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2018 Goldrick Seminar

NAVAL SHIPBUILDING ENTERPRISE:
ITS CONTRIBUTION TO NAVY STRATEGY



PROGRAM

DATE **Monday, 17 September 2018**

VENUE **Adams Auditorium, Australian Defence Force Academy, Northcott Drive, Campbell**

0800–0830 **Registration**

0830–0840 **Welcome address**

UNSW Canberra Rector: Professor Michael Frater

0840–1040 **Keynote presentations**

0840–0855 ANI President: Vice Admiral Peter Jones AO DSC RAN (retired)—*Setting the Scene for the Seminar*

0855–0920

Capability Acquisition and Sustainment Group General Manager Submarines & A/Deputy Secretary National Naval Shipbuilding: Rear Admiral Stephen Johnson USN (retired)—*The Naval Shipbuilding Enterprise - A CASG Perspective*

0920–0940

Commander Australian Fleet: Rear Admiral Jonathan Mead AM RAN—*Naval Shipbuilding enterprise in the context of the Future ADF*

0940–1010

SEA 5000 Managing Director, BAE Systems: Mr Nigel Stewart—*The Future Frigate Program and the Digital Shipyard*

1010–1040

Discussion

1040–1115 **Morning tea**

1115–1245 **Keynote presentations, continued**

1115–1145

First Assistant Secretary: Mr Peter Chesworth—*The work of the Naval Shipbuilding Taskforce in delivering the Naval Shipbuilding Program*

1145–1215

Chief of the Maritime Division: Dr David Kershaw—*The Critical Role of Defence Science in delivering the Naval Shipbuilding Program*

1215–1245

Mr Brent Clark—*Delivering the Shipbuilding Program: A Personal Perspective*

1245–1315

Discussion

1315–1400 **Lunch**

1400–1440

General syndicate—Naval Studies Group, UNSW Canberra: Rear Admiral James Goldrick AO CSC RAN (retired)—*Naval Shipbuilding: We have been there before*



1440–1500 General syndicate—Discussion

Warfare syndicate—Imagining the shipbuilding enterprise in 2038 and the concomitant Pelorus waypoints. The 2016 Defence White Paper and 2017 Naval Shipbuilding Plan have already defined some key deliverables on the journey towards and beyond 2038. It is essential to identify the key events/initiatives that future Chiefs of Navy must ensure are achieved during their tenures to keep the Strategy on track for success.

Facilitator: Captain Sean Andrews RAN, Director Sea Power Centre—Australia

Capability: Below the line syndicate - Harnessing the Sovereign Industrial Capability Priorities to deliver Navy Capability.

The 2018 Defence Industrial Capability Plan introduces a number of Sovereign Industrial Capability Priorities and strategic objectives to ensure that by 2028, the Australian defence industry has the capability, posture and resilience to help meet Australia's defence needs. Navy strategy should be cognisant as to how the Shipbuilding Enterprise will meet these objectives to deliver the necessary Navy capability.

Facilitator: Commodore David Mann CSC RAN, Deputy General Surface Combatants and Aviation

1400–1500 Capability: Above the line syndicate - Harnessing the Sovereign Industrial Capability Priorities to deliver Navy Capability.

The 2018 Defence Industrial Capability Plan introduces a number of Sovereign Industrial Capability Priorities and strategic objectives to ensure that by 2028, the Australian defence industry has the capability, posture and resilience to help meet Australia's defence needs. Navy strategy should be cognisant as to how the Shipbuilding Enterprise will meet these objectives to deliver the necessary Navy capability.

• Facilitator: CAPT Graeme Bick RAN, Director Enterprise Ship Systems

Workforce syndicate—The Naval Shipbuilding Enterprise workforce – opportunities and issues.

The 2017 Naval Shipbuilding Plan and Plan Mercator must be complementary. So too must be the way the shipbuilding enterprise workforce is considered and managed; the uniformed, public service, and industry/commercial elements. If these workforce elements are not managed carefully, it could lead to competition of a limited resource and potential failure to deliver key programs. Understanding the benefits and potential issues in developing and sustaining this shared national resource early will lead to benefits longer term.

