

The report of the

Review of the Reporting of Defects with ADF Personal Equipment and Combat Clothing

September 2010



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I would also like to acknowledge the information provided in the twenty-nine internal and external submissions to the Review and the information gained from the site visits and phone interviews.

Secretariat

Lee Walton

Editorial Assistance

Grant Medbury
Jim Simpson

Executive Summary

Background

The success of the Australian Defence Force (ADF) depends, in part, on the quality and appropriateness of their Combat Clothing (for example boots, socks, camouflage material) and Personal Equipment (for example packs, pouches and body armour). Combat Clothing and Personal Equipment are important to all combat personnel but are most important where the individual is the 'fighting platform'. There are far more soldiers in this situation than sailors or airmen. Notable exceptions include clearance divers and airfield defence guards.

There have been concerns expressed for some years about whether the Combat Clothing and Personal Equipment provided to ADF members is as good as it should be. This concern has increased in recent years with most of the complaints being raised by Army members. One reason for this rise in concern is that there is an increasing amount of information available about alternatives on a range of websites which market and sell specialized products directly to combat, police and security personnel. Another reason is that new ADF members are increasingly used to doing their own research and to making informed choices. As a result they are more informed about alternatives.

These trends are widespread. For example, any suburban doctor will tell of the extent to which patients now have their own view of what is wrong with them and with the aid of the internet have done some self diagnosis before presenting.

Another likely reason for the increase in concern is that ADF members, like other Australians, are now used to a retail sector that responds quickly to changing demands. However, they are faced with a military acquisition and supply chain which, even when it works well, often takes a long time to respond.

The pressure relief valve for these concerns has been to give ADF members the option of replacing the item with which they are issued with an alternative that they buy themselves. However, following an incident in July 2008, the Chief of Defence Force issued a directive that prohibited the use of other than issued items of specified combat equipment. This decision, which was made because the alternatives had not been certified as appropriate for use by the ADF, has shone the spotlight on the shortcomings of the current system.

Purpose

This review has been asked to look at the ease of use, responsiveness and adequacy of the system which is used to **R**eport **O**n **D**efective or **U**nsatisfactory **M**ateriel. This system, which is called the RODUM system, allows any ADF member to submit a report which describes defects, inadequacies or suggestions for improvement in relation to a wide range of equipment including Combat Clothing and Personal Equipment.

The Review has also been asked to look at the claims made in relation to defective ADF Personal Equipment and Combat Clothing in the last 12 months and the adequacy and timeliness of the current regime in responding to these claims. A copy of the Terms of Reference is at Section 1.1.

RODUM System

The Review took a 10% sample of the 456 Rodums submitted over the 12 months to 9 June 2010 and looked in detail at how the issues raised were dealt with. This, together with our interviews and the analysis of the submissions received has helped inform the recommendations we have made to improve the operation of the RODUM system. A list of those people interviewed is at **Attachment A**.

The RODUM system was originally designed to report engineering defects and suggestions for improvement in the Army. As a result it is best understood by and well designed for issues of concern to Army engineers. The use of the system has evolved to encompass suggestions for improvement, to cover most areas of materiel and to be used by all Army members and many Air Force and Navy members. The RODUM system has a number of barriers to its success. These barriers include varied knowledge that the RODUM system is available for use, limited information on the range of ways that a RODUM can be submitted, difficulties in accessing the system, and a military culture that means that many ADF members, despite encouragement from the top, are reluctant to submit a RODUM. Reasons for this reluctance include a sense that raising problems is somehow disloyal and a view that nothing is done in response to the complaints.

Despite these barriers, our assessment is that the system is adequate for reporting defects in manufacture or maintenance concerns. However, it does not work adequately as a way of upgrading and improving (enhancing) items of Combat Clothing and Personal Equipment.

We recommend a range of changes that would improve the operation of the RODUM system, including:

- some systems redesign and simplification;
- improvements to communication and training; and

- greater encouragement to ADF members to submit their concerns as individuals through the RODUM system, but with input from their immediate superior.

In addition, further changes are needed to improve the operation of the RODUM system in ensuring the timely *enhancement* of equipment. These changes include improvements:

- to governance;
- to the responsiveness of the Services in dealing with recommendations to upgrade or enhance items; and
- in making decisions about any associated financial trade-offs associated with these changes.

Even if the RODUM system was perfect – more needs to be done

Some people consider that a well functioning RODUM system will ensure appropriate Combat Clothing and Personal Equipment for ADF members. However, it can only ever be part of the solution. In our view there are a number of wider changes that need to be considered, including:

- expanding use of managed choice
- more timely enhancement of products
- collecting a wider set of information about products
- taking into account the full cost of any injuries attributed to deficient products
- further improvements to supply chain

These changes are outlined below.

Expanding the use of ‘managed choice’

In March 2008 the Chief of Army agreed to provide soldiers with a choice of combat boots. The Terra boot remains the standard issue combat boot and initially four and now nine other boots have been approved for use by Army. As a result soldiers are issued with the Terra boot and can choose to spend their own money to buy a boot of their preference from nine other providers. If a soldier needs a replacement boot, it can be obtained from the Defence supply chain which holds the Terra boot in stock. In parallel to this the approved alternative providers operate fast parcel post delivery in Australia and overseas, including into combat zones. The introduction of managed choice of combat boots has been welcomed by ADF members.

We believe that ‘managed choice’ should be expanded as a matter of priority to as wide a range of items of Combat Clothing and Personal Equipment as possible with the Land Engineering Agency certifying items as suitable for use. Any panel of suppliers which is established needs to be created in a way that enables regular product improvement. This does not mean that there should be unlimited choice of suppliers. A balance needs

to be struck between providing a reasonable range of choice from pre-qualified suppliers and the resource implications of pre-qualifying an unlimited number of providers.

If ADF members are provided with choice they will be more satisfied. This will also help ensure that competition and commercial incentives will drive innovation and product development.

Enabling enhancements of the 'preferred product' provided through the Supply Chain

The harder question is how to improve the responsiveness of the Defence supply chain which will continue to provide the 'preferred product'.

Army is the capability manager (on behalf of the three Services) for Combat Clothing and Personal Equipment. Army needs to play a stronger role in ensuring that user specifications are up to date and that they respond in a timely way to suggestions to improve Combat Clothing and Personal Equipment.

Improvements are also required to the information that is available to decision makers to assist them to make good decisions. Decisions on enhancements cannot be dependent only on information derived from 'complaints received' through the RODUM system. It is important that a wider set of information is collected including:

- user feedback (eg satisfaction with products and the extent to which ADF members have chosen to buy alternative items);
- advice from recently deployed combat troops about the appropriateness of current items being issued;
- user trials of new designs; and
- a regular, two way, exchange of information with manufacturers and with industry about feedback from users and about the most recent innovations by industry.

Improving the information available to decision makers

Defence needs to make judgements about the cost benefit of the decisions that they make. There will always be trade-offs. A current weakness in the overall system is that Defence does not have sufficient information about the cost of rehabilitation and support for ADF members who are discharged medically unfit as the result of the impact of poorly designed or poorly fitted Combat Clothing and Personal Equipment. Unlike other organisations in Australia, Defence does not bear the cost of rehabilitation of these members. Instead, these costs are borne externally (by the Department of Veterans' Affairs).

This lack of information may lead to the wrong cost benefit decisions being made within Defence, especially in relation to Combat Clothing and

Personal Equipment issued to ADF personnel under training. A way of rectifying this would be to ensure that data is provided by the Department of Veterans' Affairs which enables the full cost of injuries to be considered as part of any decision about improving the quality of Combat Clothing and Personal Equipment that is issued.

Improving the Supply Chain

The existing Combat Clothing and Personal Equipment supply chain is too inflexible and unresponsive and contributes to the problems experienced by the ADF member

Some reform is underway but far more is required including to the levels of stock held, the visibility of stock in the supply chain and the need to significantly reduce the time taken from a change to functional specifications to a product being available to the ADF member.

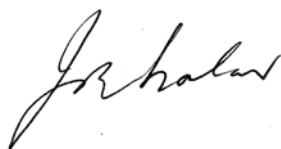
The Review notes the innovations made by a number of Defence Forces to modernise the availability of clothing to their members. For example, the UK Ministry of Defence has recently completed a trial of the *interim New Clothing Solution (iNCS)*. This allows service personnel to order their uniforms from a comprehensive on-line catalogue and have them delivered directly to an authorised address worldwide. The trial has received high satisfaction ratings from the current 4000 users and it is being extended to 50,000 users soon. It provides a personalised on-line catalogue based on entitlement and individual sizing and works alongside the traditional supply chain but has proved to be faster, cheaper and more responsive.

Defence should consider introducing alternatives to the traditional supply chain to hasten reform.

If this Report is to make the maximum impact it will be important that Defence provides any resources that are required to enable the implementation of the recommendations with which it agrees and that it monitors progress against these recommendations.

I would like to thank the Department of Defence and the Services for the support that they gave the Review. I would particularly like to thank Mr Lee Walton, an Assistant Secretary from Defence Signals Directorate who worked with me on this Review.

I would also like to thank all those people who put in formal submissions and those who gave their time to assist us in the Review.



Jeff Whalan AO
Independent External Reviewer

Recommendations

The current RODUM system operates adequately to address issues that arise due to manufacturing flaws or maintenance problems associated with Combat Clothing and Personal Equipment. However, the RODUM system does not work well to upgrade or improve (enhance) items of Combat Clothing and Personal Equipment. The recommendations that follow propose improvements to the existing system and will also ensure that enhancements are dealt with appropriately.

Recommendation 1¹ : The Defence Clothing Governance Executive needs to meet quarterly. It should also take a more active role in setting priorities and driving change in Defence Combat Clothing and Personal Equipment.

Recommendation 2² : An overarching Memorandum of Understanding in respect of Combat Clothing and Personal Equipment should be established between Army, DMO and DSTO. New Memoranda of Understanding should be established between Army and Air Force and Army and Navy.

Recommendation 3³ : The benefits of the RODUM system should be actively promoted in Army, Navy and Air Force through the chain of command.

Recommendation 4⁴ : Responsibility for the underlying ICT infrastructure of the RODUM system should be transitioned to Chief Information Officer Group and upgraded. A minor project should be established within DMO on behalf of Army to replace the current application with a tailored Commercial-Off-The-Shelf solution that improves ease of use, functionality and system access.

Recommendation 5⁵ : Land Systems Division should provide Unit Contacts with regular reports on RODUM progress and confirm that a response has been received before a RODUM is closed.

¹ See Section 2.3.4

² See Section 2.3.5

³ See Section 3.2.1

⁴ See Section 3.2.2

⁵ See Section 3.2.3

Recommendation 6⁶ : Defence Materiel Organisation (DMO) and Army should improve the information available to ADF members and industry on Combat Clothing and Personal Equipment. Their initiatives ought to include establishing an internal Network of Key Partners, regular visits to meet with ADF members, prominent publishing of information on future plans through Service Newspapers and an improved tri-service Intranet presence.

Recommendation 7⁷ : The RODUM system should clearly remind users that any information submitted must be classified no higher than Restricted. Other means ought to be used to submit concerns with a higher security classification.

Recommendation 8⁸ : Army and DMO should improve the training provided on the RODUM system possibly supported by a new E-Learning package on the Defence Training Tool. Air Force and Navy should consider whether additional training on the RODUM system would improve the quality of feedback on Combat Clothing and Personal Equipment.

Recommendation 9⁹ : Army should ensure that each unit has a trained RODUM Releasing Officer, who is in the chain of command.

Recommendation 10¹⁰ : Army should ensure sufficient resources are allocated to providing user capability specifications and to assessing, prioritising and responding to suggestions to enhance Combat Clothing and Personal Equipment. Army should consider whether there is merit in delegating this responsibility to nominated centres of excellence outside Army Headquarters.

Recommendation 11¹¹ : Army and Land Systems Division should review and update the procedures for Enhancement RODUMs. These should be supported by additional staff training.

⁶ See Section 3.2.4

⁷ See Section 3.2.5

⁸ See Section 3.2.6

⁹ See Section 3.2.6

¹⁰ See Section 3.3.2

¹¹ See Section 3.3.2

If a perfect RODUM system were created it would not ensure that ADF members ceased to be frustrated with the Combat Clothing and Personal Equipment which they were able to use. Wider changes are needed and the following recommendations address these.

Recommendation 12¹² : Defence should increase personal choice from a range of suppliers for selected, pre-qualified items of Personal Equipment.

Recommendation 13¹³ : Defence should investigate how they can increase the capacity of the Design Acceptance Authority for Combat Clothing and Personal Equipment by delegating some of this work to qualified contractors that are independent of the suppliers.

Recommendation 14¹⁴ : Defence needs to rely on more than negative feedback (the RODUM system) as the basis for improving Combat Clothing and Personal Equipment. Positive information from users should also be collected, analysed and shared.

Recommendation 15¹⁵ : Land Systems Division should develop and introduce an Industry Engagement Strategy. This Strategy should enable the two-way flow of information on Combat Clothing and Personal Equipment between Defence and industry to support innovation and product enhancement.

Recommendation 16¹⁶ : Army, DMO and DSTO should establish and invest in a joint approach to testing, evaluating and improving Combat Clothing and Personal Equipment. This approach needs to capture the experience of ADF members who have recently returned from deployment.

Recommendation 17¹⁷ : DMO should investigate more agile project management and contracting mechanisms for the supply of Combat Clothing and Personal Equipment.

¹² See Section 4.2

¹³ See Section 4.2

¹⁴ See Section 4.2

¹⁵ See Section 4.2

¹⁶ See Section 4.4

¹⁷ See Section 4.5

Recommendation 18¹⁸ : Defence should modernise the Supply Chain for Combat Clothing and Personal Equipment to provide a leaner and more responsive solution that improves the customer experience for ADF members.

¹⁸ See Section 4.5

References

- A. Report of the Australian Defence Force Clothing Review – May 2006 (Harding Review)
- B. Report on Defective or Unsatisfactory Materiel (RODUM) Quarterly Report – April 2010 to June 2010 (file : AGD2002/863/1)
- C. Chief of Army Directive 05/08 – Army Interim Combat Boot Policy
- D. Chief of Army Directive 25/09 – Prohibition on the Wearing of Non-Issued Personal Webbing Equipment
- E. Defence Procurement and Sustainment Review – September 2008 (Mortimer Review)
- F. Clothing Supply Chain High-Level Business Case Report – August 09

CHAPTER ONE

1 Introduction

1.1 Terms of Reference

Aim

The review is to examine and make recommendations on the effectiveness and efficiency of the current system, including policy and procedures, for reporting defects with ADF personal equipment and combat clothing, with a particular focus on the Report on Defective or Unsatisfactory Materiel (RODUM) regime.

Assessment of Current Reporting Arrangements

The review is to assess:

- a) the ease of use and responsiveness of the current reporting system for the individual ADF member and his or her immediate chain of command, and the feedback arrangements following defect reports; and*
- b) whether the current reporting system provides adequate and timely advice to higher ADF command and senior Defence Materiel Organisation (DMO) management on reported defects.*

The review will provide options to improve the operation of the current reporting system or, in the event that it is considered that systemic weaknesses exist, suggest an alternate system, or supplementary mechanism to ensure the adequacy of the reporting of defects.

This review will also take into account the recommendations of the Harding Review in relation to RODUMs and assess progress with the implementation of those recommendations.

Claims of Defective Equipment

The review is to examine the scope and nature of claims made in relation to defective ADF personal equipment and combat clothing in the last 12 months, and the adequacy and timeliness of the current regime in responding to these claims.

Approach

The review will be conducted by an independent external reviewer. Submissions will be invited and are to be lodged within two months of the commencement of the review.

Timing

The review will report within four months of the commencement date.

Support

The review will be supported by a small Secretariat in the Office of the Secretary and CDF Group, drawing as necessary on DMO and other expertise in the Department of Defence.

1.2 Background

A previous review was conducted into Australian Defence Force Clothing and Personal Equipment¹⁹ by Mr Mike Harding and he reported to the Minister for Defence in May 2006²⁰. That review made 29 recommendations spanning the Australian Defence Force Clothing and Personal Equipment procurement and supply business. Since then a change program has been underway by the Defence Materiel Organisation to address the identified shortcomings.

A large number of improvements have been made, however, there continues to be concerns raised in relation to the supply of Combat Clothing and Personal Equipment to the Australian Defence Force. Some of this is as a result of the public failure of items of clothing such as the parade shoe. Other reporting is due to Defence personnel and industry expressing concern over the effectiveness of some Combat Clothing and Personal Equipment in an operational environment.

In response to these concerns, the Secretary and Chief of the Defence Force have commissioned this independent Review of certain aspects of Defence Personal Equipment and Combat Clothing business. In particular the Review is to consider the effectiveness and efficiency of the system used to identify and address deficiencies with Australian Defence Force Personal Equipment and Combat Clothing. The process is known as the Report on Defective or Unsatisfactory Materiel or 'RODUM' system.

