report type A - Annual S - Special **A**

Part 1A - Personal and job details

- This section **MUST** be checked by the person to be assessed.
If not completed accurately, this appraisal will not provide the required results for the member who is to be assessed.

Employee ID	Worn rank	Substantive rank	Date of seniority		
	CPL	CPL	1 Jan 2011		
Family name	Initials	Employment category, corps or specialisation			
Person 1		RAINF			
Unit or ship	Period start date	Period end date	Duty type	Res days	Date of mid-term review
SASR	11 Feb 2013	19 Oct 2013	D		7 Jun 2013

Part 1B - Nature of duties

As a Patrol 2IC, Person 1 is required to manage and administer his patrol and provide support to his Patrol Commander. He is to ensure that patrol members are operationally ready and are fully trained, resourced and equipped for their specific roles. He is required to maintain and enhance the capabilities and skill sets of his patrol. He is to understand the professional and personal circumstances of each member of his patrol. He is to raise a patrol folder and ensure the effective management of patrol members through its use. Person 1 is to provide management support to the Troop Sergeant at all times.

Person 1 is expected to understudy his Patrol Commander. He is to provide advice and support to his Patrol Commander and Troop Sergeant. He is required to support the chain of command at all times. He is to support effective passage of information within the Troop. Person 1 is responsible for his own individual readiness compliance and is to actively engage with the Troop HQ IOT enhance his career progression. As the 2IC within the designated MFF patrol, Person 1 is required to maintain currency in SASR Standard Operational Procedures and safety requirements of all MFF operations.

During SOTG 20, Person 1 is expected to manage and administer his patrol within Force Element - Alpha. Person 1 is expected to maintain his situational awareness IOT take command of his patrol if necessary.

Guidance for assessors

- You must be the assessed member's designated assessor, at least SGT(E), and normally at least one rank higher
- For detailed guidance on policy and procedure, consult Defence Instructions (General) Personnel 10-8 and single Service Instruction.
- You must have been the member's designated assessor for at least four months during the reporting period.
- Narrative comment is to be confined to the spaces provided. Additional pages will not be accepted.
- Assessment. Place a tick in the box beside the performance description that best describes the member's performance.
- Part 2F. Make an assessment for each of the performance aspects under *Suitability for future employment*.
- Limit your appraisal to the member's work performance during the reporting period.
- Assessment of the member's management of OH&S matters is to be included in the member's work performance appraisal.
- The member's performance in the development and training of subordinate(s) is to be considered when assessing their overall performance.
- Part 3A - Senior assessors may make Promotion and Commissioning recommendations for all ranks. However, it is mandatory to provide an assessment and comment on a WO1's suitability for commissioning.
- Do not attempt to compare the assessed member's performance with that of any other person.

STAFF-IN-CONFIDENCE (After first entry)

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	19 Oct 2013 13:23:29

Part 2A - Assessments for members with subordinates

Training of others

Arranged or conducted relevant training of others in a competent and timely manner.

Training and development of others was exceptional in all situations.

Proactively arranged or provided relevant, comprehensive, timely and effective training and development of others.

Effectively arranged or provided relevant training and development to others.

Arranged or provided effective training and development to others. No lapses observed.

Training and development of others was of an acceptable standard. Lapses did not have serious consequences.

Training and development of others generally met minimum requirements but requires further development.

Training and development of others was not effective and did not reach an acceptable standard.

Training and development of others was not observed or was not relevant.

SGT and above only

Promote the wellbeing and development of subordinates

As a designated supervisor, promote the wellbeing and development, both personal and professional, of subordinates including effective performance appraisal.

Development guidance provided and appraisal of subordinates was of an exceptionally high standard. Promoted the wellbeing of subordinates.

Development guidance and appraisal of subordinates was timely, accurate, comprehensive and very effective. Promoted the wellbeing of subordinates.

Development guidance and appraisal of subordinates was timely and effective. Promoted the wellbeing of subordinates most of the time.

Appraisal of subordinates and development guidance provided was of an acceptable standard. Adequately promoted the wellbeing of subordinates some of the time.

Appraisal of subordinates was adequate with minor shortcomings. Had difficulty providing development feedback and guidance.

Appraisal of subordinates shows shortcomings. Had difficulty providing development feedback and guidance, and promoting the wellbeing of subordinates.