Facilitator: Commodore Tony Partridge RAN, Director General Navy People

1500–1600 **Syndicate feedback and open forum**

1500–1520 Deputy Chief of Navy: Rear Admiral Mark Hammond AM RAN

Panel

- Moderator: ANI President: Vice Admiral Peter Jones AO DSC RAN (retired) - Setting the Scene for the Seminar
- Deputy Chief of Navy: Rear Admiral Mark Hammond RAN
- Mr Brent Clark

1520–1600

- Naval Studies Group, UNSW Canberra: Rear Admiral James Goldrick AO CSC RAN retired
- Warfare syndicate facilitator: Captain Sean Andrews RAN, Director Sea Power Centre - Australia
- Capability: Below the line syndicate facilitator: Commodore David Mann CSC RAN, Deputy General Surface Combatants and Aviation
- Capability: Above the line syndicate facilitator: Captain Graeme Bick RAN, Director Enterprise Ship Systems
- Workforce syndicate facilitator: Commodore Tony Partridge RAN, Director General Navy People

1600–1630 **Launch of Australian Naval Review**

SPEAKERS

Captain Sean Andrews RAN is the Director of the Sea Power Centre—Australia. He is a Principal Warfare Officer and Under Sea Warfare specialist, and a graduate of the Australian Command and Staff College. He was selected to represent the RAN at the US Army Command and General Staff College at Fort Leavenworth, where he attended the Joint Advanced Warfighting School. He subsequently joined Joint Operations Command as the J33M in the global operations cell. It was during this period that he was embedded in the US 10th Mountain Division (Light Infantry) as the Chief of Influence Targeting in Kandahar, Afghanistan.

Captain Andrews returned to Australia and assumed duties as the Deputy Director Maritime Operations (N33), where he was awarded a Chief of Navy Commendation in October 2013. More recently, he has experienced a wide range of Navy and Joint postings. Highlights include postings as Directing Staff at the Australian Command and Staff College and Deputy Director in Contestability – Force Design. Captain Andrews is currently reading his PhD at UNSW Canberra.

Peter Chesworth is First Assistant Secretary, Naval Shipbuilding Taskforce (FAS NST) with responsibility for delivering the Naval Shipbuilding Plan. Peter was previously in the Department of Industry, Innovation and Science with responsibility for the economic transition of industries including steel, automotive, food processing, pharmaceuticals and biotech, and matters including workforce, SME development and access to finance.

Peter worked with Defence on the 2016 Defence White Paper and shared responsibility for the delivery of some of the White Paper's business innovation initiatives including the Centre for Defence Industries Capability.

In 2017, Peter was Senior Advisor (Industry) and Acting Chief of Staff to the Minister for Industry, Innovation & Science, Senator the Hon. Arthur Sinodinos AO. Peter has also advised in the Offices of Industry Ministers, the Hon. Ian Macfarlane and Senator the Hon. Kim Carr, and as a Departmental Liaison Officer.

Brent Clark served in the Royal Australian Navy for 11 years on HMA Ships Onslow, Ovens, Otway and Farncomb, Ovens, Brisbane, Fremantle and Betano. He held several staff positions including within Maritime Development and his final posting in the

RAN was as the Executive Director of the SubSafe Program. He has since held a variety of senior roles across several Defence companies including Naval Group Australia, BAE Systems Australia, Thales Australia, SAAB Systems and Sonartech Atlas.

Brent's most recent role was as CEO of Naval Group Australia, responsible for managing the Australian Government's Future Submarine Program. He was instrumental in the campaign to secure this contract, Naval Group's first contract in Australia, and has been a key negotiator with the Australian Government on its most important agreements, such as the Strategic Partnering Agreement needs for the company.