The Review has been undertaken by Mr Jeff Whalan AO. He has been assisted by Mr Lee Walton. The Review was conducted according to the Terms of Reference which are provided in Section 1.1.

This Review has been completed with the three Services in mind, but it is clear that the needs of the Army are more prominent than those of the Navy and Air Force for a number of reasons. Soldiers are far more often the 'fighting platform' and are therefore more heavily dependant upon their Combat Clothing and Personal Equipment. For example, the performance of an infantry soldier is heavily dependant upon the effectiveness of their Combat Clothing and Personal Equipment. It is less important to almost all sailors and airmen. Partly because of this and also because of the different environments in which the three Services fight, the systems that have been established to enable ADF members to provide feedback differs markedly by Service. For example the Directorate of Navy Uniforms coordinates clothing issues through a consolidated RODUM service to Navy members. Some Air Force members receive a similar service through their Clothing Stores. Our view is that there is

¹⁹ Personal Equipment includes webbing and pouches, helmets, body armour, load carriage, cold weather equipment

²⁰ Reference A

good reason for the differences between Services and we do not propose to reduce their ability to operate feedback systems that work for them.

There are a number of cultural factors that impact the effectiveness of the current RODUM system for Combat Clothing and Personal Equipment. The RODUM system was initially designed for Army Engineering and works very well for that purpose. It was extended beyond Army to include Navy and Air Force and then beyond the engineering sphere to become a feedback system with a very wide user base for all Land Materiel. It is well understood by technical staff but is too complex for occasional users. In addition there is a view amongst some that the use of the RODUM system is bypassing the chain of command and submitting complaints through that system is seen as being disloyal.

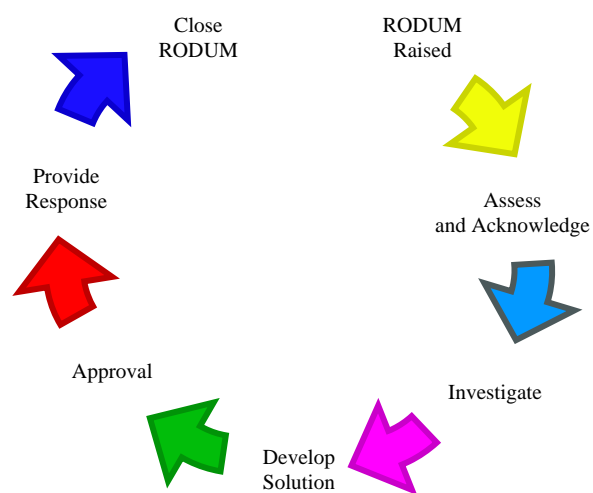
1.3 The RODUM Process

A RODUM is used by all Services to report problems for most in-service Land Materiel and for in-service ground support equipment. The RODUM system is operated by DMO Land Systems Division on behalf of Army, the capability owner. The RODUM system is designed to provide feedback to technical staff on the equipment in use. The process adopted is different dependant upon the type of issue raised.

RODUMs are classified into one of five categories; Safety, Maintain Capability, Cost Reduction, Enhanced Capability or Local Engineering Change.

1.3.1 Manufacturing Problems

If the problem is as a result of a manufacturing failure (usually a Maintain Capability RODUM) then the RODUM is raised by either the complainant or their Unit Contact, a unit reference number is attached and it is then passed to the unit Releasing Officer for review. The RODUM is received by the RODUM Cell in Land Systems Division, sequenced and a determination is made as to whether it is safety related. The RODUM is passed to an Investigating Officer and a job task is raised to assess the RODUM.



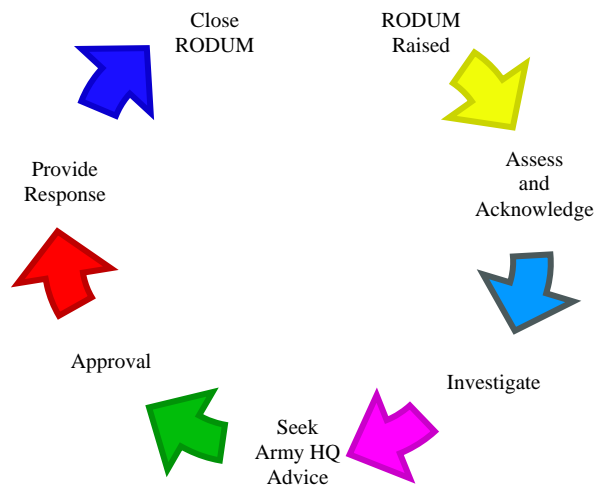
Maintenance RODUM Process

The RODUM is acknowledged, investigated and a solution developed. For example, the manufacturer may be required to replace all affected items. A response is drafted by the Investigating Officer and when approved is sent to the complainant, Unit Contact and Releasing Officer by email and Signal. The RODUM is then closed.

1.3.2 Enhancements

The process for a RODUM that requires a significant enhancement (usually an Enhancement RODUM) to a capability or a new capability is similar to that described above. However, there is an important difference in that if the suggested enhancement is beyond the user specifications that have been established by and funded by Army (on behalf of the three Services) the RODUM is passed to Army Headquarters as the Lead Capability Manager. Army is required to make a decision about whether the user specifications are to be changed and/or whether the change will be funded. Once this decision is made procurement action, as necessary can commence and a response is sent to the complainant, Unit Contact and Releasing Officer as above. The RODUM is then closed.

The RODUM Process is defined in detail in the RODUM Standard Operating Procedure, **Attachment C**. Some additional information on certain aspects of the process relevant to this Review can be found in sections 2.2 and 2.3.



Enhancement RODUM Process

CHAPTER TWO

2 Review Methodology and Data Analysis

2.1 The Approach We Took

The Review consulted with a broad cross section of over 125 stakeholders including the Secretary, Chief of the Defence Force, senior management and staff in Defence Materiel Organisation, Army, Navy, Air Force, Joint Logistics Command, the Defence Science and Technology Organisation and industry. A list of those interviewed is provided in **Attachment A**.

Submissions were sought from external and internal stakeholders. Advertisements were placed in national newspapers calling for Public Submissions. Submissions were also sought through a Defence notice and articles in the Army, Navy and Air Force News. A total of 29 written submissions were received.

Site visits were also made including to Headquarters Forces Command at Victoria Barracks Paddington, 3rd Brigade at Lavarack Barracks Townsville, 7th Brigade, 16th Aviation Brigade and Headquarters 1st Division at Gallipoli Barracks Enoggera, the Directorate of Navy Uniforms and RAAF Base Townsville. A range of personnel who are familiar with or had used the RODUM system were interviewed.

456 Clothing and Personal Equipment related RODUMS were submitted during the 12-months ending 9th June 2010 (*'The Period'*). A detailed assessment was completed on a 10% random sample of these RODUMs (see Section 2.2). This assessment included telephone or face-to-face interviews with the contact officer and/or approving officer in the submitting unit or organisation. Whilst the Terms of Reference limit the scope of the Review to Combat Clothing and Personal Equipment some RODUMs associated with non-Combat Clothing were also considered. The RODUM process employed for Combat and non-Combat Clothing is identical and the issues reported are similar. The increased sample set has enabled the Review to gain a better understanding about the operation of the RODUM system.

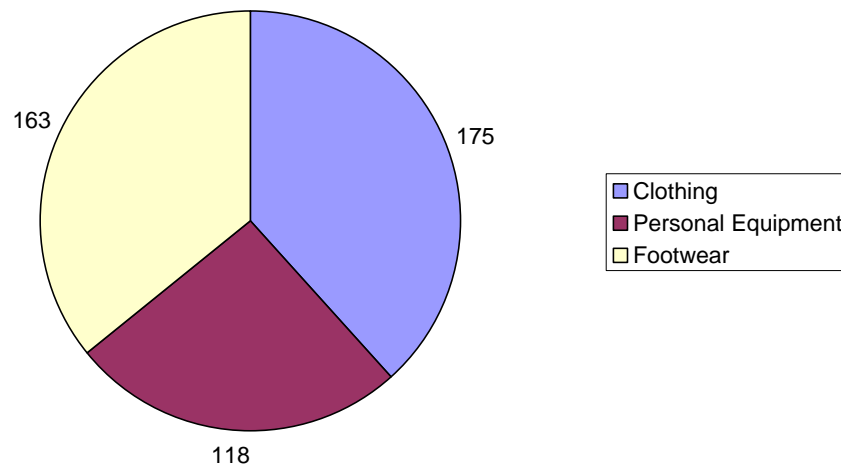
The Review took into account the recommendations of the Australian Defence Force Clothing (*Harding*) Review and assessed progress with the implementation of the recommendations that are relevant to the RODUM system.

The Review also selected a number of items of Combat Clothing and Personal Equipment and looked in detail at the action that had been taken in response to the issues that had been raised (see Section 2.4).

2.2 Analysis of the Data

The analysis of the 456 Clothing and Personal Equipment RODUMs submitted during *The Period* consists of an assessment of the time taken to provide an initial response to a new RODUM and the average and maximum times to process RODUMs to closure each month. It also provides a qualitative review of a 10% random sample of Clothing and Personal Equipment related RODUMs from that period. The latter was developed through an assessment of each RODUM response including interviews with stakeholders.

The dataset of Clothing and Personal Equipment RODUMs over *The Period* is categorised as follows:



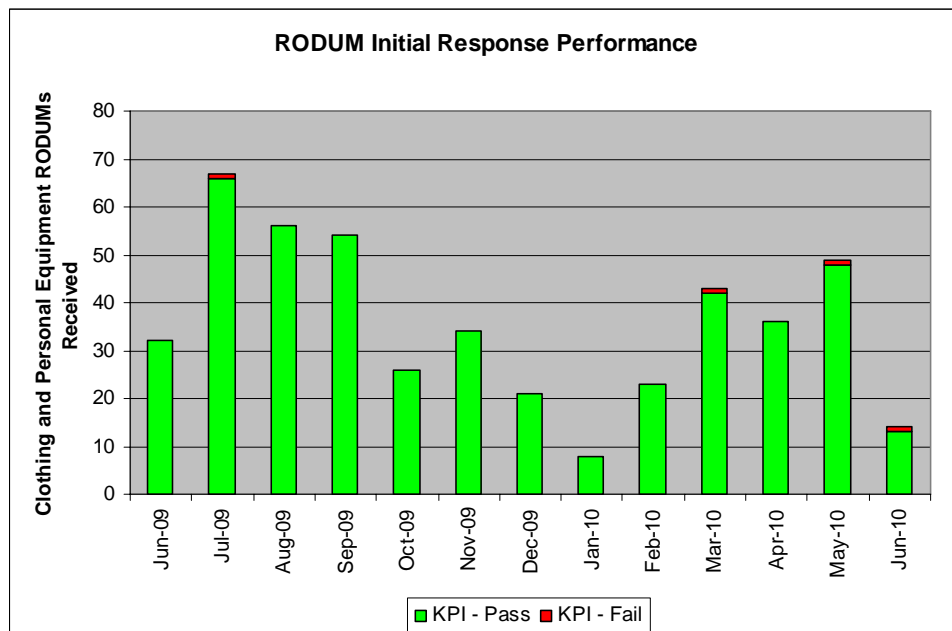
2.2.1 Quantitative RODUM Data Analysis

The number of Clothing and Personal Equipment related RODUMs received each month varied significantly throughout *The Period*. It ranged from 66 in July 2009 to just 8 in January 2010. This is most likely due to holiday stand down periods, the posting cycle and other seasonal factors. On average 37 RODUMs were submitted per month.

2.2.1.1 RODUM Initial Response

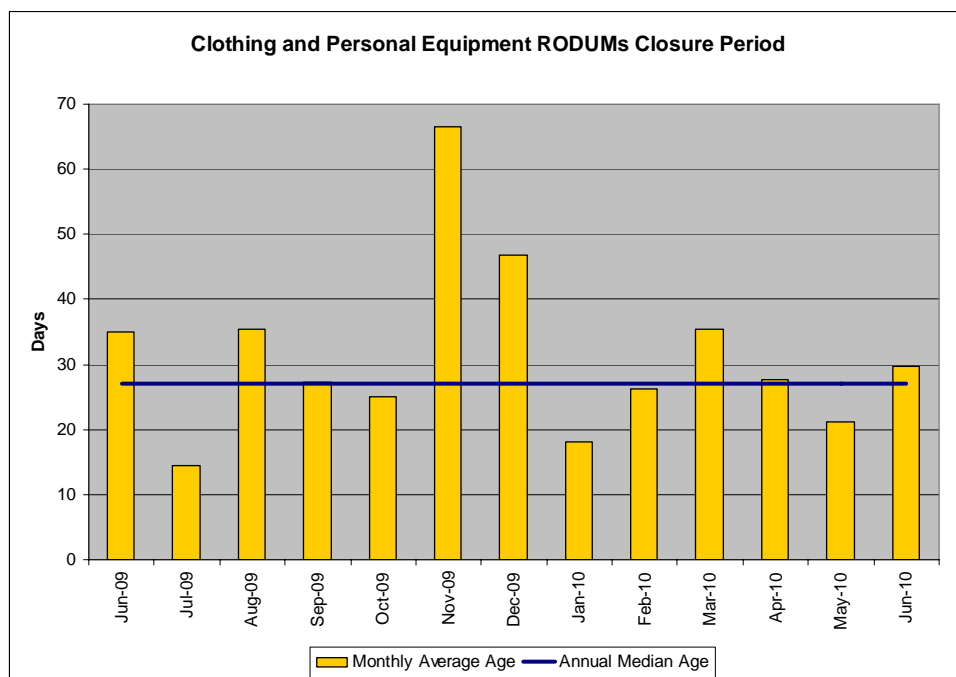
Land Systems Division has developed performance standards for the initial response to new RODUM submissions. For Safety related RODUMs an initial response must be provided within 24 hours. All other RODUMs must have an initial response within 7 days. An Initial Response must confirm receipt. For Safety related RODUMs a risk assessment is completed in conjunction with Army. Information is then provided on immediate mitigating action to be taken.

The following chart outlines the number of Clothing and Personal Equipment related RODUMs that have been acknowledged each month over *The Period* and highlights that for the 456 RODUMs received only 4 acknowledgements fell outside the performance standard. The maximum time taken to provide an initial response was 9 days. This is a high standard of service and is supported through positive comments received during stakeholder interviews. It should be noted that the few times where the performance standards were not met fell during periods of high demand. There are a number of allegations of non-acknowledgement of RODUM responses. The 10% random sample only identified two RODUMs where the recipient did not receive an initial response. This is a 96% compliance rate and upon investigation the Review considers that in all cases a reasonable effort was made to provide an initial response. The *Harding Review* addressed the need to ensure that RODUM responses reach the person who submitted them. An assessment of progress on this topic is provided in Section 2.3.2.

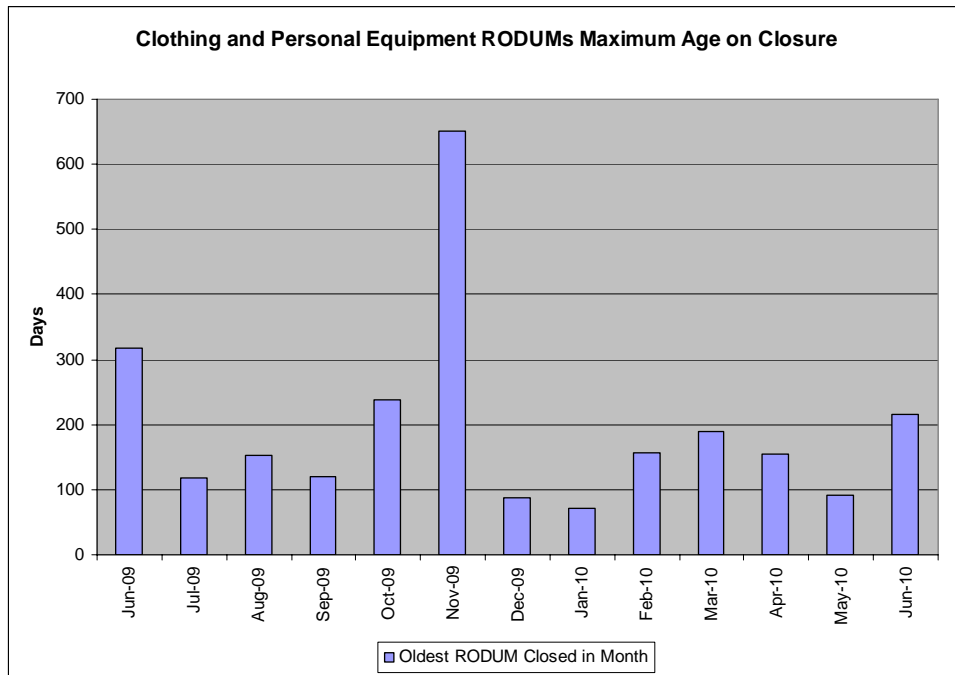


2.2.1.2 RODUM Closures

The average time taken to close Clothing and Personal Equipment RODUMs each month over *The Period* is provided in the chart below. The median life of these RODUMs is 27 days and this timeliness is reasonable. The *Harding Review* discussed the need to ensure that RODUM responses must be made by an ‘officer of an appropriate rank’ and result in ‘an improvement or update of a deficient specification’. Whilst changes have been made to ensure that RODUM closures are always approved by a person of appropriate rank the Review found that the action taken does not necessarily result in an improvement or update of a deficient specification. There is evidence that several RODUMs that would require a change in user requirement (Enhancement RODUMs) have been prematurely closed without the required improvement being fully considered. There is danger here that ‘you get what you measure’ and there is a tendency to seek to meet timeliness standards at the expense of achieving increased capability. This topic is considered in Sections 2.3.3 and 3.3.2.