Did not provide timely appraisal and development guidance to subordinates, and/or did not promote the wellbeing of subordinates.

Well being and development of subordinates was not observed or was not relevant.

Intentionally blank

Part 2B - For CPL and below

Basic service skills

Applying basic Service knowledge or environment military skills and displaying a high level of professionalism through the Army core values.

Application of basic Service knowledge, skills and level of professionalism was of the highest possible standard.

Observed standard of basic Service knowledge, skills and level of professionalism exceeded requirements of current employment. Capably applied them to achieve high standards.

Had all the necessary Service knowledge, skills and a high level of professionalism for current employment. Standards at times exceeded requirements of the current job.

Has and applied all necessary basic Service knowledge, skills and level of professionalism for current employment.

Basic Service knowledge, skills and level of professionalism were at the acceptable standard with minor lapses.

Application of basic Service knowledge, skills and level of professionalism were adequate but further development is required.

Observed use of general Service knowledge, skills and level of professionalism did not reach the standard required for current employment.

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	19 Oct 2013 13:23:29

Part 2C - Assessments for all members

Oral communication

Communicates effectively at all levels, clearly, accurately, regularly, and actively listens to others.

Oral communication was outstanding, and demonstrated active listening in all communication. ☐

Oral communication was excellent and demonstrated active listening in all communication. ☐

Oral communication was very effective demonstrating active listening in all communication. ☒

Oral communication was effective, demonstrating active listening with only minor lapses observed. ☐

Routine oral communication was at the minimum acceptable standard for current employment occasionally demonstrating active listening. ☐

Oral communication was below the minimum acceptable standard for current employment due to frequent lapses, did not demonstrate active listening. ☐

Oral communication was not effective for current employment. Did not speak with sufficient clarity or logical structure, and did not demonstrate active listening. ☐

Productivity

Using assigned resources to achieve the required work outcomes.

Productivity was consistently at an exceptionally high standard with very efficient and effective use of resources. ☐

Produced the required work outcomes with excellent economy of effort and resources, regardless of constraints or pressures. ☒

Produced the required work outcomes with very good economy of effort and resources. ☐

Produced the required work outcomes with good economy of effort and resources, on time. Any lapses were of minor consequence. ☐

Productivity was of an acceptable standard with satisfactory use of resources. ☐

The member occasionally failed to produce the required work outcomes with inefficient or ineffective use of resources. ☐

Despite supervision, the member often failed to meet deadlines and/or did not produce the desired work outcomes and/or generally made excessive use of resources. ☐

Application of job knowledge and skills

Applying specific job knowledge and skills to the performance of specialist work tasks.

Application of job knowledge, skills and effective problem resolution was of an exceptionally high standard in all aspects of employment. ☐

Level of job knowledge and skills exceeded requirements of current employment. Applied knowledge, skills and effective problem resolution to achieve very high standards. ☒

Had all necessary job knowledge and skills. Standard of work exceeded requirements demonstrating effective problem resolution. ☐

Had all necessary job knowledge and skills. Applied job knowledge, skills and resolved problems with effective solutions to achieve the required standard. ☐

Application of job knowledge, skills and effective problem resolution was of an acceptable standard. Required normal supervision. ☐

Standard of work tasks performed and effective problem resolution was inconsistent. Required more supervision than most. ☐

Standard of work tasks performed indicated inadequate knowledge, skills and effective problem resolution levels for current position. ☐

Organisation of work

Planning tasks, assigning priorities and allocating tasks to achieve outcomes.

Organisation of work, team members and decision making was exceptional. Organised and/or coordinated activities in all situations to achieve outstanding results. ☐

Planned and arranged resources, team members and tasks in a logical and systematic way. Made decisions at the appropriate level to produce very efficient and effective work outcomes. ☒

Arranged resources, team members and tasks competently. Made decisions at the appropriate level to produce efficient and effective work outcomes. ☐

Arranged resources and team members to produce the desired work outcomes. Made decisions at the appropriate level on routine tasks and other assigned tasks. ☐

Organisation of work and decision making was of an acceptable standard on routine tasks. ☐

Work outcomes were not always achieved due to shortcomings in the member's organisational ability and decision making. ☐

Failure to adequately make decisions at the appropriate level, plan and/or arrange resources, team members and information to achieve work outcomes. ☐

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	19 Oct 2013 13:23:29

Part 2C - Assessments for all members (Continued)

Problem solving

Analysing problems, developing appropriate solutions and taking action to solve problems within scope of authority and team capacity.