Prior to joining Naval Group, Brent worked for the largest defence contractor in Australia, BAE Systems, as the Head of Business Development, Strategy and Communications, Maritime. In this role Brent was responsible for the Maritime Business Unit (BU), a BU made up of over 1,500 employees with an annual turnover of AUD\$560M. Brent was responsible for delivering a variety of high profile and challenging defence programs including; AUD\$100M Landing Helicopter Dock (LHD) Training Package; AUD\$270M Anzac Class ASMD Modification; AUD\$100M LHD Initial in-service Support package; AUD\$50M Commercial Oil & Gas work; and AUD\$30M Commercial Ship repair work.

Brent also worked with Thales Australia as the Vice President, Naval Business Group. In this role Brent was responsible for the Thales Australia Naval Business Group which had an annual turnover of AUD\$270M and over 900 employees. He was responsible for delivering a variety of high profile and challenging defence programs including Naval In Service Support programs such as: Collins sonars; Mine Hunter Coastal In Service Support; Surface warship In Service Support; HMAS SUCCESS Refit; Rectification activities for the Mine Avoidance Sonar for RAN FFGs and SMLs; Ship Noise and Monitoring System for FFG; Rectification of defects on the LCM 2000 Watercraft; Integration of SATEPS into Collins.

Brent is a graduate of Queensland University and holds a Master of Business Administration.

Stephen E. Johnson is the General Manager Submarines in the Capability Acquisition and Sustainment Group. Steve is responsible for all aspects of submarine support across Defence in Australia, working across government and industry as the

project integrator of our existing submarine fleet and the Future Submarine Project. In addition to his role as the General Manager Submarines, Steve is currently acting Deputy Secretary National Naval Shipbuilding with overall responsibility for the Naval Shipbuilding Plan.

Prior to commencing with Defence, Steve was Vice President and General Manager at Power and Control Technologies, a DRS Technologies owned company. From 2006 until his retirement, as Rear Admiral, from the United States (US) Navy in 2010 Steve served as the Director of the Strategic Systems Program and the officer in charge of the program to replace the Ohio Class Ballistic Missile Submarines. He had a major role in the design or construction of every class of US nuclear powered submarine since the Ohio Class. In addition to serving in a key position during the design of the Virginia Class, Steve was Program Manager for the Seawolf Class and USS Jimmy Carter before commencing the Ohio Replacement Program.

As the US Polaris Sale Agreement representative Steve oversaw the modification of the agreement to design and build a common missile compartment for the Royal Navy's successor to the Vanguard Class Ballistic Missile Submarine and the Ohio Replacement Program. Steve is a native of Wisconsin Rapids and a graduate of the University of Wisconsin at Madison.

Professor Michael Frater is the Rector of the University College of the University of New South Wales at the Australian Defence Force Academy. His previous leadership roles have included Head of the School of Engineering and Information Technology (2009-2010), Head of the School of Information Technology and Electrical Engineering (2007-2009), and Presiding Member of the University College Academic Board (2006-2007).

Michael Frater holds Bachelors' degrees in Electrical Engineering and Science from the University of Sydney, a Master's in Higher Education from UNSW and a PhD in Systems Engineering from the Australian National University (ANU). In 1995, he held the position of Alexander von Humboldt Research Fellow, Institute of Computer Science at the University of Würzburg, Germany.

He is a Fellow of the Australian Academy of Technological Sciences and Engineering and a Fellow of the Institution of Engineers, Australia.

Adjunct Professor James Goldrick AO CSC RAN is a retired Rear Admiral, having joined the RAN in 1974, and, after completing an Arts degree at UNSW Kensington, graduated from the RAN College at the end of 1978. He commanded HMA Ships Cessnock and Sydney (twice), the multinational maritime interception force in the Persian Gulf, the Australian Defence Force Academy (twice), Border Protection Command and the Australian Defence College.

He is an Adjunct Professor in the School of Humanities and Social Sciences at UNSW Canberra and at the Strategic and Defence Studies Centre at ANU, as well as being a Professorial Fellow at ANCORS at the University of Wollongong. He was a visiting fellow at All Souls College, Oxford University in 2015. He is a member of the Defence Honours and Awards Appeals Tribunal and the Defence Force Remuneration Tribunal. He was a member of the Expert Panel supporting the development of the 2016 Defence White Paper. He was awarded a Doctorate of Letters (honoris causa) by UNSW in 2006.