The following chart outlines the oldest RODUM closed in each month during the period. The closure of one very old (651 days) RODUM in November 2009 explains the spike in average RODUM age seen above.



As of 22 July 2010 there were 86 Clothing and Personal Equipment related RODUMs remaining open. More than 60% of these had been open in excess of 300 days. Many required project or new procurement activity to address the problems. The majority were in the Enhancement category and their resolution is dependant upon a change in user requirements and this may require additional funding.

2.2.2 Qualitative RODUM Data Analysis

The Clothing and Personal Equipment RODUMs selected in the random sample were analysed and the Unit Contact and/or releasing authority were interviewed in each case. Summary sheets for each of these RODUMs can be found at **Attachment B**. These RODUMs represent a broad cross section of items and include footwear, clothing and equipment related topics. They were received from deployed Army units and those recently returning from deployment, Air Force and Navy units, Joint Logistics Command, Clothing Stores, Army, Navy and Air Force Headquarters, Defence Support Group, Army and Air Force training units and Special Forces. They addressed maintenance, enhancement and safety related issues.

The qualitative analysis demonstrated that the current RODUM system operates adequately to address manufacturing flaws and other maintenance related concerns but there are a number of reasons why the system does not work well to improve products. Six themes for improvement have been identified as a result of this analysis:

1. Communication and customer service
2. Governance
3. Personal choice and market driven improvement
4. Filling an important information gap
5. Improved user trials and feedback
6. Supply chain reform

These topics are considered further in Chapters 3 and 4.

2.3 ADF Clothing Review (Harding) Progress Analysis

The Clothing and Personal Equipment procurement processes have undergone significant reform since the Australian Defence Force (ADF) Clothing Review in 2006 (*The Harding Review*). This current Review has taken into account the relevant recommendations of *The Harding Review* in relation to RODUMs. Three recommendations of *The Harding Review* are directly associated with Combat Clothing and Personal Equipment RODUMs. Two further recommendations from *The Harding Review* have an indirect impact. An assessment of progress against these five recommendations is provided below.

2.3.1 Harding Recommendation 19

Land Systems Division amend the RODUM system so that indications of an emerging problem or a problem of particular importance can only be closed by a senior officer who is independent of the design of technical specifications.

The RODUM Standard Operating Procedure, **Attachment C**, was updated to ensure that a RODUM response is always approved by a person of a suitable rank. The approval authority varies depending upon the type of RODUM and stage of the RODUM investigation.

Initial RODUM acknowledgement for non-Safety RODUMs is approved by an officer of technical proficiency Level 4 or higher. Initial RODUM acknowledgement for Safety related RODUMs is approved by an officer with the highest level of technical proficiency (Level 6). All RODUM investigation activities are referred to the Design Acceptance Authority Representative or delegate for approval. Safety RODUMs cannot be closed without the endorsement of the appropriate Design Acceptance Authority Representative. Non-Safety RODUMs cannot be closed without the endorsement of a Design Acceptance Authority Representative delegate who is independent of the design process. Prior to the *Harding Review* the Chief Engineer and the Design Acceptance Authority Representative (DAAR) were the same person. Since 2006 these roles have been separated to help ensure independence of decision making.

Evidence from the RODUM Random Sample analysis and stakeholder interviews indicates that this new procedure usually works well in

response to RODUMs that are due to maintenance issues or manufacturing flaws but has not resulted in a consistent response for RODUMs requiring new or enhanced capability. This concern is considered more fully in Section 3.3.2.

The recommendation has been fully implemented. However, the procedures for new or enhanced capability should be further developed to fully meet the intended goals of *The Harding Review*.

2.3.2 Harding Recommendation 20

Deputy Chief of Army and Head Land Systems Division design and implement a process to ensure that responses to RODUMs reach the soldiers who submitted them. These responses need to be made by an officer of an appropriate rank.

The RODUM system allows for the submission of RODUMs through five different means. These alternatives are the Defence Intranet (RODUM Database), facsimile, mail, email or telephone. Over 98% of RODUMs have been submitted via the Defence Intranet since 1 Jan 07.

When someone submits a RODUM on the Defence Intranet their e-mail address is assigned and all messages related to the RODUM are automatically forwarded to them and the Releasing Officer²¹. All RODUM initiators and releasers who have access to the Defence Restricted Network (DRN) are able to view their RODUM and status comments on the database via the Defence Intranet at any stage.

If someone submits the RODUM via hardcopy (facsimile or mail) the Unit RODUM Coordinator²² is informed of the submission of the RODUM and receives the feedback by signal and email. Under these circumstances the unit RODUM Coordinator is responsible for keeping the complainant updated on the status of the RODUM

A status update is also possible by an ADF member making a telephone call to the RODUM Cell or directly with the Investigating Officer. This service is not well known and should be better promoted.

The overwhelming view gained from stakeholder interviews is that the initial responses from Land Systems Division are very prompt and of a high standard. Forty three of the forty five Unit Contacts (96%) that were sampled reported that they received a response and that it was very timely. Two Unit Contacts (4%) reported that they did not receive a response to their RODUM. On both occasions the Review has confirmed that the response was available through the RODUM system on the Defence Intranet, that an email was sent to the contact address and that a Signal was also sent to that named person.

²¹ The Releasing Officer is to provide quality assurance input and unit comment on the RODUM

²² Usually the Unit Releasing officer

Before closure, all standard RODUMs are reviewed by a senior technical advisor within the Systems Program Office and the Design Acceptance Authority Representative reviews all Safety RODUMs. The National Fleet Manager within the Systems Program Office is also required to approve the closure of all RODUMs.

The recommendation has been fully implemented. A further improvement in customer service is recommended. In particular, Email or telephone contact should be made with the complainant at the completion of a RODUM to confirm that the response has been received before the RODUM is closed (See Section 3.2.4).

2.3.3 Harding Recommendation 21

Land Systems Division amend the RODUM system to ensure that relevant information from RODUMs result in an improvement or update of a deficient specification

Not every RODUM will automatically result in change to the product specification. For example a Maintain Capability RODUM may have been generated simply as a result of a manufacturing fault. When a change to a specification is agreed (for example in material or size) there are processes in place to update the associated technical documentation.

A new process to manage changes to requirements was instigated by Land Systems Division from 3rd April 2007. It is called the Enhanced Capability RODUM Process and is detailed in the RODUM Standard Operating Procedure, **Attachment C**. If a RODUM is classified as an Enhanced Capability it should be referred to Army, as the Lead Capability Manager for a decision as to whether an enhanced or new capability will be sought. If the enhanced or new capability is endorsed this would lead to a new specification being issued and DMO would then purchase accordingly.

As mentioned above, the Enhanced Capability RODUM Process is an area in need of improvement. A number of issues were identified. There were occasions where Land Systems Division staff advised the submitter that the item being issued met the current specification and closed the RODUM rather than providing advice to the relevant Service (Army) that suggestions for an enhancement had been made. There has also been an inadequate response from Army Headquarters to updating user specifications as a result of RODUMs being submitted.

The recommendation has been fully implemented but the outcomes sought have not been fully achieved. All RODUMs that suggest an improvement must be referred to Army, as the Lead Capability Manager and then the relevant Service to consider whether they should vary the user specifications. Army should provide a timely response to these suggestions. This topic is considered in more detail in Section 3.3.2.

2.3.4 Harding Recommendation 13

Army, as the Lead Capability Manager, and LSD establish a 'Clothing Governance Executive Group' to address governance issues and the high-level management of the clothing procurement process. Membership of the Clothing Governance Executive should comprise the Deputy Chief of Army and Head Land Systems (HLS), and include representatives from Army, LSD and DSTO, and when appropriate, industry representative.

The Defence Clothing and Governance Executive committee was created in response to this recommendation. The inaugural meeting of this committee was on 20 October 2006 and a draft Charter was presented. The committee subsequently met on 26 July 2007, 17 December 2008, 10 November 2009 and 20 July 2010. The recommendation of the *Harding Review* was to create a committee that would focus on “those matters of higher level concern such as management of the interfaces between Army Headquarters and Clothing Group” having recognised the joint responsibility of Army and DMO in the RODUM process. It recommended that the committee should meet at least every 3-months and more often if required.

The vision outlined in the *Harding Review* was for a Governance Executive that took a very active role in the oversight of Clothing activities and became the decision making body on the clothing business process, Army HQ and DMO Clothing Group relationships, management of Rapid Acquisitions, relationships with industry and budget (and therefore priority) management. The Governance Executive was to “drive initiatives to introduce world’s best practice and coordination with civilian organisations and industry”. The Defence Clothing and Governance Executive still has some way to go to meet many of these goals. As an example, an issue for current consideration is the management, prioritisation and resourcing of Enhancement RODUMs and requests for new requirements.

Army has two Governance roles in Combat Clothing and Personal Equipment. The first, as Lead Capability Manager is to coordinate the activities of all three Services in interacting with DMO. Army has a second role which is to ascertain the needs of the Army and to specify the user requirements for new equipment and upgrades to existing equipment. Army needs to give a higher priority to both of these roles but in particular to the latter. Section 3.3.2 includes a recommendation on this matter.

Air Force has raised concerns that their requirements for Combat Clothing and Personal Equipment are not being considered by either Army or Land Systems Division with the same priority as those of Army. A formal agreement between Army as the capability manager and Air Force (and separately Navy) would go some way to addressing this problem. Section 2.3.5 includes a recommendation on this issue.

The recommendation has been partially implemented. The Defence Clothing Governance Executive needs to meet more frequently and expand its role and influence to meet the vision outlined in the *Harding Review*.

Recommendation 1 : The Defence Clothing Governance Executive needs to meet quarterly. It should also take a more active role in setting priorities and driving change in Defence Combat Clothing and Personal Equipment.

2.3.5 Harding Recommendation 15

Soldier Support SPO, DSTO (Human Protection and Performance Section) and Army establish formal agreements to address issues of new and emerging requirements for clothing for the ADF

Improvements have occurred in collaboration between DMO Land Systems Division and DSTO Human Protection and Performance Division in the fields of Combat Clothing and Personal Equipment since the *Harding Review*. This is particularly true for collaboration with the Soldier Modernisation Systems Program Office. A recent reorganisation in Land Systems Division has included the creation of a Development Directorate within Integrated Soldier Systems Branch. This Directorate will be a natural point of contact for future research in Combat Clothing and Personal Equipment.

Science and Technology Support Plans have been agreed between Human Protection and Performance Division and both Clothing Systems Program Office and Soldier Modernisation Systems Program Office. These are reviewed annually and provide a formal agreement for a DSTO work plan in this field. They have enabled research in areas such as the Tiered Body Armour System including the development of new ballistics standards enabling the use of lighter armour. DSTO has also conducted thermal load and mobility testing of body armour systems.

Since the *Harding Review* ongoing funding has also been allocated to support DSTO research in Combat Clothing and Personal Equipment.

The current arrangements are working well for some identified, priority items but there remains room for improvement in cooperation to ensure a coordinated approach to capability enhancements.

Whilst there has been improvement in the interaction between DSTO and DMO there is a need for greater Army involvement (in their role as Lead Capability Manager) to create a more balanced three-way relationship. There is also a need for greater clarity over the role that each party plays in relation to capability enhancements. The *Harding Review* recommended formal agreements be established between all three parties. Outcome based

agreements on Combat Clothing and Personal Equipment have been established between Army and DSTO and between DMO and DSTO. These need to be supplemented with an overarching three-way Memorandum of Understanding that defines the agreed vision, roles and responsibilities in this field. New Memoranda of Understanding are also required between Army and Navy and between Army and Air Force to define the roles and responsibility of each organisation for Combat Clothing and Personal Equipment.

The recommendation has been fully implemented.

Recommendation 2 : An overarching Memorandum of Understanding in respect of Combat Clothing and Personal Equipment should be established between Army, DMO and DSTO. New Memoranda of Understanding should be established between Army and Air Force and Army and Navy.

2.4 Further Information on Selected Combat Clothing and Personal Equipment

2.4.1 Introduction

The Review has examined the scope, nature and response to claims made in relation to defective ADF Personal Equipment and Combat Clothing over *The Period*²³. The generic findings from this investigation are outlined in Chapters 3 and 4. An assessment is provided in this section on the progress towards resolution of some of the more substantive Combat Clothing and Personal Equipment issues raised during *The period*.

The equipment that has been investigated is the Magazine Pouch (DP1), the Integrated Combat Load Carrying Equipment Version 1 (ICLCE v1) Pouch, the Modular Combat Body Armour System including its interaction with the Combat Helmet, the Combat Boot (Terra), the Extreme Cold Weather Sleeping Bag and the Large Load Carriage Equipment (the 1994 Large Field Pack and the Land 125 Large Field Pack - 2005).

2.4.2 Magazine Pouches - DP1 and ICLCLE v1

These pouches are designed to hold ammunition magazines for the Australian Steyr F88. In 2005 and 2006 concern was raised through the RODUM system with the DP1 magazine pouch. It was reported that the design of the internal divider in the pouch made it very difficult to inspect after range operations and that live and/or blank ammunition may be concealed. These comments were taken into account when designing the

²³ This section is based on an extract from the RODUM database provided by Land Systems Division. It has not been possible to fully verify the extract due to the limitations of the search functionality of the database.

next generation pouch as part of the Integrated Combat Load Carrying Equipment (ICLCE v1) in 2006.

The ICLCE v1 system was developed in conjunction with 3rd Brigade and passed user testing through 1st Battalion, The Royal Australian Regiment and yet concerns continue to be expressed by some Infantry soldiers over the effectiveness of the equipment.

The ICLCE v1 pouch is not provided to soldiers at the School of Infantry and they complete their training using the older DP1 pouch. The ICLCE pouch is provided directly to the Brigades for issue prior to deployment to operations. The way that the DP1 pouch is used is quite different to the ICLCE pouch. The DP1 pouch has been designed to allow for the easy reinsertion of spent magazines whereas the ICLCE pouch has been designed to hold a full complement of unspent magazines tightly (to address a concern about noise due to rattling) and for empty magazines to be placed elsewhere on the soldier or in an optional drop bag. The drop bag is not widely used and soldiers who would prefer to return spent magazines to the ICLCE pouch find this very difficult in an operational environment when they need to keep one hand on their weapon. Some soldiers report that the ICLCE pouch is so tight that it is even difficult to remove magazines quickly when under pressure. The change in the operational concept



DP1 Steyr 3-
Magazine Pouch



ICLCE Steyr 3-
Magazine Pouch

between the two pouches and the use of the older DP1 pouch for training may have caused some confusion.

The design of the ICLCE pouch was modified in June 2006 to incorporate an extra 10mm in body width and stiffening of the lip. The recall of the older versions of the ICLCE pouch has not been completely successful due to the use of identical stock numbers for both and an incomplete recall of the discontinued item. There are currently at least three versions of the pouch in use, the DP1 for training and the old and new versions of the ICLCE pouch. Until recently soldiers have sometimes cut the elastic on the ICLCE pouch to improve the ease of use. Others have chosen to procure alternate Commercial-Off-The-Shelf magazine pouches. The Chief of Army Directive prohibiting the wearing of non-issue

personal webbing equipment signed in June 2009²⁴ disqualified both of these options.

In 2010 two further RODUMs were submitted both identifying a problem with the DP1 Pouch. Again they reported that the pouch has an internal divider that has the potential to conceal an ammunition round which could result in the exchange of live and blank rounds. As a result Army, Navy and Air Force units have been instructed to allow sufficient time to complete a comprehensive inspection of the pouch after range operations to confirm that no ammunition is present. Guidance was also issued to Army, Navy and Air Force units authorising the optional removal of the divider with instructions on the method to be adopted.

Infantry soldiers continue to report that the ICLCE v1 pouch is not ideal for use in an operational environment. A new range of pouches is being developed. Many would prefer the option to choose other Commercial-Off-The-Shelf items. However, this option is not currently permitted.