Displayed exceptional analytical skills. Produced and implemented innovative and effective solutions to complex problems and/or situations. ☐

Displayed well developed analytical skills. Produced and implemented innovative and effective solutions to complex problems and/or situations. ☒

Was able to analyse a range of problems to produce and implement comprehensive, effective solutions. ☐

Identified the key elements of problems, produced and implemented practical solutions. ☐

Routine problem solving and implementation of solutions was of an acceptable standard. ☐

Was generally able to produce and implement adequate solutions but requires further development. ☐

Did not generate and implement realistic solutions or was unable to offer solutions. ☐

Capacity for work

Responding positively to increasing and possibly excessive workloads, whilst maintaining balance of personal well being.

Member accepted and coped with significant additional tasking and was able to maintain exceptional performance whilst maintaining personal well being. ☐

Member coped with all assigned duties and significant additional tasks and was able to maintain a very high level of performance whilst maintaining personal well being. ☒

Member coped easily with all assigned duties and managed additional tasks effectively without detriment to normal duties and their personal well being. ☐

Member coped with all assigned duties and tasks. Achievement of additional tasks had minimal impact on routine duties and their personal well being. ☐

Member coped with all assigned duties and tasks and maintained their personal well being, but was working to full capacity. ☐

Member struggled to cope with normal workload and maintenance of their personal well being, with no ability to accept additional tasking. ☐

Member was unable to cope with the normal set of tasks and/or maintain their personal well being, for their current position. ☐

Army values, culture and behaviour

Behaving in a way that brings credit to the Army and Australia.

An exceptional member whose professionalism and regard for the values, traditions and practices of the Army could not be faulted. ☒

A role model who showed a strong and balanced level of professionalism and regard for the values, traditions and practices of the Army. ☐

Member showed a strong level of professionalism and regard for the values, traditions and practices of the Army. ☐

Member whose knowledge, appearance and behaviour indicated a conscientious level of professionalism and regard for the values, traditions and practices of the Army. ☐

Disciplined member who behaved ethically and conformed to the values, traditions and practices of the Army. ☐

Member whose behaviour and/or appearance were not always consistent with the values, traditions and practices of the Army. ☐

Member showed disregard for the values, traditions and practices of the Army. ☐

Resourcefulness

Demonstrate responsible initiative associated with employment including the ability to take action without direction within scope of competence and authority.

Resourcefulness and critical thinking was of an exceptionally high standard at all times. Demonstrated an exceptional ability to take action without direction. ☐

A member who applied a high level of resourcefulness and critical thinking. Acted promptly and independently within competence and authority. ☒

A self-starter and critical thinker who acted independently within competence and authority to prevent or resolve unusual or difficult situations. ☐

A member who thinks critically and acted independently within competence and authority. ☐

A member who displayed resourcefulness of an acceptable standard. Sought appropriate guidance. ☐

A member who occasionally failed to apply an adequate level of resourcefulness and critical thinking. May have sought guidance on matters within member's scope of authority. ☐

Had to be reminded regularly of work responsibilities. Unable to use initiative and critical thinking within the scope of competence and authority. ☐

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	19 Oct 2013 13:23:29

Part 2C - Assessments for all members (Continued)

Interpersonal relations

Forming effective and harmonious constructive working relationships, including compassion at all levels across and beyond Army, valuing diversity, and respecting all individuals.

Interpersonal skills were outstanding building constructive working relationships, respecting all individuals and valuing diversity.

Readily established and fostered very effective harmonious constructive working relationships with others respected all individuals and valued diversity.

Readily established harmonious constructive working relationships with others, respected individuals and valued diversity.

Cooperated well with others at work maintaining constructive working relationships, respected individuals and appreciated diversity.

Interpersonal skills were of an acceptable standard maintaining working relationships respecting individuals and appreciating diversity.

Interpersonal skills require further development. Has difficulty relating to others and maintaining working relationships, respecting individuals and/or does not value diversity.

Working relationships were characterised by tensions and/or strained cooperation does not respect individuals and/or appreciate diversity.

Team work

Working effectively as part of a team allowing everyone to contribute to team tasks and makes all team members feel valued and encourages the team to perform to their areas of strength.