His books include: *No Easy Answers: The Development of the Navies of India, Pakistan, Bangladesh and Sri Lanka* and *Before Jutland: The Naval War in Northern European Waters August 1914-February 1915*, and, with Jack McCaffrie, *Navies of South-East Asia: A Comparative Study. After Jutland: The Naval War in Northern European Waters June 1916-November 1918* will be published in the US and UK in October.

Rear Admiral Mark Hammond AM RAN is the Deputy Chief of Navy. He joined the RAN in 1986 as an electronics technician. He was commissioned as a naval officer in 1988 and is a graduate of the RAN Recruit School (1986); the Australian Defence Force Academy (1990); Australian Command and Staff College (2004); and the Centre for Defence Strategic Studies (2014). His academic qualifications include: Bachelor of Science (UNSW Canberra, 1991); Master's in Management (Defence Studies, University of Canberra, 2004); and Master's in Maritime Studies (University of Wollongong, 2005).

RADM Hammond has sea experience in French, British and US nuclear attack submarines, Australian and Dutch conventional submarines, and multiple surface vessels. His shore postings have included: Assistant Naval Attaché—Washington DC, USA: Director Future Submarines – Operational Requirements: Joint

SPEAKERS CONTINUED

Exercise Director (J75) at Joint Operations Command; Director Submarine Sub-Program (Collins and Future Submarines); and Chief of Staff to the Chief of the Defence Force, performing the latter role for GEN Hurley from Nov 2012 to Dec 2013.

In late 2014, RADM Hammond was appointed as Director General Maritime Operations, exercising OPCODE of the Navy's ships, submarines and detachments, before relocating in 2017 to the United States for duties in the Pentagon as the Chief of Defence Force Liaison Officer to General Joseph Dunford, the Chairman of the US Joint Chiefs of Staff. RADM Hammond is currently reading for a PhD in Strategic Studies with the University of Wollongong.

Vice Admiral Peter Jones AO DSC RAN is a member of the Naval Studies Group at UNSW Canberra and is President of the Australian Naval Institute. His career in the RAN spanned 40 years, retiring as a Vice Admiral.

His sea going appointments included Commanding Officer HMAS Melbourne, (1998–1999) and command of the multinational Maritime Interception Force during the 2003 Iraq War.

His more senior Defence appointments related to Information Communications Technology and the development of requirements for major capital equipment. His final position was Chief of the Capability Development Group.

Dr David Kershaw is the Chief Maritime Division with Defence Science and Technology. He started in Defence as a Cadet Engineer with Navy Materiel in 1987 and transferred to the then DSTO in 1989 following completion of a B.Sc (Hons) in Physics and a B.E in Electrical and Computer Systems Engineering. From 1989 through to 1999 he worked in the area of torpedoes, torpedo defence and undersea warfare, covering circuit analysis through signal processing to operations research. During this time he also completed a PhD in Tracking Systems.

Dr Kershaw was appointed as Head of the Torpedoes & Torpedo Defence Group in 1999 before also assuming responsibility for Undersea Warfare Operations Analysis in 2002. During 2003 and 2004 he was the Navy Scientific Adviser before returning to DSTO Edinburgh as the Air Warfare Destroyer S&T Adviser in 2005 and 2006. From September 2006 through January 2007 he

was acting Research Leader in Surface Ship Operations with a focus on Combat Systems.

In 2007 Dr Kershaw was appointed as Head of the Torpedo Systems Group within the Undersea Sensors and Weapon Systems Branch in Maritime Operations Division. In this role he had responsibility for all DSTO support to torpedoes and torpedo defence for the RAN. He then became Head of the Submarine Combat Systems Group in May 2010 before assuming the role of Research Leader Submarine Systems and SEA 1000 (Future Submarine) S&T Adviser in July 2011. He was promoted to the position of Research Leader Undersea Command and Control in July 2014.