2.4.3 Modular Combat Body Armour System

A total of 19 RODUMs have been submitted on the Modular Combat Body Armour System over the period. The issues raised span from relatively minor manufacturing problems to more substantial concerns related to size, weight and mobility, interference with the Combat Helmet when in a prone position and failures of the quick release mechanism. Investigations into each of these issues are summarised below.

2.4.3.1 Size, Weight and Mobility

Issues with size, weight and mobility constraints of the Modular Combat Body Armour system in relation to use within vehicle operations were submitted through the RODUM system in October 2009. A timely response was provided to theatre advising that the issue was being investigated. The investigation concluded in December 2009 with Army HQ endorsing the use of smaller hard plates in the vest in certain circumstances. Army arranged for the modification of the vests to be completed in theatre.



²⁴ Reference D

A more general issue with size, weight and mobility of the Modular Combat Body Armour system was raised through four RODUMs submitted between March and June 2010. In all cases a timely, initial response was provided back to the Unit Contact. This acknowledged receipt, outlined that a new capability would be required and that the issue had been passed to Army HQ for a decision. All four RODUMs remain open at this time. Lastly, the response advised that a replacement Tiered Body Armour System (TBAS) is undergoing trials in Special Operations Task Group, 3rd Battalion, The Royal Australian Regiment and 1st Brigade. Further information was provided through an article in Army News, June 2010. It quoted the Chief of Army as follows “We are looking at issuing the first batch of TBAS for trial to soldiers at the end of the year. The Tiered Body Armour System package currently includes up to three load carriers designed for multiple combat roles. TBAS also uses a new ballistic plate system that weighs less than the current Modular Combat Body Armour System issued to most troops in Afghanistan”.

It has not been possible to interview the Unit Contacts or Releasing Officers for these RODUMs due to their operational commitments. The Review has considered the actions taken and assess that they are timely, responsive and reasonable.

2.4.3.2 Interference with the Combat Helmet

An issue was raised where the Modular Combat Body Armour system interferes with the Combat Helmet. Four RODUMs were received between June and August 2009. Again in all cases a timely response was provided



to the Unit Contact. In three of these cases the Contact was advised that the RODUM would lead to the requirement for a new capability and that the request had been passed to Army HQ for a decision. They advised that the Tiered Body Armour System was being trialed and should be available in 2011. In the fourth case the response dismissed the problem as a badly fitted vest. It mentioned that the use of a new, lighter configuration was being investigated. The RODUM was then closed. The Review interviewed the Unit Contact for this RODUM. He was positive about the RODUM system and in

particular that anyone can submit a RODUM. He felt that the RODUM had been closed prematurely without reference to himself and that this was a flaw in the system. The inconsistent approach to the assessment and response to RODUMs that require a change in capability (Enhancement RODUMs) is documented in Section 3.3.2.

2.4.3.3 Quick Release Mechanism

Five RODUMs covering the Quick Release Mechanism on the Modular Combat Body Armour System have been received since July 2009. They reported both inadvertent release and difficulty in release of the Quick Release System. A modified Quick Release System was approved in December 2009 and all existing and new Modular Combat Body Armour System sets should be upgraded by the end of 2010.

2.4.4 Combat Boot

Fourteen RODUMs on the Combat Boot (Terra) were received in the period. Seven of these RODUMs are related to relatively minor manufacturing issues. The remaining RODUMs are related to 42 items and fall into two categories being suitability for cold and wet weather use and splitting of soles.

A RODUM related to the unsuitability of the Combat Boot for extreme cold weather operations was raised on January 2007. This was prior to the new process for Enhancement RODUMs was established in April that year. A similar issue was again raised through RODUMs from 6th Aviation Regiment in July 2008. The RODUM was quickly closed with reference to the need for the Unit

Contact to raise a new requirement through the chain of command. This is another example of an inconsistent approach to the assessment and response to enhancement RODUMs and highlights the impact of measuring success by the speed that a RODUM is closed rather than the extent to which capability is increased.



A RODUM was raised by 4th/19th Prince of Wales Light Horse Regiment in June 2010. The Unit Contact received a timely response from Land Systems Division advising that the later version of the Combat Boot (Terra Version 5) has incorporated changes that should address the problems with use in cold and wet weather conditions. They further advise that should the new version not meet the need then a submission should be raised through the chain of command. Again this demonstrates an inconsistent approach to the assessment and response to RODUMs that require a change in capability. The response also made no reference to the fact that there are a significant number of Version 3 boots remaining in the supply chain

preventing the issue of the most up to date boot. Solutions to this issue are considered in Section 4.5.

Six RODUMs were raised associated with soles splitting on the Combat Boots. On all occasions timely advice was provided from Land System Division. The advice included references to the need to ensure that the boots are fitted correctly and that the tread pattern may be contributing to the problem.

Chief of Army issued the Army Interim Combat Boot Policy²⁵ in March 2008. This provides soldiers with a choice of boots to wear including the Army provisioned Combat Boot and initially four and now nine other approved Commercial-Off-The-Shelf boots. Very positive feedback on this decision has been received from soldiers in 7th Brigade and Headquarters 1st Division. It is worthy of note that many soldiers have chosen to wear the Army Combat Boot but the introduction of choice has been highly effective at addressing concern over this issue. Further recommendations are made in Section 4.2.

2.4.5 Extreme Cold Weather Sleeping Bag

Defence informed Senate Estimates in June 2010 of a recent issue with the Extreme Cold Weather Sleeping Bag. Whilst effective in keeping soldiers warm it is too big to fit (together with the other equipment that needs to be carried) within the Field Packs that are issued. This seems to be a legitimate complaint but no RODUM has been raised on the issue. The Services (Army in this case) have the responsibility to produce User Specifications for the required equipment. Resource and time constraints meant that Army did not provide user capability specifications for the Extreme Cold Weather Ensemble, including the Extreme Cold Weather Sleeping Bag and this increased the risk that the procurement would not fully meet the need. User capability specifications for the Extreme Cold Weather Ensemble should be developed by Army.

2.4.6 Large Field Packs

The 1994 Large Field Pack was, as the name suggests, brought into service in 1994 based on a design from the early 1990s. Very early RODUMs have not been reviewed. At least twenty-six RODUMs were raised on the Pack in 2004 primarily by 6th Battalion, The Royal Australian Regiment and 3rd Combat Signal Regiment. The main concern expressed was the lack of external pouches, large size and instability. The pack is tall and thin in design and does not come with an external frame as standard. These concerns were addressed by the introduction of the Land 125 Large Field Pack in 2005. The 1994 Large Field Pack remains in service and is supplied to all Army personnel at point of entry.

²⁵ Reference C

Until 2010 no additional RODUMs were raised on the 1994 Large Field Pack except a small number to cover minor manufacturing faults. In 2010 one additional RODUM was raised by the School of Infantry for 26 items. It raised a concern that the pack may be contributing towards back pain. The RODUM was referred to Army Headquarters for decision on whether the equipment entitlement for all infantry personnel should be changed from the 1994 Large Field Pack to the Land 125 Large Field Pack.



The Land 125 Large Field Pack forms part of the Integrated Combat Load Carrying Equipment Version 1 (ICLCE v1). This pack is well liked by Army personnel, especially Infantrymen. The original intent was that the Land 125 Large Field Pack would replace the 1994 Large Field Pack for all Infantry personnel. Funding has not been made available to enable this to occur. Instead, a limited supply of the Land 125 Large Field Packs has been provided to Brigades for allocation to deploying Infantry personnel as a priority. There is a preference in Land Systems Division for the 1994 Large Field Pack to be retired from service and for all Army personnel to be supplied with the Land 125 Field Packs on entry with a cut down version being provided where appropriate to minimise costs. A decision to retire the 1994 Large Field Pack would ensure that Infantry training is completed using the operational equipment and address concerns expressed over the use of the older pack.



Only one substantive RODUM has been raised on the Land 125 Large Field Pack. It was submitted in August 2009 from Timor Leste Task Group 1 on behalf of 10 Units and raised concerns about the empty pack weight, the weight of the steel frame, waterproofing and configuration inflexibility. The response advised the member that a new pack was under development as part of Integrated Combat Load Carrying Equipment Version 2 (ICLCE v2) and that the RODUM input would be used to shape the requirements of the replacement. An interim modification was also investigated although with limited success.

Work on ICLCE v2 has been placed on hold due to competing priorities with the development of the TBAS. The Review notes that in the interim, Soldiers have the choice of replacing the steel frame with a lighter weight frame that they purchase from a commercial provider.

The Review recommends that Army cease issuing Infantry soldiers with the 1994 Large Field pack.

CHAPTER THREE

3 Suggested Changes to the RODUM System

3.1 Introduction

The Review considers that the RODUM system is adequate to address the issues associated with manufacturing flaws or maintenance concerns but is not adequate to support system enhancements. This section outlines changes in communications, customer service and governance that will improve service in both of these areas.

3.2 Communications and Customer Service

3.2.1 Overview

Those who use the RODUM system regularly, such as Quartermasters and those associated with engineering activities for whom the system was originally designed, report a high level of service and believe the RODUM system is a valuable tool for continuous improvement. However there are a large number of Army personnel, and many in Air Force who are sceptical about the RODUM system, believing it to be slow, difficult to use and ineffective in driving change in Combat Clothing and Personal Equipment.

The procedures used to manage defective Combat Clothing and Personal Equipment in Navy are quite different to Army and Air Force. Most, if not all RODUMs are submitted by the Navy Directorate of Clothing on behalf of Navy members. This arrangement seems to work well for Navy. This is because relatively few, less complex issues are raised when compared to Army. It would be beneficial for Navy to advise its members that the RODUM system is available to them if they would prefer to use that method. This would help ensure that all ADF members feel free to submit RODUMs if they do not receive the required service through other means.

The Air Force adopts a similar model to Army and does not have a centralised RODUM service for Combat Clothing and Personal Equipment. Unlike Army, no initial or ongoing training is provided to airmen on the RODUM system with the exception of the engineering trades. This is partly mitigated as some RAAF Clothing Stores provide a RODUM service on behalf of their customers. Knowledge and training for the RODUM system needs to be improved in Air Force and is considered further in Section 3.2.6.

There is a negative attitude towards the RODUM system by some in Army middle management. This issue must be resolved through demonstrated strong and consistent commitment to the system by the chain of command. Implementation of the recommendations of this Review will only deliver a

successful outcome if they are accompanied by a strong desire from Army middle management to see the RODUM system work.

Recommendation 3 : The benefits of using the RODUM system should be actively promoted in Army, Navy and Air Force through the chain of command.

The successes of the system should also be better marketed through articles in Army, Navy and Air Force News.

There is some evidence that the number of RODUMs received on a topic has undue influence on the action taken. There is a view in Army, in particular, that 1 RODUM representing 50 faulty items does not have as much impact as 50 RODUMs representing 1 item each. It is difficult to confirm this assertion but nevertheless it is important to ensure that this is not borne out in practice.

3.2.2 RODUM Database and ICT System

The RODUM database is reasonably easy to use for regular users and provides a valuable tool to enable submission and tracking of their RODUMs. The system does have several limitations and does not always provide consistent data output. For first time users, the RODUM database is difficult to operate.

It is a bespoke application that has been developed by Land Systems Division originally for the engineering activities. The RODUM system administrators are clearly dedicated to their job and provide a very good level of service within the system limitations. The system does not enjoy its own hardware infrastructure and therefore suffers from performance limitations. The reported problems include:

1. User experience is cumbersome, not intuitive and technical
2. Search performance is slow and inconsistent
3. It is possible to self approve your own RODUM
4. It is not possible to search in a flexible manner.

The application is performing the function of a service management workflow tool. There are a number of alternative systems which are available Commercially-Off-The-Shelf. A study should be completed to identify the most suitable product for the requirement.

The need to gain a special account and then log on separately to the RODUM database, even for basic tasks such as to submit a RODUM is a significant hurdle for occasional and first time users. This is one of the reasons that ADF members refrain from submitting RODUMs. The Review has considered this arrangement and understands the importance of maintaining good security of RODUM data. Technology is now

available to make use of a user's DRN account name and password to provide graduated access to a software application based on their role. This is called single sign-on and should be employed for the RODUM Database. All ADF members should be provided with the default rights to submit and track their own RODUMs.

Recommendation 4 : Responsibility for the underlying ICT infrastructure of the RODUM system should be transitioned to Chief Information Officer Group and upgraded. A minor project should be established within DMO on behalf of Army to replace the current application with a tailored Commercial-Off-The-Shelf solution that improves ease of use, functionality and system access.

3.2.3 Customer Service

It is important that the personnel who provide both oral and written responses to Combat Clothing and Personal Equipment RODUMs have good customer service skills. The language used in responses can be rather technical, impersonal and on occasions terse. This does not encourage future use of the system or make the complainants feel that their concerns are valued. Land Systems Division should recruit and develop staff to have good customer service skills. There should be improved training, style guides and output review for existing staff.

The RODUM Standard Operating Procedure²⁶ requires that an Investigation Management Plan is produced for all standard RODUMs open for over 1-month and all Safety RODUMs open for over 1-week. It should include a communications plan. There is evidence that the progress updates provided to Unit Contacts are often inadequate for long-term RODUMs. Several had been open for over a year with no feedback being received by the Unit Contact. This situation should be rectified with minimum reporting standards being established by Land Systems Division.

As noted earlier a small subset of RODUM users had not received a response to their RODUM that had been submitted. In all cases the RODUMs had in fact been processed and responses sent but had never been seen by the complainant. A minor change to the process would ensure that RODUMs cannot be closed without confirmation that the response has been received by the complainant. In exceptional circumstances, when the complainant is unavailable for more than 30 days, the RODUM should be able to be closed if the Releasing Officer takes responsibility for advising the complainant.

²⁶ Attachment A

Recommendation 5 : Land Systems Division should provide Unit Contacts with regular reports on RODUM progress and confirm that a response has been received before a RODUM is closed.

3.2.4 Communications Strategy

Only limited information is provided on the Defence website or through regular publications on the future plans for Combat Clothing and Personal Equipment. This lack of information is partly responsible for a common view that nothing is changing and that concerns have not been heard. Publishing of regular Combat Clothing and Personal Equipment news items would help manage expectations of the ADF members and provide assurance that concerns are being addressed. Army, Navy and Air Force News are read by a high proportion of Service personnel and would be an excellent medium for this purpose.

In addition to this an internal *Network of Key Partners* should be developed by Land Systems Division and Army HQ. The internal *Network of Key Partners* should include Clothing Stores, logistics staff and the Warrant Officer network. They should regularly be provided with comprehensive information on Combat Clothing and Personal Equipment for further distribution.

Combat Clothing and Personal Equipment is a concern of all three Services. The current branding of the RODUM web site under DMO does not encourage use by ADF members. A new tri-service branded website, accessible through prominent links on the Army, Navy and Air Force home pages would improve accessibility and use.

The Directorate of Navy Uniforms operates a successful online forum on Navy Uniforms. Army and Air Force members would welcome an equivalent service.

Previous visits by Army Headquarters and Land Systems Division staff to bases and training schools to discuss Combat Clothing and Personal Equipment current activities and future plans were highly regarded and should be re-established.

Recommendation 6 : Defence Materiel Organisation (DMO) and Army should improve the information available to ADF members and industry on Combat Clothing and Personal Equipment. Their initiatives ought to include establishing an internal Network of Key Partners, regular visits to meet with ADF members, prominent publishing of information on future plans through Service Newspapers and an improved tri-service Intranet presence.

3.2.5 Access to the RODUM Database

Several Army members requested a service that enables RODUMs to be submitted and tracked by telephone, similar to the DRN Service Desk function. Land Systems Division has operated such a service through a Toll Free Hotline since 1994. Land Systems Division permits the submissions of RODUMs through the following methods:

1. RODUM web site
2. Web Forms
3. Fax (Toll Free Hotline)
4. Mail
5. Formal Message (Signal)
6. Telephone (Toll Free Hot Line)

Better information should be provided about the range of ways a RODUM can be submitted.

The RODUM input data requirements are seen by many as too complex and deter the occasional user. There are minimum data requirements and these are reasonable, although the optional fields are not immediately obvious. Awareness of the flexibility of the service needs to be improved.

As mentioned previously, at some locations the Clothing Store provides a service whereby stores staff will submit a RODUM on Combat Clothing or Personal Equipment on behalf of an ADF member. This service is commonplace for Air Force personnel and is highly regarded by its members.

In our view there is value in offering both options – the ability to submit a RODUM directly and the option of having an expert area submit one on your behalf. It not only resolves the system access problem but also overcomes issues associated with limited familiarity of the system by very occasional users.