Team work was of exceptionally high standard treating all team members with respect, regardless of difficult or demanding circumstances or challenging tasks.

An enthusiastic and constructive team player who treats all team members with respect and provides strong support to the team and team leader.

A strong team player whose contribution was highly regarded and who treated team members with respect.

A team player who made a positive contribution, fostered cooperation within the team and treated team members with respect.

Team work was of an acceptable standard generally treating team members with respect.

A member whose contribution to the team objective was not always effective, rarely treated team members with respect.

A member who had difficulty fitting into the team environment and/or was not readily accepted by other members of the team. Did not treat team members with respect.

Part 2D - Assessments for CPL and above only

Written communication

Written presentation of facts, ideas, arguments, instructions or orders are clear, consistent and timely

Written communication was of an outstanding standard and produced in a timely manner.

Written work was of an excellent standard and produced in a timely manner.

Written communication was very effective and produced in a timely manner.

Written communications was effective. The majority of work produced in a timely manner.

Written communication was at an acceptable level for the job and generally produced in a timely manner.

Written communication was adequate but requires further development to overcome shortcomings, occasionally produced in a timely manner.

Written work was not effective with shortcomings in style, tone and/or quality of expression and not produced in a timely manner.

Leadership

Displays intellectual, physical or moral courage in leading others to achieve a productive, efficient, skilled, motivated and cohesive workforce.

Demonstrated leadership of an outstanding standard in highly complex and demanding circumstances.

Demonstrated leadership achieved results of an excellent standard in more complex and demanding circumstances.

Leadership achieved results of a very good standard.

Leadership achieved results of a good standard.

Leadership was of a satisfactory standard.

Leadership was adequate, however, there were shortcomings. Further development is required.

Leadership did not result in a productive, efficient, skilled, motivated or cohesive workforce.

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	19 Oct 2013 13:23:29

Part 2E - Assessment of performance in current job (4000 characters max)

During this reporting period, Person 1 has performed the duties of a Patrol 2IC within E4 Person 1 has been required to manage and administer his patrol and provide support to his Patrol Commander; ensure that patrol members are operationally ready and are fully trained, resourced and equipped for their specific roles; maintain and enhance the capabilities and skill sets of his patrol; understand the professional and personal circumstances of each member of his patrol; provide management support to the Troop Sergeant; and maintain currency in SASR Standard Operational Procedures and safety requirements of all MFF operations.

Person 1 has been actively involved in the Target Prosecution Continuum Course; MFF continuation training; Troop and Squadron Mission Specific Training; Mission Rehearsal Exercise; and deployment on SOTG XX.

Person 1 has displayed an excellent understanding of his roles and tasks and has performed these duties to a very high standard during this reporting period. Early in 2013, Person 1 attended the TPC supervisor's course, where he was tasked with the training and development of SASR reinforcements. Person 1 was required to conduct continuation training on all Close Quarter Battle, Urban Operations, Close Quarter Fighting, Low Signature and Personal Security Detail TTPs. He was then required to pass this information on to the reinforcement cycle members and raise them to the required standard of a SASR operator. Person 1 performed to a high standard during this course.

Person 1 participated in two MFF training evolutions in which he performed the duties of a team leader and Para Jump Master HAPO. Person 1 displayed a willingness to learn from the Patrol Commander when given advice on leading a freefall team. During the high altitude jump series Person 1 lead the team in high altitude transits from up to 22,000 feet. Person 1 has a detailed knowledge of MFF and with further experience will develop an extensive knowledge base. Person 1 has the potential to lead the future development of SASR MFF if he continues to gain knowledge in this area.

During the Troop and Squadron Mission Specific training periods Person 1 performed his role of 2IC to a high standard, he was proactive in his approach to adapting techniques from his recent TPC course into Troop operations. Person 1 was also involved in several FMP MFF jumps where he performed descents onto unit drop zones.