Commodore David Mann CSC RAN joined the Royal Australian Naval College in 1989 and has served at sea and ashore in a variety of warfare and capability development related roles. He was the Executive Officer of HMAS Anzac and the Commanding Officer of HMAS Darwin.

After completing a two year exchange posting with the United States Navy, Pacific Fleet Command he returned to Australia to take up the position as Director General Surface Combatants and Aviation. He was awarded a Conspicuous Service Cross in the Queen's Birthday Honours 2016 and is a recipient of the United States Legion of Merit.

Rear Admiral Jonathan Mead AM RAN is the Commander Australian Fleet. He joined the Royal Australian Navy in 1984 and specialised in Mine Clearance Diving and Explosive Ordnance Disposal, and after serving as Executive Officer of Clearance Diving Team One he undertook Principal Warfare Officer (ASW) training.

A succession of warfare postings then followed, including: Anti-Submarine Warfare Officer in HMAS Melbourne and HMAS Arunta, Fleet Anti-Submarine Warfare Officer and Executive Officer of HMAS Arunta. In 2005, he commanded HMAS Parramatta and saw active service in the North Arabian Gulf as part of Operation Catalyst; for this his ship was awarded a Meritorious Unit Citation and he was appointed a Member of the Order of Australia.

He undertook studies at the Indian National Defence College in 2007 after which he assumed the appointment as Australia's

Defence Adviser to India. In 2010, he authored the book *Indian National Security: Misguided Men and Guided Missiles*. Promoted to Commodore in July 2011, Commodore Mead deployed to the Middle East where he commanded Combined Task Force 150, responsible for maritime counter terrorism.

Upon his return to Fleet Headquarters in 2012, he served as Commander Surface Force. In January 2015, he was promoted to Rear Admiral and assumed the position as Head Navy Capability. Rear Admiral Mead holds a Master's degree in International Relations, a Master's degree in Management and a PhD in International Relations.

Commodore Tony Partridge RAN is the Director General Navy People. He graduated from the Queensland Institute of Technology in 1987 with a Bachelor's degree in Electronics Engineering, prior to joining the Navy in 1988. Commodore Partridge has served in HMA Ships Perth, Canberra, Sydney, Adelaide and Melbourne. His sea-going highlights include four Operational Deployments to the Gulf in support of DAMASK, FALCONER, and IRAQ 2003.

Previous roles have included Director General Defence Force Recruiting, responsible for the attraction and recruitment of Defence Force personnel into Navy, Army, and Air Force. Working closely with the three Services, Commodore Partridge enjoyed the challenge of improving Defence's people capability through transforming the recruitment of women, Indigenous, and culturally & linguistically diverse Australians.

In 2010, he attended the United States' National Defense University where he lectured in National Security Studies and Strategic Leadership, following achievement of a Master's degree. Other shore postings have included, RAN Liaison Officer in Washington DC, Frigate Sustainment & Logistics Manager in the Defence Materiel Organisation, coordinator for Chief of Navy's strategic planning documents (Plan Green and Plan Blue), and Executive Coach for Navy's Leadership & Development Program.

Nigel Stewart is the Managing Director of SEA 5000, BAE Systems; and is responsible for the \$35bn campaign in Australia to establish a continuous naval ship building capability, the first part of which is to design and build nine Anti-Submarine Warfare frigates for the RAN. Nigel also has functional responsibility for all business development activity across the £3.5bn per annum Maritime business in the UK.

Nigel has a degree in Mechanical Engineering from Birmingham University and lives in Portsmouth. During his career, Nigel has held roles in GEC Marconi, Hunting Aviation, RTZ and Landrover, before moving to BAE Systems.

His most appointments at BAE Systems have included Commercial and Procurement director on the Type 45 Destroyer programme, Managing Director for the £6bn UK Aircraft Carrier programme, Commercial Director within the Surface Ships business, and Business Development and Strategy Director for BAE Systems Maritime in the UK.



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