Stakeholder interviews have revealed that the submission of RODUMs for known problems with agreed solutions is being discouraged by some in Land Systems Division. This has led to confusion as to when a RODUM should be submitted and when one is not required. It encourages potential complainants to 'leave it to someone else'. It also assumes that the agreed solution has fully solved the problem and this may not be correct. This process is not good practice as it means that current data is no longer available to determine the ongoing impact of the problem. A further level of maturity could be achieved through the establishment of a process to capture, track and report input against known underlying problems.

The RODUM database contains performance information on a wide range of Land Materiel. The database is located on the Defence Restricted Network and there is a concern that some of the information should be classified higher than Restricted. However a move of the database to the

Defence Secret Network (DSN) would severely impact its accessibility and therefore its utility. There is currently no automated security audit functionality on the database.

There is also a risk that the Unit Contacts, through ignorance, may submit information via the RODUM database that is classified higher than Restricted. A number of changes are recommended to improve the security of the RODUM database whilst ensuring that those who need to access it can continue to do so.

The RODUM database should clearly remind all users that the information submitted must be classified no higher than Restricted, seeking their confirmation before submittal. It should also require the Releasing Officer to review and confirm the classification level of the data. The use of other means such as the DSN or Signals should be encouraged for more highly classified information which can supplement that provided in the RODUM.

A security review of the RODUM database should be completed to provide a good foundation to the above changes.

Recommendation 7 : The RODUM system should clearly remind users that any information submitted must be classified no higher than Restricted. Other means ought to be used to submit concerns with a higher security classification

3.2.6 User Training

Initial Training on the purpose and procedure for RODUMs is provided by Army at point of entry. The Army training is paper based and does not adequately represent the on-line capability of the system. Only limited follow-up training is provided for Army. The lack of education and training on the RODUM system is a significant factor limiting the use of the system by Army in particular. An E-Learning Package deployed on the Defence Training Tool (CAMPUS) could address this issue.

As discussed previously Navy and, to some extent Air Force rely on other ways of capturing information on Combat Clothing and Personal Equipment. These should be continued but all ADF members should be given the option of using the RODUM system. Navy and Air force should include detailed training for Clothing Store staff and familiarity training for all new entrants.

At section 3.2.2 the review has recommended that the current RODUM system be replaced. It is essential that the introduction of any new system be underpinned with a comprehensive training program for all relevant ADF members.

Recommendation 8 : Army and DMO should improve the training provided on the RODUM system possibly supported by a new E-Learning package on the Defence Training Tool. Air Force and Navy should consider whether additional training on the RODUM system would improve the quality of feedback on Combat Clothing and Personal Equipment.

Each Service and even units within a Service interpret the process required for the RODUM system quite differently. A good example is the role of the Releasing Officer. Some units allow the complainant to release (approve) their own RODUMs and others have a central authority that reviews all RODUMs, provides a quality assurance role, looks for common themes and approves RODUMs for release. There is confusion amongst many occasional users in Army and Air Force as to who provides this role for their unit. ADF members should continue to be free and encouraged to submit a RODUM but it is recommended that a Releasing Officer (possibly one per unit) in the chain of command must review the RODUM before it is considered for action. The role of the Releasing Officer is to ensure that the information provided is informative. They should not stop a RODUM because they have a different view from the individual soldier but should be able to add a comment.

Recommendation 9 : Army should ensure that each unit has a trained RODUM Releasing Officer, who is in the chain of command.

3.3 Governance

3.3.1 Reporting of Defects to Defence Senior Management

The Review has considered the current methods employed to report defects in Combat Clothing and Personal Equipment to senior personnel in the Defence Materiel Organisation and senior ADF command and assessed the adequacy of these arrangements.

There is only limited regular reporting of information relating to Combat Clothing and Personal Equipment to senior management in Defence. RODUM Review Boards are chaired by deputy branch heads in Land Systems Division and the results are reported to the branch heads. They review the status of open RODUMs in each branch and provide an opportunity for staff to highlight areas for management attention. There is no effective reporting from these committees to either Head Land Systems Division or Army Headquarters senior management.

A RODUM Quarterly Report is produced by Land System Division²⁷. This is a detailed report outlining progress on all of the RODUMs received

²⁷ See Reference B for latest issue

during the quarter. Whilst it is a comprehensive report on progress it has not been designed with the content needs of DMO senior management or senior ADF command in mind. It does not bring to the fore the issues that may require their attention.

Statistical data is provided to Head Land Systems Division on overall RODUM performance on a monthly basis. This includes information on trends such as RODUM open times and staff certification. Again only limited analysis of this data is provided and it is difficult to identify areas that require senior management attention. There is also inadequate systematic reporting on Combat Clothing or Personal Equipment matters by Army Headquarters staff to higher ADF command.

Recommendations to improve governance and reporting have been made in Section 2.3.4. Head Land Systems and Deputy Chief of Army should ensure that suitable information is provided to the Defence Clothing Governance Executive committee to support their role.

3.3.2 Enhancement RODUMs

A significant proportion of Enhanced Capability RODUMs (or those that the Review considered should have been categorised as Enhanced Capability RODUMs) were not dealt with appropriately. When this was investigated several underlying reasons were identified. The Enhanced Capability process defined in the RODUM Standing Operating Procedure, **Attachment C**, would benefit from a section outlining the Head Land Systems Division and Deputy Chief of Army intent from the Enhancement RODUM process. Additional training should also be provided.

Land Systems Division staff sometimes refrain from referring decisions for enhanced capability to Army Headquarters. Instead they advise the RODUM customer to use the chain of command, nullifying a core purpose of the RODUM system. On other occasions enhanced capability decisions that have been referred to Army have not received a timely response from Army or have got 'lost in the system'. There is also confusion over the correct process to follow if a change of 'entitlement' (the Combat Clothing and Personal Equipment that is issued to ADF members, free of charge, depending upon their responsibilities and posting) is required as a result of a RODUM. The combination of these factors has contributed to a view amongst many ADF members that the RODUM system is unresponsive to enhancement requests and does not meet their needs.

Army should define a process and provide sufficient resources to enable timely decisions to be made on requests for new or enhanced capability through the RODUM system. This is critical in order to improve the view of the system throughout the Australian Defence Force. The only other alternative is to remove new or enhanced capabilities from the RODUM process and to use the chain of command instead. This is not

recommended as it is considered less likely that the request would get to the appropriate decisions makers in Army.

It was clear to the Review that Army Headquarters does not have sufficient resources devoted to this role to do an adequate job especially as their governance arrangements are currently configured. There would be value in the Chief of Army considering whether more of the role of developing and updating user capability specifications for Combat Clothing and Personal Equipment could be delegated to areas of expertise outside Canberra.

Recommendation 10 : Army should ensure sufficient resources are allocated to providing user capability specifications and to assessing, prioritising and responding to suggestions to enhance Combat Clothing and Personal Equipment. Army should consider whether there is merit in delegating this responsibility to nominated centres of excellence outside Army Headquarters.

The ADF member needs a transparent end to end service from the RODUM system. The user should be able to track progress through the database even if it has been passed to Army, Navy or Air Force for action. The character of the RODUM system should be changed to become a tri-Service system. To achieve this Army, Navy and Air Force decision makers must become active users of the RODUM database, the system must have tri-service image and be easily accessible from Army, Navy and Air Force Home Pages.

Recommendation 11 : Army and Land Systems Division should review and update the procedures for Enhancement RODUMs. These should be supported by additional staff training.

The following case study demonstrates many of the issues highlighted above:

- a. In late July 2009 33 RODUMs were raised by an Air Force Unit on the inadequacy of the DP1 webbing for conducting vehicle operations (33 were raised in the hope that this would increase the likelihood of resolution). The RODUMs were as a result of the Chief of the Defence Force Directive disqualifying the use of webbing bought from Commercial-Off-The-Shelf providers. Before that decision many had chosen to purchase their own webbing.
- b. An initial response was provided to the Unit Regimental Sergeant Major (Releasing Officer) by Land Systems Division advising that a change of entitlement should be sought through

the chain of command to Air Force Headquarters. Land Systems Division also sent an email to the Unit Commanding Officer advising that an entitlement request should be sent to Air Force Headquarters through the chain of command.

- c. A minute to Army Headquarters was also drafted by Land Systems Division in August 2009 but was not sent because a suitable point of contact could not be identified, even after a personal visit by the Chief Engineer.
- d. It seems that the issue was not raised up the chain of command.
- e. Some informal progress updates were placed on the RODUM web site over the next few months but no further formal correspondence was sent to the Unit Contacts.
- f. After a period of over 12-months all 33 RODUMs were closed in Aug 2010. A minute being sent to Army and Air Force Headquarters advising that this was an entitlement issue.

The lessons that should be learnt from this case study are:

- 1. When a change of entitlement is required the RODUM response should provide clear instructions on the process to be used. Ultimately Defence should consider amalgamating the RODUM and entitlement systems to provide an end-to-end service to the ADF member with Army, Air Force and Navy Headquarters becoming active users.
- 2. Army should ensure sufficient resources are allocated to assessing, prioritising and responding to suggestions to enhance Combat Clothing and Personal Equipment.
- 3. Army and Air Force should define their roles and responsibilities for Combat Clothing and Personal Equipment
- 4. Regular updates (monthly) should be sent to the Unit Contact and Releasing Officer for long standing RODUMs.
- 5. The process for handling entitlement requests for Air Force (and Navy) personal needs to be strengthened.
- 6. A Commercial-Off-The-Shelf service management workflow tool could provide all of the required functionality to actively track and progress long term RODUMs. It should stop them getting 'lost in the system' through a configurable escalation process.

CHAPTER FOUR

4 Fixing the RODUM System is only Part of the Solution

4.1 Introduction

If a perfect RODUM system were created it would not ensure that ADF members ceased to be frustrated with the Combat Clothing and Personal Equipment which they were able to use. There is value in retaining and improving the RODUM system for Combat Clothing and Personal Equipment but in addition to that other changes are needed. They include:

1. Managing the introduction of further choice to foster innovation
2. Improving trial facilities to confirm that equipment is fit for purpose
3. Reforming the Supply Chain

4.2 Personal Choice and Market Driven Improvement

The current procurement methodology often leads to a single provider delivering a specialised product manufactured according to a detailed technical specification. This top down approach has some merit in that it ensures that Defence has strict control over the delivered product but conversely it places tight constraints on industry, preventing innovation and adoption of contemporary best practice. The current arrangements would benefit from three changes. The most fundamental change is the introduction of ‘managed choice’ for a selected number of items where currently no choice is offered. The second change is a more consistent move to specifying the functional needs rather than being too prescriptive. The third change is a move to better information exchange between Land Systems Division, Army and industry.

The introduction of choice through the use of multiple vendors offering Commercial-Off-The-Shelf products which have been assessed by Defence to meet the functional requirements would improve satisfaction of the ADF member. It would also foster innovation as the suppliers would progressively improve their products within the scope of the functional specifications. A move to maximise the use of Commercial-Off-The-Shelf solutions was recommended in the *Mortimer Review*²⁸.

Army already allows the personal choice of many items of clothing (underwear, barrack shoes etc.) and some items of Personal Equipment. ‘Managed choice’, where items have been pre-qualified as being fit for purpose for the ADF is also allowed for Combat Boots. Choice is not

²⁸ Reference E

currently permitted for equipment that carries ammunition, explosive ordnance, pyrotechnics or weapons including magazine pouches.

Army should consider a managed expansion of choice for items of Personal Equipment, including ammunition pouches, webbing and load carriage equipment. Whilst Defence has an obligation to adhere to Occupational Health and Safety regulations it should be possible to offer the ADF member choice as long as Defence has evaluated the functional characteristics of alternate Commercial-Off-The-Shelf items to determine that they are fit for purpose as an individual item of equipment and that they are interoperable with related pieces of equipment.

This does not mean that there should be unlimited choice of suppliers. A balance needs to be struck between providing a reasonable range of choice from pre-qualified suppliers and the resource implications of pre-qualifying an unlimited number of providers.

Any vendor who is seeking to have their item of Combat Clothing or Personal Equipment evaluated (pre-qualified) as an item that can be selected by an ADF member as an alternative under the 'managed choice' arrangements should make a contribution to the costs of the evaluation.

Recommendation 12 : Defence should increase personal choice from a range of suppliers for selected, pre-qualified items of Personal Equipment.

Complete flexibility will not be possible due to integration constraints but adherence to common interface standards and grouping of products into ensembles could assist in introducing greater choice.

This approach could increase the workload of the technical staff within the Clothing and Soldier Modernisation Systems Program Offices unless further reform is undertaken. At present only Commonwealth employees can endorse a product as being fit-for-service, safe and environmentally compliant under delegation from the Director General Land Engineering Agency. Defence should investigate how this authority could also be delegated to qualified independent contractors and therefore provide greater capacity.

Recommendation 13 : Defence should investigate how they can increase the capacity of the Design Acceptance Authority for Combat Clothing and Personal Equipment by delegating some of this work to qualified contractors that are independent of the suppliers.

There is insufficient feedback in the current system to adequately capture current experience and the future Combat Clothing and Personal Equipment needs of the Army in particular. The existing system is

primarily based on the negative feedback of the RODUM system which is similar in concept to a retail clothing supplier basing all of its product decisions on the complaints it receives and ignoring product sales data. Defence needs to establish an additional positive input system to balance this information.

This could be achieved through site visits, interviews with, or rotations of ADF members through Land Systems Division on return from operations and the proposed Network of Key Partners. The strongest positive feedback would be gained through the introduction of choice and the subsequent monitoring of what product is being used and why.

Recommendation 14 : Defence needs to rely on more than negative feedback (the RODUM system) as the basis for improving Combat Clothing and Personal Equipment. Positive information from users should also be collected, analysed and shared.

Several clothing suppliers mentioned that they have been unable to obtain information on RODUMs related to products they supply. They have noted that they are unable to provide “expertise into resolution of a serving member’s complaints about existing equipment”. They also find that it is “extremely difficult to engage with Defence in respect to innovation and product enhancements”. This obstructs innovation, adversely impacting the quality of the clothing and equipment in use by the Australian Defence Force. They have also noted that some of the tenders are based on specifications that are decades old and do not allow for the acceptance of alternatives based on later technology developments. A new Industry Engagement Strategy is required. It should ensure that manufacturers receive feedback on concerns raised about their products and have ample opportunity to provide advice on product innovation and technology enhancements.

Recommendation 15 : Land Systems Division should develop and introduce an Industry Engagement Strategy. This Strategy should enable the two-way flow of information on Combat Clothing and Personal Equipment between Defence and industry to support innovation and product enhancement.

4.3 Filling an Important Information Gap

The Department of Veterans’ Affairs is responsible for funding the ongoing costs for any health impacts resulting from the service of an ADF member. For example, if an Infantry soldier ruins their knees as part of a training regime at the Infantry School and is invalided out of the ADF the whole of life medical and pension cost associated with this injury is met by the Department of Veteran’s Affairs. Defence decisions on Combat Clothing and Personal Equipment, for example Combat Boots, packs and

other load carriage equipment are one of the factors that impact on the health outcomes of ADF personnel. However, Defence decision makers do not have any feedback about the whole of life costs incurred as the result of earlier decisions. Using the example above Army Headquarters does not get access to information about the cost to the taxpayer of the Health impacts of equipment used in training. Access to this information would assist in improving the decisions that are made and information on these costs should be provided to Defence by the Department of Veterans' Affairs.

4.4 Improved User Trials and Feedback

It is critical to consider individual items of Combat Clothing and Personal Equipment supplied as part of the 'Soldier System'. Many of the concerns identified with the Modular Combat Body Army System, the Large Load Carriage Equipment and the Enhanced Combat Helmet stem from decisions taken on each of these pieces of equipment in isolation. More recently Land Systems Division has taken steps to improve soldier system integration through the establishment of the Integrated Soldier Systems Branch and a Development Directorate and improved interaction with DSTO.

A further improvement could be gained through the establishment of a 'Soldier Centre' or 'Digger Works'. This could bring together users, researchers, developers and suppliers and enable the thorough testing and evaluation of equipment as part of the soldier system in an operationally realistic environment before full production activities commence. It is clear that the role of the particular soldier has a significant impact on their view of an item of clothing or equipment and therefore it is important to staff such a facility in that light. It is also important that Army ensures that soldiers recently returned from operational experience be included on the staff of this organisation. The conclusions of equipment testing need to be published widely to ensure that soldiers are aware of this activity as they receive their new equipment. This should improve the user acceptance of new products.

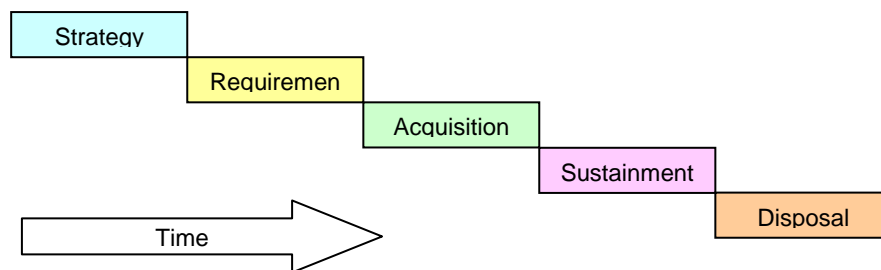
There is clearly a tension between the need for a systems based approach to soldier clothing and equipment and the need for increased choice. With careful management these two requirements can coexist. The Soldier Centre would have a key role in determining form, fit and function of optional equipment, providing feedback to industry and in assessing integration issues.