Since deploying on SOTG Rotation XX, Person 1 has performed to an excellent standard. In his role, he was responsible for partnered training with National Directorate of Security Afghanistan (NDS), training of the patrol when the patrol commander was unavailable, administration of the patrol, post assault administration of the patrol, including PUC handling and SSE. Person 1 also maintained the ability to step into a patrol commander position if required. Person 1 assisted the patrol commander on numerous occasions in organising MFF rehearsals whilst deployed. Person 1 ensured the patrol maintained the highest level of marksmanship and combat shooting by conducting range practices on a regular basis. CPL Person 1 demonstrated an outstanding ability to operate within a team, and is considered to be one of the hardest working members of the patrol and troop. During SOTG XX Person 1 conducted numerous time sensitive targetting operation as a member of E4 against priority targets to achieve successful outcomes. During these operations Person 1 was involved in multiple engagements with the enemy and at all times displayed excellent operator skills and leadership to his patrol.

Person 1 is an excellent team member, however must maintain open communication with his patrol commander at all times to ensure the patrol operates at the highest standard.

Overall, Person 1 has performed to high standard for this reporting period.

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	19 Oct 2013 13:23:29

Part 2F - Suitability for future employment

Commissioning	<input type="text" value="A"/>	Representational duties	<input type="text" value="D"/>	A - Not applicable B - Not suitable C - Likely to become suitable D - Suitable E - Highly suitable
Instructional duties	<input type="text" value="E"/>	Promotion recommendation	<input type="text" value="D"/>	
Comments (1450 characters max)				
<p>Person 1 is a high performing soldier and PTL 2IC. He has performed numerous duties throughout this reporting period and has always performed them to a good standard. He is intelligent and thorough when it comes to planning and the decision making process. Person 1 holds his skills and that of his Patrol to a high standard and ensures he provides a capable MFF element to his Patrol and Troop Commanders.</p> <p>Person 1 is panelled on several courses for the remainder of 2013 which will provide him opportunities for further development. With further time in rank, Person 1 is highly competitive for Patrol Command with an SASR Sabre Squadron. I would gladly accept Person 1 to work under my command in the future.</p>				

Part 2G - Assessor's personal details

Employee ID	Service	Rank	Initials	Family name
	Army	CAPT		
Employment category, corps or specialisation	Job title	Signature	Date	
RAINF	OC E TP		20 Oct 13	

Part 2H - Representation intention

(After reading Part 2 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the assessor's report (Yes or No).	<input type="text" value="No"/>	Date	<input type="text" value="22 Oct 13"/>
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Part 2I - Review of representation against Part 2 assessment

Result of representation process	<input type="text"/>	Q - Representation not supported R - Representation supported
Comments (1450 characters max)		

Part 2J - Part 2 reviewing officer's personal details

Employee ID	Service	Rank	Initials	Family name
Employment category, corps or specialisation	Job title	Signature	Date	

Part 2K - Assessed member's declaration

I have read Part 2 of this report	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Signature	Person 1	Date
I have been debriefed on Part 2 of this report	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>			
					22 Oct 13

STAFF-IN-CONFIDENCE (After first entry)

STAFF-IN-CONFIDENCE (After first entry)

Employee ID	
Date	19 Oct 2013 13:23:29

Part 3A - Senior assessor's statement

Comments (1450 characters max)

Person 1 is a high performing JNCO. He demonstrates dedication and pursuit of excellence in all that he does. His individual skills and tactical proficiency are of a high standard. He has worked hard to develop SQN MFF capability, a field in which he continues to gain in experience and reputation. He maintains a high level of physical fitness. In addition to his martial skills, Person 1 identifies opportunities to contribute to the SQN, readily accepting increased responsibility. His performance as a Afghan Partner Force mentor has made a significant contribution to FE-A mission success.

Person 1 is a fine representative for SASR who has significant potential for promotion and employment as a Patrol Commander, following completion of prerequisite courses and further time in rank.

Promotion recommendation	<input type="checkbox"/> D	A - Not applicable B - Not suitable C - Likely to become suitable D - Suitable E - Highly suitable
Commissioning recommendation	<input type="checkbox"/> A	

Part 3B - Senior assessor's personal details

Employee ID	Service	Rank	Initials	Family name
	Army	MAJ		Person 15
Employment category, corps or specialisation	Job title	Signature	Date	
RAINF	OC 2 SAS SQN		22 Oct 13	

Part 3C - Representation intention

(After reading Part 3 of the report, the assessed member is to indicate their intention to represent)

I intend to make written representation against the senior assessor's report (Yes or No)	<input type="checkbox"/> No	Date	22 Oct 13
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Part 3D - Review of representation against Part 3 assessment