Recommendation 16 : Army, DMO and DSTO should establish and invest in a joint approach to testing, evaluating and improving Combat Clothing and Personal Equipment. This approach needs to capture the experience of ADF members who have recently returned from deployment.

4.5 Supply Chain Reform

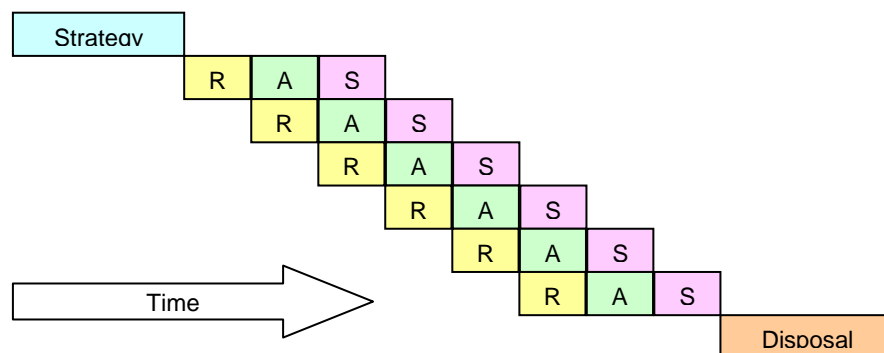
The existing Combat Clothing and Personal Equipment supply chain is too inflexible and unresponsive and contributes to the problems experienced by the ADF member. A more flexible project life cycle model should be considered supported by contractual arrangements that enable evolutionary development. Defence also needs to modernise the logistic supply arrangements for Combat Clothing and Personal Equipment to provide a more agile, commercial approach.

The project life cycle based on the waterfall model of strategy, requirement, acquisition, sustainment and disposal is used widely throughout the Defence Materiel Organisation and is the traditional method used for Combat Clothing and Personal Equipment procurements.



Example Waterfall Model

The Waterfall method is appropriate for large scale projects where the requirements are fairly stable and the development period is long. This is the situation for a large proportion of projects managed by the Defence Materiel Organisation. It provides a robust plan at the beginning of the project leading to greater certainty of costs and schedule (as long as the requirements are stable). However, this method is not the best approach to use for many items of Combat Clothing and Personal Equipment as user requirements can often change quite quickly. The evolutionary model would often be more appropriate as it is faster to respond to change, enables smaller more frequent procurements and rapid product improvement.



Example Evolutionary Model

In the evolutionary model change is expected and planned for. Flexible, probably panel based, contracting arrangements are in place and new versions of equipment are delivered at regular, predetermined intervals. For this approach to be successful, and not be a large drain on resources, stringent planning is required. A move to this approach to project delivery for certain products was encouraged in the *Mortimer Review*²⁹.

Recommendation 17 : DMO should investigate more agile project management and contracting mechanisms for the supply of Combat Clothing and Personal Equipment.

The current end-to-end supply chain runs from supplier through Joint Logistics Unit Bandiana through regional offices through Central Issue Points or Unit Clothing Stores to the ADF member. At each stage of the supply chain large stock levels are often held to allow for surge and contingency.

A Review into the Clothing Business Supply Chain³⁰ was completed in August 2009. It reported that “*the current storage and distribution system has suffered from many years of underinvestment, operates on outdated infrastructure, is not enabled by industry standard technology and automation and cannot deliver in line with commercial best practice*”. The same Review also concluded that “*Storage is a ‘free service’ to DMO resulting in high inventory levels and low stock turnover. Realistic costing of the service would drive a more efficient storage and distribution system.*”³¹

The performance of the Supply Chain is having a significant impact on the Combat Clothing and Personal Equipment service levels experienced by the individual ADF member. Large quantities of old stock can remain in the supply chain for a long time after a design issue has been resolved. This



is demonstrated clearly through the Combat Boot where Terra v3 boots are still being issued from some Clothing Stores even though it was last produced in January 2003. For the ADF member this gives the impression that the RODUM system is slow and unresponsive. Infrequent, large volume procurement is undertaken to minimise project workload, to bring down unit costs and reduce supply risk. There are significant hidden costs in this method both in terms of budget and reputation. These issues were also identified in the *Mortimer Review*.

²⁹ Reference E

³⁰ Reference F

³¹ Reference F

Recent changes by Joint Logistics Command will lead to the creation of larger Central Issue Points in place of Unit Clothing Stores enabling some stock level savings. Other changes are underway to reduce the stock levels in the chain. These activities are unlikely to be sufficient to solve the problem. Joint Logistics Command and Defence Materiel Organisation need to work together to introduce a more progressive approach.

The Review has consulted with senior buyers in the retail clothing sector. Whilst the business model and drivers are different in this sector lessons can be learnt from the modernisation of the sector over the past 10-years. Complete control over stock levels at all locations is critical to achieving an efficient and effective Combat Clothing and Personal Equipment supply chain. This entails excellent control over stock at all points in the chain, low stock levels, responsive distribution systems, good supply planning (including a plan for surge requirements) and performance based supply contracts based on a good knowledge of usage rates.

Whilst Defence may not procure the range of items of a large department store the quantity of many items ordered (such as the Combat Boot) is higher. Given this, more flexible supply arrangements can be negotiated.

The supply chain must support full stock visibility and seamless transfer of items between end points (Clothing Stores or Central Issue Points) to meet shortages instead of the current approach which includes hoarding of items. It should not be possible to 'write-off' non-accountable items before they are used.

The UK Ministry of Defence has recently completed a trial of the *interim New Clothing Solution (iNCS)*. This allows service personnel to order their uniforms from a comprehensive on-line catalogue and have them delivered directly to an authorised address worldwide. The trial has received high satisfaction ratings from the current 4000 users and it is being extended to 50,000 users soon. It provides a personalised on-line catalogue based on entitlement and individual sizing and works alongside the traditional clothing supply chain but has proved to be faster, cheaper and more responsive. Soon it will also be available through Smartphones.

The UK has designed their system to help make things simple for the customer and to integrate personal entitlements, personal sizes while streamlining the Supply Chain. This is a good example of the type of innovation that Defence should be considering.

Recommendation 18 : Defence should modernise the Supply Chain for Combat Clothing and Personal Equipment to provide a leaner and more responsive solution that improves the customer experience for ADF members.



Attachments

Attachment A – List of Persons Interviewed

Department of Defence

Office of Secretary and Chief of Defence Force

Secretary	Dr Ian Watt
Chief of Defence Force	ACM Angus Houston

Defence Materiel Organisation

Chief Executive Officer	Dr Stephen Gumley
Head Land Systems	MAJGEN Grant Cavenagh
Director General Land Engineering Agency	Grant Medbury
Director General Land Combat Systems	BRIG Bill Horrocks
Director General Integrated Soldier Systems	BRIG Mike Phelps
Director Soldier Modernisation SPO	COL Nagy Sorial
Director Clothing SPO	COL Roy Bird
Director Soldier Modernisation SPO	COL Ian Muir
Chief Engineer Clothing SPO	Pinakin Chaubel
DAAR Soldier Modernisation SPO	Ivan Corluka
Chief Engineer Soldier Modernisation SPO	Peter Crosby
Director Engineering Soldier Systems	George Bettiol
Deputy Director Clothing SPO	LTCOL Sanja Cvijanovic
LSD Sustainment Manager	LTCOL Simon Heritage
Project Director Land 125	LTCOL Colin Matthey
Inventory Manager	Vanessa McKenzie
Nation Fleet Manager PFE	Alan Hollamby
Systems Transition Manager	Cherry Laker
Combat Clothing Sustainment	Tom Traynor
Technical Advisor	Jordie Burgess
Technical Advisor	Joe Pausic
Footwear Clothing SPO	Mark Keagel
RODUM Administrator	Perry Vokolus

Army

Chief of Army	LTGEN Ken Gillespie
Deputy Chief of Army	MAJGEN Paul Symon
Head Modernisation and Strategic Planning	MAJGEN John Caligari
Army HQ Chief of Staff	BRIG David Mulhall
Director General Army Operations	BRIG Damien Cantwell
Director Logistics	COL Mick Ashleigh
Force Command G4 Logistics	COL Cameron Purdey
Force Command SO1	LTCOL Ben Slaughter
Force Command SO3	CAPT Michelle Sheather
Force Command Technical Management	WO1 Paul Bartlett

Air Force

Chief of Air Force	AIRMSHL Mark Binskin
Director Supply Capability	GPCAPT Sue McGready
Director Coordination	GPCAPT A. Elfverson
Warrant Officer of Air Force	WOFF-AF John Miller

Navy

Director General Navy People	CDRE David Letts
Warrant Officer of Navy	WON Mark Tandy
Director of Navy Uniforms	Manuela Moseley
Staff Officer Navy Uniforms	Debra Locke

Joint Logistics Command

Commander Joint Logistics	AVM Margaret Staib
Director General Supply Chain	BRIG Peter Daniel

Defence Science and Technology Organisation

Chief Human Protection and Performance	Dr Simon Oldfield
Research Leader Human Protection	Dr Nick Beagley
Senior Research Scientist Human Protection	Dr Mark Petterson

Other Stakeholders

The Review interviewed the following additional people as part of the RODUM random sample review and site visits

CPL Troy Ammerlaan	323 Combat Sqn
LTCOL Nathan Archer	Headquarters 7 th Brigade
MAJ James Ayliffe	Army Personnel Agency
WO2 Martin Bayliss	1 st Signal Regiment
Mr Tony Bayliss	East Sale Clothing Store
WO1 Simon Bedding	2 HSB
Mr John Booth	RAAF Townsville Clothing Store
SGT Mark Broadbent	2 RAR
WOFF David Bull	CSTS
WO1 Martin Burgess	ALTC
WOFF Steve Bryson	2 AFDS
LT Adon Cadona	8/9 RAR
CAPT Keith Chambers	HQ 3 BDE
WO1 Andrew Church	11 CSSB
SQNLDR Bruce Collenette	Central Flying School
WGCDR David Coysh	HQ CSG Det TVL
PTE Blake Critchley	Headquarters 1 Division
FSGT Paul Edwards	1 Combat Comms Squadron
WO1 Dean Ellis	JLU – NQ
SGT Clancy Fallon	5 AVN C Squadron
FSGT Anthony Fifield	27 Squadron
CPL Darren Flanagan	9 RQR
FLGOFF Paul Goldsmith	Officers Training East Sale
Mrs Sheree Goodall	Canungra Clothing Store
CPL Jason Graham	27 Squadron

WO2 James Grindrod	7 CSSB
WOFF Shane Grist	CSTS
WGCDR Glen Heyward	Defence Support Queensland
SGT Mark Hoddinet	2 CER
LCPL David Hodgkinson	1 RAR
Mr Ross Hurford	JLU – SQ
CPL Scott Ihle	RAAF Security Police
PTE Buddy James	Headquarters 1 Division
SQNLDR Mick Knewstub	237 SQN Training Flight
CPL Andrew Lebsanft	8/9 RAR
Ms Debra Locke	Navy Clothing Store
Mr Andrew Lowe	School of Infantry
WO1 Greg McEvoy	Soldier Career Management
WO1 Joe McIvor	HQ 1 Div
CAPT Edward McKellar	16 AVN BDE
BRIG Paul McLachlan	Commander 7 th Brigade
WO2 Scott Marshall	1 Field Regiment
WO2 Jason Mears	5 AVN B Squadron
CPL Jay Medwin	1 Intelligence Battalion
WO2 Chris Mitchelson	139 Sig Sqn
CAPT Adam Moore	HQ 16 th Aviation Brigade
WO2 Mark Newell	1 AVN REGT
SQNLDR Michael Newstub	27 Squadron
CAPT Geoffrey Orton	HQ 16 th Aviation Brigade
SQNLDR Glenn Orton	HQ 16 th Aviation Brigade
CAPT K David Packer	3 CSR
SGT Colin Paine	1 Combat Comms Squadron
MAJ Steve Pata	WO and NCO Academy
SGT Kevin Powell	Land Systems Division
WO1 Mark Read	HQ 7 Brigade
CPL Matthew Read	CSTS
SGT Lance Rennie	RAAF Townsville Catering
CPL Josh Rimmer	CSTS
WO1 Clint Robertson	2/14 Light Horse Regiment
SQNLDR Rebecca Rogers	1 EHS Det
WO1 Greg Quilter	2 RAR
FLTLT Mark Sadowski	1 Combat Comms Squadron
CPL Tony Scheirich	38 SQN
WO2 Beverley Salter	HQ 7 Brigade
MAJ Murray Scrivener	HQ 16 th Aviation Brigade
CPL Conn Sheehan	27 Squadron
CAPT Matthew Stigter	Headquarters 7 th Brigade
WO2 Russ Teal	1 RAR
PTE Nigel Tegg	Headquarters 1 Division
CAPT Steven Twidale	1 CER
WO1 Markham Tyrrell	HQ 16 th Aviation Brigade
LCPL Jason Wade	Headquarters 1 Division