Result of representation process	<input type="checkbox"/> S - Representation not supported <input type="checkbox"/> T - Representation supported
Comments (1450 characters max)	

Part 3E - Part 3 reviewing officer's personal details

Employee ID	Service	Rank	Initials	Family name
Employment category, corps or specialisation	Job title	Signature	Date	

Part 3F - Assessed member's declaration

I have read Part 3 of this report.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Signature	Person 1	Date	22 Oct 13
I have been debriefed on Part 3 of this report.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>				

STAFF-IN-CONFIDENCE (After first entry)

Statement by Person 1

This statement outlines the bullying, intimidation, character assassination and death threats I have been subjected to over the past 8 years from CPL Ben Roberts-Smith.

I was posted to 1 troop 3 squadron in May 2005, and was initially placed in a team with RS.

During pre-deployment training for SOTG 3, RS constantly harassed me and openly told me that I was not up to his standard for an operator deploying to Afghanistan. An example of his behavior toward me was during vehicle mounted training in Lancelin. I was one of our team drivers, and whilst negotiating rough terrain, RS slapped me on the back of the head and verbally abused me on numerous occasions when he felt I could have avoided a bump in the road. At no stage did RS volunteer to drive the vehicle to show me how to drive correctly.

Once we got into Afghanistan, and prior to going on our first operation, the harassment got so bad that I was struggling with even simple tasks. On one occasion when we were driving out to the heavy weapons range for a shoot, I was slapped on the back of the head twice for driving over a large rock. When we arrived at our destination, I was physically shaking from the amount of stress he was placing me under.

The bullying, intimidation and character assassination got worse after an SR patrol in which my version of events differed from RS' version of events. Post this mission, I was never asked to review the AAR, nor was my opinion ever sought on the events of this patrol. I was kept completely in the dark.

It is my opinion that my version of events would compromise his version, and therefore directly affect his awarding of the Medal for Gallantry. This is why I believe he has been so ruthless and unwavering in his aggression towards me over the years.

It was brought to my attention by Person 2 that RS was discussing with another team member in my absence the fact they will "put a bullet in the back of my head" on the next operation we were involved in.

- See statement from Person 2

During Rotation 3, RS burst into the team room one day whilst I was watching a movie and accused me of still not being up to his standard for an SAS operator. He then informed me that on the next job I may get shot if my performance does not improve.

After this incident, I informed [redacted] and Person 21 and asked for their advice.

They recommended I speak to my troop sergeant Person 61. I took their advice, and Person 61 then approached RS and questioned him on the incident.

RS then came directly to me, stood right in my face, and yelled "If you are going to make these accusations, you better have some fucking proof cunt".

- See statement from Person 2
- See statement from [redacted]
- See statement from Person 21

After this incident, I was removed from this patrol, and placed in Person 21's team, where I remained for the rest of the deployment.

Upon returning to Australia, I requested to be moved to a Vehicle Mounted patrol until I could complete that insertion skill, and continue with my career away from RS' direct influence.

Since SOTG rotation 3, RS has approached most of my new team commanders, team members and colleagues on numerous occasions and attacked my character, integrity and position within the unit.

- See statement from Person 21
- See statement from Person 44
- See statement from Person 7
- See statement from

During SOTG 12 In 2010 just before we went out on an operation, I was standing outside the ready room waiting for my team when RS came out of the ready room, walked straight up to me, forcefully pushed me in the chest with an open hand to and said "get out of my way cunt or I will kill you".

- See statement from Person 51

It was brought to my attention by that RS has on numerous occasions discussed my performance and called me a coward and described his desire to have me removed from the unit. This is an example of gross character assassination of my person, and has affected my standing within the regiment still to this day.

- See statement from

It was brought to my attention by Person 26 that RS, during a manning conference in December 2012, was still attacking my character and questioning my position as a patrol 2IC within 2 SAS squadron.

- See statement from Person 26

These above mentioned events are only a few of many that have occurred over the past 8 years.

I have discussed the above issues with the unit psyc officer during psyc debriefs. It is also recorded on my personal post op psychological screens:

These incidents have affected my family and personal quality of life, caused me un-due stress, and led to trouble sleeping over the past 8 years.

My self-confidence and personal standing amongst my peers has been compromised within the SASR directly because of the systematic character assassination and blatant intimidation I have been subjected to over these years.

Person 1

2 SQN, SASR