Industry

Australian Business Defence Industry Unit

Ben White

Andrew Hargraves

Crossfire Pty Ltd

Peter Marshall

Mac Group

Joe Bonicci

MSA (Aust) Pty Ltd

John Preen

Myer

Greg Royans

Pyrotection Pty Ltd

Trevor Lansdown

Attachment B – RODUM Summary Sheets

INTENTIONALLY

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RODUM RANDOM SAMPLE REVIEW

RODUM No 20090673	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 7 BDE	Unit 8/9 RAR
Equipment and Component Boots Patent Leather Parade Black		
Schedule	Date	KPI
Logged	27/4/2009	
Acknowledged	27/4/2009	
Closed	27/4/2009	
Issue Raised Sole of both boots have fallen off whilst marching. On the cardboard box there is a date dated 14 May 07. The boots would of been worn just a couple of times.		
LSD Response Conclusion: 27 Apr 09 - ACK/Closure, The investigating officer advises that the missing eyelets may be a result of failure of one of the manufacturing processes. The defect is considered to be a manufacturing fault. Boots manufactured IAW new process ahve been delivered to Defence. Boots manufactured under the old process have been quaratined pending action. Recommend that the defective boots be returned back to point of issue (Q/store/area clo sto) and forwarded to the IO for appraisal. Member to be issued with replacement boots at no cost to the member. No further action required. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • Very quick initial response to RODUM • It is good to have an online system for RODUM processing • Feedback times after that can be a bit slow • Took much too long to get replacement boots • No information published to advise Soldiers that new boots were available • Language used in RODUMs is sometime too technical and complex • Provide Clothing Store with up to date information on clothing and personal equipment 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20090895	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 7 BDE	Unit 139 Signal Squadron
Equipment and Component Boots Parade Black Size 9.5		
Schedule	Date	KPI
Logged	01/06/09	
Acknowledged	01/06/09	
Closed	04/09/09	
Issue Raised Splits appearing at the toe creases in the boots. Boots 5 years old, have been used approx a dozen times.		
LSD Response Progress 01 Jun 09: ACK, reporting member is requested to forward the defective boots to the IO for investigation. Progress 16 Jun 09: 2nd request for return of defective boots. Progress 16 Jun 09: Advice received from reporting unit QM that boots will be forwarded as soon as training prep allows. Progress 22 Jul 09: Email follow up requesting update on return of boots. Progress 24 Jul 09: Reporting unit advises that boots will be sent ASAP. Conclusion 04 Sep 09: Returned boots were investigated. Fault is deemed to be a manufacturing fault caused by the PVC film on the leather not being flexible enough to prevent cracking when flexed. The problem is a known problem with a batch of boots procured in 2004. The batch was tested at the time of the fault becoming apparent. Testing revealed the low flex result and the batch of boots concerned was withdrawn. Member to be issued with replacement boots at no cost to member. Returned boots will be disposed of IAW local disposal procedures by the IO. No further action required. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • First time user, 40 years reservist • Concept of RODUM is good • Web interface us OK but difficult to find and no training provided • It should not be necessary to get a separate account • Army News should be used to promote clothing information • Stronger encouragement to use system is important 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091128	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group CS&ISTAR Group	Unit 1 intelligence Battalion
Equipment and Component Ballistic Eyewear, refractive inserts		
Schedule	Date	KPI
Logged	02/07/09	
Acknowledged	08/07/09	
Closed	0807/09	
Issue Raised Protective eyewear must be worn outside the wire for OP SLIPPER. The fitting of the corrective lenses to the supplier glasses and goggles causes them to trap dirt or water and are unusable.		
LSD Response The goggles being used are the ESS ICE Goggles. The ESS NVG Profile Goggles are probably more appropriate. ESS ICE Goggles were procured in 2007 as an interim solution in a low threat environment (barracks/secure compound). The ESS NVG Profile Goggles are designed for a high threat environment and come complete with corrective inserts if required.		
Customer Feedback <ul style="list-style-type: none"> • Responses are quick • The ability to search for historic RODUMs is good • Need notes on the RODUM input page to provide guidance to infrequent users • No training is provided in the units – this needs to be fixed • Using CAMPUS E-Learning would be good • Need to improve Database user interface to allow for search by person or search by equipment • Does not feel at all well informed on future plans for clothing and personal equipment 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091174	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 3 BDE	Unit 1 RAR
Equipment and Component Modular Combat Body Armour System (MCBAS)		
Schedule	Date	KPI
Logged	09/07/09	
Acknowledged	16/07/09	
Closed	16/07/09	
Issue Raised <i>Withheld</i>		
LSD Response <i>Withheld</i>		
Customer Feedback <ul style="list-style-type: none"> • It is good that anyone can submit a RODUM • New RODUM database accounts are readily available • Initial acknowledgement was very good • RODUM web interface is hard to use even with experienced gained. • Email response is useful • Junior Ranks do not use the system as there is a strong feeling that their comments would not lead to any changes or improvements. As an example the decision not to withdraw the Steyr pouch immediately has reduced their confidence in the system • It should not be possible to close a RODUM without agreement from the complainant that this issue has been addressed 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091177	Class Safety	
Army / RAAF / RAN RAAF	Brigade / Fleet / Group East Sale	Unit Clothing Store
Equipment and Component Undershirt Cold Weather - Large		
Schedule	Date	KPI
Logged	09/07/09	
Acknowledged	10/07/09	
Closed	25/08/09	
Issue Raised The undershirts are a poly cotton blend however should be 100% cotton as they are an aircrew item of clothing		
LSD Response <p>Progress: 10 July 2009 - Ack. In initial investigation, it has been found that NSNS 661023101, 661023102 and 661023103 are obsolete and have been superseded by NSN 661424896, 661424897 and 661424898 . IAW MIMS, both NSN series state base material as Cotton. It is advised that any item under these NSNs, with Poly/ Cotton on label, must be quarantined and not to be issued to aircrew. Combat fleet has been informed about these RODUMS for necessary investigations.</p> <p>Conclusion: Aug 14, 2009 - Fleet is compiling NSNs to be actioned under these RODUMs. Result: In investigation, it has been found that NIIN`s 661023101, 661023102 and 661023103 are obsolete and have been superseded by NIIN`s 661424896, 661424897 and 661424898. IAW MIMS, both NIIN series state base material as cotton. It is advised that any item related to NIIN`s 661424895 to 6614248902, including Drawers (NIIN`s 661424903 to 661424906), with polyester/cotton (only) on label must be identified, quarantined and returned to AABD in DD category for disposal. Narrative to mention poly/cotton blended garments .RODUMs closed.</p>		
Customer Feedback <ul style="list-style-type: none"> • RODUM process is good and largely works well • It helps the Clothing Store meet the customer need • The RODUM database is fairly easy to use one experienced. No training is provided and not training to RAAF personnel on RODUM purpose or method • It is difficult to each individual member to return items of clothing to CLOSP0 as required. Clothing Store takes pity and does it for them • The process for the return of faulty items is not clear. Who raises the warehouse transfer approval? • Information on future plans for clothing is very poor (changes, new items, shortages, investigations etc) and therefore clothing store cannot inform customers 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091209	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group	Unit 2 HSB
Equipment and Component Pajamas, Men's		
Schedule	Date	KPI
Logged	14/07/09	
Acknowledged	16/07/09	
Closed	16/07/09	
Issue Raised Material ripping and cotton stitching undoing. Buttons coming off. These item have not been washed and based on the quality of the material will not survive the laundry process.		
LSD Response Conclusion 16 Jul 09: ACK, pajamas are not procured through DMO and are a Regional procurement item. Item is COTS and is procured against the SDSS description. DMO will advise the procurement authority of the RODUM and request remediation action is undertaken to ensure higher quality items are procured in the future. PM NCC advises reporting member to dispose of defective items IAW local disposal procedures and request replacement. No further action required. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • Online system is good • RODUM quarterly report is a bit cumbersome to use • Need to use Army News more to promote use of system and future plans for clothing • Website ease of use could be improved through drop down boxes • Happy with resolution of problem 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091218	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 3 BDE	Unit 1 RAR
Equipment and Component Pocket ammunition Pouch 2 Magazine		
Schedule	Date	KPI
Logged	15/07/09	
Acknowledged	22/07/09	
Closed	30/07/09	
Issue Raised The magazine pouches do not fit 2 loaded magazines without modification. Considerable effort is required to extract magazines		
LSD Response The pocket was designed to hold two Steyr magazines. Drawings have been updated to allow 10mm extra space and stiffening in the body. All post June 2006 pouches should include these changes. Approval is being sought to use 3 magazine pouch for 2 magazines. Q stores should dispose of all older items.		
Customer Feedback <ul style="list-style-type: none"> • It is good that anyone can submit a RODUM • New RODUM database accounts are readily available • Initial acknowledgement was very good • RODUM web interface is hard to use even with experienced gained. • Email response is useful • Junior Ranks do not use the system as there is a strong feeling that their comments would not lead to any changes or improvements. As an example the decision not to withdraw the Steyr pouch immediately has reduced their confidence in the system • It should not be possible to close a RODUM without agreement from the complainant that this issue has been addressed 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091235	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 3 BDE	Unit 1 RAR
Equipment and Component Terra Combat Boots		
Schedule	Date	KPI
Logged	16/07/09	
Acknowledged	22/07/09	
Closed	28/08/09	
Issue Raised Sole of boots worn down to bottom of inner and split under ball of foot and heels. Both pairs less than 3 months use.		
LSD Response The splitting of soles is a known issue and the manufacturer is implementing changes to address the problem. The member must ensure that the boots are fitted properly as this can impact boot life. AHQ is revising the future combat boot requirement. The boot should be replaced once the boot is unserviceable.		
Customer Feedback <ul style="list-style-type: none"> • It is good that anyone can submit a RODUM • New RODUM database accounts are readily available • Initial acknowledgement was very good • RODUM web interface is hard to use even with experienced gained. • Email response is useful • Junior Ranks do not use the system as there is a strong feeling that their comments would not lead to any changes or improvements. As an example the decision not to withdraw the Steyr pouch immediately has reduced their confidence in the system • It should not be possible to close a RODUM without agreement from the complainant that this issue has been addressed 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091238	Class Maintain Capability	
Army / RAAF / RAN Army	Brigade / Fleet / Group	Unit 9 RQR
Equipment and Component Patent leather parade boot		
Schedule	Date	KPI
Logged	16/07/09	
Acknowledged	16/07/09	
Closed	01/09/09	
Issue Raised Patent leather peels away from boot at several points where natural movement of foot during step creates creases.		
LSD Response Progress 16 Jul 09: ACK, reporting member is requested to forward the defective boots to the IO for investigation. Progress 4 Aug 09: 2nd request for return of defective boots. Progress 18 Aug 09: 3rd request for return of defective boots. Reporting member advised that IAW SOP RODUM will be closed if boots not returned within 14 days of signal. Conclusion 01 Sep 09: Defective boots not returned for evaluation. RODUM cannot be investigated without return of boots. No further action required. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • Quick initial response • Unable to return shoes as requested due to work commitments • RODUM therefore closed. This is reasonable • RODUM database website interface could be more user friendly • Education of all Army personnel on RODUM system is poor • Army news and DRN web sites should be used to promote clothing and equipment plans 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091245	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 3 BDE	Unit 1 RAR
Equipment and Component Modular Combat Body Armour System (MCBAS)		
Schedule	Date	KPI
Logged	16/07/09	
Acknowledged	20/07/09	
Closed		
Issue Raised <i>Withheld</i>		
LSD Response Acknowledge receipt. Update provided in Oct 09 and Jul 10.		
Customer Feedback <ul style="list-style-type: none"> • It is good that anyone can submit a RODUM • New RODUM database accounts are readily available • Initial acknowledgement was very good • RODUM web interface is hard to use even with experienced gained. • Email response is useful • Junior Ranks do not use the system as there is a strong feeling that their comments would not lead to any changes or improvements. As an example the decision not to withdraw the Steyr pouch immediately has reduced their confidence in the system • It should not be possible to close a RODUM without agreement from the complainant that this issue has been addressed 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091323	Class Enhanced Capability	
Army / RAAF / RAN RAAF	Brigade / Fleet / Group	Unit 2 AFDS
Equipment and Component Issued Webbing		
Schedule	Date	KPI
Logged	30/07/2009	
Acknowledged	30/07/2009	
Closed	OPEN	
Issue Raised <i>Withheld</i>		
LSD Response <i>Withheld</i>		
Customer Feedback <ul style="list-style-type: none"> • It seems that multiple RODUMs are required before an issue is addressed • This RODUM was passed on to RAAF HQ for consideration – this was good • RAAF News and RAAF Web Site should be used to publish information on clothing and personal equipment • Access to DRN is limited • RODUMs are not submitted because junior airman do not know what the system is for or how to use it – training is required 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091375	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group Forces Comd - ALTC	Unit ALTC - ARMY LOGISTIC TRG CENTRE
Equipment and Component Cold Weather Jacket		
Schedule	Date	KPI
Logged	4/8/2009	
Acknowledged	6/8/2009	
Closed	6/8/2009	
Issue Raised The new cold weather jacket does not meet the requirement of its title `Cold Weather Jacket`. It does not keep the user warm in the alpine regions i.e. Albury Wodonga Military Area. There are no front pockets for storage of personal items or inner pockets. The military uniformity appeal is unattractive as the length of the jacket is shorter than the DPCU shirt, (approx 1 inch shorter).		
LSD Response Conclusion: 5 Aug 2009 - Ack. Investigation found that the cold weather jacket is IAW the user requirement as an interim solution until the field outerwear enduring solution (currently under tender evaluation) is released into service. In response to the individual issues raised: a. The garment fabric is tested and passes to a higher performance (warmth and windproofing) than the previous combat fleece jacket. b - c. The garment design (length and pockets) is identical to the jacket, cold weather, windproof, DPDU that has been in service since 2003. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • Initial response very timely • Final response did not solve the problem • No suggestion provided on the way ahead • General view that the system does not work (this is a good example) • Web interface to RODUM Database is not user friendly • Should refer enhancement RODUMs to Army HQ • Army News must be used much more to provide information on clothing and personal equipment issues • It should be possible to submit and track a RODUM without a personal RODUM logon by just using a DRN logon 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091469	Class Safety	
Army / RAAF / RAN Army	Brigade / Fleet / Group MEAO	Unit MEAO
Equipment and Component LAND 125 Webbing		
Schedule	Date	KPI
Logged	17/08/09	
Acknowledged	18/08/09	
Closed		
Issue Raised <i>Withheld</i>		
LSD Response <i>Withheld</i>		
Customer Feedback <ul style="list-style-type: none"> • The RODUM system is very important and usually performs well • Responses can be terse and not customer focused • Web site access is fairly difficult to use for the inexperienced • Access over the Internet is not that important as DRN is available even for deployed forces • A system (pop up window?) that prompts the user for solutions that may already exist when submitting RODUM would be beneficial • RODUM response should be updated every 30 days regardless if there is no change • RODUM website should revert to not having to log in so that access is easier • I was the submitter for this RODUM and not the customer who reported the fault, this was done to consolidate RODUM submission across the MEAO. 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091541	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group	Unit 2 HSB
Equipment and Component T-Shirt, Grey, Long Sleeve, PTI		
Schedule	Date	KPI
Logged	26/08/09	
Acknowledged	26/08/09	
Closed	26/08/09	
Issue Raised <p>PTI grey shirt - currently, physical training instructors use either the grey physical training instructor t-shirts or a DPCU shirt for the delivery of military self Defence (MSD) lessons. These lessons are quite hands on and physical. The lessons have a lot of techniques which require the instructor to demonstrate. These techniques involve both standing and ground based fighting, grappling and wrestling. The students are exposed to many scenarios and reflex training during the course. Two physiological responses the students will experience are auditory exclusion and tunnel visual. Students need to be able to identify the instructor to comply with instructions. Safety and control during a group scenario can be difficult, and students cannot readily identify an instructor in a DPCU shirt. This is one reason instructors prefer to wear the PTI grey shirt during scenarios and reflex training. Unfortunately the grey PTI shirt is unsuitable for conducting MSD lessons. The shirts stretch very easily and become unwearable after conducting minimal lessons. At this stage at Enoggera, PTIS and other MSD instructors are endeavoring to have 80% of the brigade at MSD exponent level. This means MSD courses are running continuously. The heat of Enoggera and physical exertion required on the course make a breathable shirt preferable.</p>		
LSD Response <p>Conclusion 26 Aug 09: ACK. Photos sent with RODUM show damage along the seam of the shirt, this maybe as a result of poor seam manufacture or the forces applied during MSD being greater than envisaged for the shirt application. PTI clothing is currently under review. An Operational Unit Requirement (OUR) from service PTI`s has been raised and requests the use of more modern fabrics, with moisture and heat management properties and strength, to be used in PTI clothing. The OUR does not mention an item to make PTI`s more easily distinguished when wearing DPCU. The reporting member is advised that if such an item is required an EEV should be submitted to the PM NCC, and the Block Scale Entitlement Section Canberra for the introduction of a suitable solution. The EEV must include a full user requirement with the reporting member's recommendations. RODUM history provides valuable information that is reviewed in conjunction with AHQ when the particular items OUR is revalidated. Members are entitled to replacement shirts at no cost to member. No further action required. RODUM Closed.</p>		
Customer Feedback <ul style="list-style-type: none"> • Online system is good, RODUM quarterly report is a bit cumbersome to use • Need to use Army News more to promote use of system and future plans for clothing • Website ease of use could be improved through drop down boxes • Happy with resolution of problem 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091568	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group Forces Comd - HQ	Unit HQ 1 BRIGADE
Equipment and Component Flag National, Bunting, Hoist		
Schedule	Date	KPI
Logged	31/8/2009	
Acknowledged	2/9/2009	
Closed	3/2/2010	
Issue Raised Reported Fault: The Halyard at the bottom edge of the ANF is only 3cm long, this does not allow for the ANF to be furled at the top of the flag pole. The Inglefield clips are made of plastic, in extreme weather conditions this detriates rapidly, causing breakage during the unfurling.		
LSD Response Unit Action: Unit to continue to use item. Unit to forward sample of item with fault to WO1 Bill Myers for investigation as per ACK signal. DMO Action: WO1 Myers to consult OEM/SME with faulty unit sample. Current Status: Flag received from unit. Current Status as at 27 Jan 10. Faulty flag appears to be DUF purchase. SDSS purchase description will be updated to better reflect the specification required when purchasing flags through DUF. Anticipated solution 20 Feb 10. RODUM Closed 3 Feb 2010: The item appears to have been purchased by Direct Unit Funding using the buyers comments in SDSS as a guide. The buyers comments lacked sufficient detail and has been amended to read quote Purchasing Officers are to ensure the flags have metal clips and polyester cord 7 mm wide with a tail length of half breadth of the flag. Cord ends are to be heatsealed unquote. This will ensure that the reported fault will not appear again in future purchases of this item. RODUM Closed		
Customer Feedback <ul style="list-style-type: none"> • Initial response was very quick • The final response did not solve the problem and left the complainant with no way ahead • The RODUM web page should be linked from the Army Home Page • Army News, Maintenance News and should be used to provide Clothing and Personal Equipment information to soldiers • A new Clothing and Personal Equipment Bulletin would be well received • A clothing web site from Army pages would be useful 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091590	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group Joint logistics Command	Unit Joint Logistics unit (North Queensland)
Equipment and Component MCBAS DPCY XL		
Schedule	Date	KPI
Logged	02/09/09	
Acknowledged	04/09/09	
Closed	04/09/09	
Issue Raised Rip cord attached to body armour needs replacing		
LSD Response Fault has been identified as a manufacturing fault and will be reported to ADA for warranty claim. Unit to return item to JLU(V) Bandiana ASAP for further action. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • Good to have one system for tracking all defects • Computer based system is good • Hard to user at first. User interface and training needs to be improved • Initial receipt acknowledgement is good • RODUM database search facility is poor • User name/password facility discourages use • Access over the Internet would be useful for deployed and junior Army personnel • Some RODUMs stay open for long periods with no regular updates being provided • Army News and Maintenance News should be used to publish clothing and personal equipment related information • RODUM website should be used to publish clothing and personal equipment related information 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091736	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group Forces Comd - 16 Avn Bde Gp	Unit 1 AVIATION REGT
Equipment and Component Belt Trousers (Green with Black Buckle)		
Schedule	Date	KPI
Logged	9/18/2009	
Acknowledged	9/21/2009	
Closed	9/21/2009	
Issue Raised SDSS details that the length of the belt should be 122cm long, all belts inspected were only 70cm long. Last receipt of Belts at 1 Avn Regt was 24 Mar 06. This was for Qty 50. It was determined that all other items issued were correct in measurements.		
LSD Response Conclusion: 21 Sept 2009 - the investigating officer advises that the shorter than specified belt trousers size may be residue of older stock which did come in a range of sizes or that incorrect length had been supplied by a manufacturer. recommend that the defective belts be returned back to Bandiana and placed into rp category. unit to place a demand and replace the defective belts. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • Very happy with response – it solved the problem • Finds the system easy to use • Knowledge of the RODUM system amongst junior soldiers and airman is very poor • Need a training and awareness program that should be mandatory • Need to use Army News, RAAF News, Roadshows, RAAF/Army Home pages to promote clothing activities 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091744	Class Maintain	
Army / RAAF / RAN Army / DSG	Brigade / Fleet / Group	Unit DS-Canungra
Equipment and Component Boots, combat 285/107 batch 4425, Terra		
Schedule	Date	KPI
Logged	21/09/09	
Acknowledged	21/09/09	
Closed	12/10/09	
Issue Raised The measurements of the right boot on the front outside edge is 6cm. The left boot measures 4.5cm		
LSD Response Progress: 21 Sept 2009 - Ack. The investigating officer requests the unit to forward the defective boots to CLOSPO technical support. Conclusion: 7 Oct 2009. the investigating officer advises that the measurement variations between the left and right boot was due to misalignment of the upper of the right boot onto the last during the lasting operation. The defect is considered to be a manufacturing fault. The defective boot will be returned back to the manufacturer for warranty action. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • Very little experience of RODUM system • No training received • Good and prompt service received • Database was fairly easy to use • More information should be provided to clothing store on future plans • More information should be provided on stock challenges • Army Clothes Line used to provide good clothing logistics information but is no longer issued 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091796	Class Maintain	
Army / RAAF / RAN RAN	Brigade / Fleet / Group Navy Clothing Store	Unit Navy Clothing Store
Equipment and Component Trousers - Disruptive Pattern Navy Uniform (DPNU)		
Schedule	Date	KPI
Logged	29/09/09	
Acknowledged	30/09/09	
Closed	16/12/09	
Issue Raised Zippers broken		
LSD Response All defective items returned to supplier for repair under warranty and will then be sent to the member's unit.		
Customer Feedback It is not sufficient to return items after <u>repair</u> . New items have already been issued (this is mandatory uniform) and there is therefore no use for the repaired worn items. The secondhand items are used for training where possible but it would be more sensible to have a replace new for old policy under the contract. There is a propensity for the Clothing SPO to cut and past responses between multiple RODUMs. This has the risk that the complainant does not feel as though they are being dealt with as an individual.		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091800	Class Maintain	
Army / RAAF / RAN RAN	Brigade / Fleet / Group Navy Clothing Store	Unit Navy Clothing Store
Equipment and Component Coat - Disruptive Pattern Navy Uniform (DPNU)		
Schedule	Date	KPI
Logged	29/09/09	
Acknowledged	30/09/09	
Closed	16/12/09	
Issue Raised No left wrist tab fastener		
LSD Response All defective items returned to manufacturer for repair under warranty and are being returned to the member's unit.		
Customer Feedback It is not sufficient to return items after <u>repair</u> . New items have already been issued (this is mandatory uniform) and there is therefore no use for the repaired worn items. The secondhand items are used for training where possible but it would be more sensible to have a replace new for old policy under the contract. There is a propensity for the Clothing SPO to cut and past responses between multiple RODUMs. This has the risk that the complainant does not feel as though they are being dealt with as an individual.		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091821	Class Safety	
Army / RAAF / RAN RAAF	Brigade / Fleet / Group East Sale	Unit Clothing Store
Equipment and Component Gloves Flying Size 8		
Schedule	Date	KPI
Logged	30/09/09	
Acknowledged	30/09/09	
Closed	11/11/09	
Issue Raised Recently acquired flying gloves are of poor quality and ill fitting. These flying gloves constitute a potential snag hazard, reduced dexterity and reduced comfort for the wearer.		
LSD Response Progress: 25 Sept 2009 - ACK. The reporting unit is requested to forward the defective gloves to CLOSPO Technical Support, Combat Clothing. It is recommended that the user obtains replacement gloves from the Q/Clothing Store and ensure the fit is appropriate for the dexterity of the tasks required. Progress: 7 Oct 2009. Reporting unit of Seq no. 20091780 provided photocopies of defective gloves on 1 Oct 2009. CLOSPO contacted reporting unit on 7 Oct 2009 and re-requested that the defective gloves be forwarded to CLOSPO to enable further technical investigation. Reporting unit of Seq no. 20091821 requested to also forward defective gloves to CLOSPO for investigation. Progress: 23 Oct 2009. Defective gloves received from both reporting units on 19 Oct 2009. Further information received from 816 SQN on 22 Oct. Investigation still in progress. Conclusion: 11 Nov 2009 The returned gloves were found to have the index finger seam incorrectly located (which reduces the users tactility and dexterity). All of the above faults are considered to be manufacturing faults and are not in compliance with the specification. It is recommended that the user obtains replacement gloves from the Q/Clothing Store and ensure the fit is appropriate for the dexterity of the tasks required. Any gloves which do not provide appropriate durability, fit and dexterity for the tasks required should be identified, quarantined and returned to AABD in DD category for disposal. RODUM closed		
Customer Feedback <ul style="list-style-type: none"> • RODUM process is good and largely works well • It helps the Clothing Store meet the customer need • The RODUM database is fairly easy to use one experienced. • No training is provided and no training to RAAF personnel on RODUM purpose or method • RAAF News should be used much for information distribution • A web site for clothing information would be useful • It is difficult to each individual member to return items of clothing to CLOSPO as required. Clothing Store takes pity and does it for them • The process for the return of faulty items is not clear. Who raises the warehouse transfer approval? • Information on future plans for clothing is very poor (changes, new items, shortages, investigations etc) and therefore clothing store cannot inform customers 		

RODUM RANDOM SAMPLE REVIEW

RODUM RANDOM SAMPLE REVIEW		
RODUM No 20091920	Class Safety downgraded to Enhancement	
Army / RAAF / RAN Army	Brigade / Fleet / Group	Unit HQ 1 Div
Equipment and Component Pouch, magazine, Steyr		
Schedule	Date	KPI
Logged	22/10/09	
Acknowledged	23/10/09	
Closed		
Issue Raised <i>Withheld</i>		
LSD Response <i>Withheld</i>		
Customer Feedback		
<ul style="list-style-type: none"> • Very poor service from this RODUM • Unhappy that the RODUM was reclassified as Enhanced from safety • Problem has still not been resolved. • Told it was not much of a problem as not many RODUMs had been received. This RODUM was on behalf of whole Brigade and represented 472 items. • Very little progress has been reported since Jan 10 • Very quick to get a user account and OK to find web site (although could be better advertised) • The information campaign on future plans is very poor and could be improved through more use of Army News • A clothing information Web site would not be used that much by diggers due to lack of time and access, Army News is much better • Information on clothing and equipment plans needs to be distributed on a frequent basis through the chain of command to "key command elements in units and formations for distribution". • Maintenance News has limited distribution amongst normal Diggers 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20091926	Class Safety	
Army / RAAF / RAN Army	Brigade / Fleet / Group MEAO	Unit MEAO
Equipment and Component Attack Helmet and Enhanced Combat Helmet Cover		
Schedule	Date	KPI
Logged	23/10/09	
Acknowledged	23/10/09	
Closed		
Issue Raised Helmet cover slips/moves when fitted to the helmet and prevents/hinders effective fitting of mission essential helmet ancillaries.		
LSD Response 23 Oct 09- Ack. DMO, SMSPO (COMBAT PROTECTIVE EQUIPMENT) is the investigating authority. This SAFETY RODUM has been assessed as an ENHANCED CAPABILITY Safety RODUM and will be forwarded to AHQ for direction. Progress: 19 Mar 10- further clarification is being sought from AHQ. Progress: 23 June 10. No change.		
Customer Feedback <ul style="list-style-type: none"> • The response to this RODUM was poor. It is a safety RODUM and is still open nearly one year later • Faith in the RODUM system is low because of this type of response • The RODUM system is very important and usually performs well • Responses can be terse and not customer focused • Web site access is fairly difficult to use for the inexperienced • Access over the Internet is not that important as DRN is available even for deployed forces • Army News and Maintenance News should be used more to distribute clothing and equipment information 		

RODUM RANDOM SAMPLE REVIEW

RODUM RANDOM SAMPLE REVIEW		
RODUM No 20091942	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group MEAO Afghanistan - Op Slipper	Unit MEAO Afghanistan
Equipment and Component Terra Combat Boots		
Schedule	Date	KPI
Logged	26/10/2009	
Acknowledged	27/10/2009	
Closed	19/3/2010	
Issue Raised The Terra combat boots have a number of faults as follows: (1) Seams are splitting outside the left boot where the toe leather joins lace up part of the boot. (2) The soles on both pairs have cracked across the balls of the feet. (3) Both heels are delaminating on the outside rear of the boot.		
LSD Response Progress: 27 Oct 2009. Under investigation by clothing technical support. Conclusion: 5 March 2010. the investigating officer advises that the sole splitting is a recognised issue with the combat boot. indications are that the problem is contributed to by the tread pattern and the rubber quality used. further, it has been found that if a member`s boots are not fitted correctly, this is more likely to result in the sole flexing at the weakest point of the tread pattern and increasing the potential of the sole to split. The manufacturer has been alerted to this problem. interim action to address this issue has included the manufacturer being required to revise their rubber processing and testing. The member has to ensure that the boots are correctly fitted to minimise the potential of the sole splitting. Boots should be fitted IAW the terra boot fitting information. a video link to the boot fitting can be found on rodum web site. In relation to heel delamination and splitting seam, the investigation could not determined the causes without viewing the defective boots. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • Good systems and very valuable • Prompt response • Response was reasonable and made sense • Received training through Engineering core • Army News is a good publication for clothing and equipment related items • A web site would not be used by most diggers due to lack of computer access • Need to include training on Subject 1 courses 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20092003	Class Maintain	
Army / RAAF / RAN RAAF	Brigade / Fleet / Group RAAF Townsville	Unit 323 ECSS
Equipment and Component Shoes leather men		
Schedule	Date	KPI
Logged	5/11/09	
Acknowledged	9/11/09	
Closed	9/11/09	
Issue Raised Sole of newer version of shoes separate from leather upper		
LSD Response The sole on the newer versions of the Shoes are starting to separate from the leather upper. Conclusion: 5 Nov 09. The IO advises that the soles coming away from the upper may be a result of failure of one of the manufacturing processes involved in attaching the unit sole to the upper. The defect is considered as being a manufacturing fault. The supplier has submitted samples and test reports on a revised manufacturing process to DMO. Testing on improved processes has indicated there is a vast improvement in adhesion between the sole and the upper. It was requested that the member send the faulty shoes to the CLOSPO Technical cell for assessment. The defective shoes returned to the IO will be returned to the manufacturer for warranty action after inspection. Recommended that the member be issued with a replacement pair of shoes at no cost to the member. RODUM closed.		
Customer Feedback <ul style="list-style-type: none"> • Initial acknowledgement was good • Timely response • Resolved the concern and provided a way ahead • Annual training (presentation only) is provided to RAAF engineering staff on the RODUM systems. No training is provided non-engineering personnel. • Many staff uncomfortable to use system in case they do something wrong • Need a clear process for input to changes in requirements for clothing and personal equipment 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20092021	Class Maintain	
Army / RAAF / RAN RAAF	Brigade / Fleet / Group RAAF East Sale	Unit Officers Training School
Equipment and Component DPCU Sock Size 11-14		
Schedule	Date	KPI
Logged	09/11/09	
Acknowledged	11/11/09	
Closed	08/12/09	
Issue Raised 'New DPCU issue socks shrink after washing in cold water and line dried. As a result they become difficult to fit and unsuitable for the use intended.		
LSD Response Progress 11 Nov 09: ACK, the shrinkage of the socks is currently being evaluated by CLOSPO. Testing is being undertaken. Conclusion 08 Dec 09: Following CLOSPO investigation and extensive testing conducted by independent laboratories, the Bellview heavyweight sock in all sizes has been found to be shrinking in excess of specification requirements. Other areas of the sock manufacture were also found to be not IAW specification. Stock of Bellview heavyweight socks in all sizes has been quarantined at JLU-V for replacement under warranty by the manufacturer. Stocks held at Clothing Stores will be recalled under a separate instruction by the PM NCC. RODUM issues relating to sizing and labeling will be addressed by the recall and replacement of the socks. Member is to return faulty Bellview socks to the Clothing Store for replacement at no cost to member. Replacement socks will be available to Clothing Stores early in 2010. No further action required. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • Quick and efficient service • Concerns were addressed with faulty socks being quarantined • Alternative temporary solution was found • Training on RODUM purpose and method for RAAF staff is very poor • Suggests an E-Learning Package be created and put on CAMPUS • Poor information on changes to clothing rules and allowances • RAAF News needs to be used much more to inform staff on clothing and personal equipment issues • The Warrant Officers Net could also be used to provide clothing and personal equipment information 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20092040	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group	Unit Army Personnel Agency
Equipment and Component Socks Heavyweight Bellview		
Schedule	Date	KPI
Logged	12/11/09	
Acknowledged	12/11/09	
Closed	08/12/09	
Issue Raised Labeled sizes on socks (heavy weight Bellview) not relevant to Australian soldier size.		
LSD Response Progress: 12 Nov 09 - ACK. The issue of sizing raised by the member is currently the subject of an ongoing investigation by CLOSPO. The issue of shrinkage is also under investigation with testing underway. Conclusion 08 Dec 09: Following CLOSPO investigation and extensive testing conducted by independent laboratories, the Bellview heavyweight sock in all sizes has been found to be shrinking in excess of specification requirements. Other areas of the sock manufacture were also found to be not IAW specification. Stock of Bellview heavyweight socks in all sizes has been quarantined at JLU-V for replacement under warranty by the manufacturer. Stocks held at Clothing Stores will be recalled under a separate instruction by the PM NCC. RODUM issues relating to sizing and labeling will be addressed by the recall and replacement of the socks. Member is to return faulty Bellview socks to the Clothing Store for replacement at no cost to member. Replacement socks will be available to Clothing Stores early in 2010. No further action required. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • RODUM systems worked as expected • Socks withdrawn but no new stock available • Disappointed that new items were not available as old ones were withdrawn • Problem is a failing of the quality assurance system rather than RODUM system 		

RODUM RANDOM SAMPLE REVIEW

RODUM RANDOM SAMPLE REVIEW		
RODUM No 20092186	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group	Unit 2 HSB
Equipment and Component T-Shirt, Grey, PTI		
Schedule	Date	KPI
Logged	09/12/09	
Acknowledged	09/12/09	
Closed	09/12/09	
Issue Raised The Grey 100% Cotton Physical Training Instructor (PTI) short and long sleeve shirts do not allow the PTI wearing them to lose body heat effectively when conducting physical training sessions in hot weather conditions.		
LSD Response Conclusion 09 Dec 09: ACK. The t-shirt currently supplied is as approved by AHQ for use. An OUR for an upgrade of PTI clothing is undergoing validation. The OUR includes requirements for improved fabric performance on all items of clothing including the t-shirt. The PTI clothing specification will be re-written to incorporate the outcomes of the validation. To date AHQ has neither endorsed the OUR nor committed funding to allow the specification to be re-written or procurement to occur. No further action required. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • Online system is good • RODUM quarterly report is a bit cumbersome to use • Need to use Army News more to promote use of system and future plans for clothing • Website ease of use could be improved through drop down boxes • Happy with resolution of problem 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100052	Class Maintain	
Army / RAAF / RAN DMO	Brigade / Fleet / Group Joint Logistics Command	Unit Joint Logistics Unit (SQ)
Equipment and Component MCBAS armour system		
Schedule	Date	KPI
Logged	27/01/2010	
Acknowledged	02/02/2010	
Closed	02/02/2010	
Issue Raised <i>Withheld</i>		
LSD Response <i>Withheld</i>		
Customer Feedback <ul style="list-style-type: none"> • Excellent service received. Timely response and personal visit by DMO staff • RODUM system is a critical capability and works well • It has improved considerably over the years • All RODUMs have been acknowledged without exception • The training on the system for general users could be improved • The print facility does not currently work 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100097	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group Singleton	Unit School of Infantry
Equipment and Component DPCU - Shirt		
Schedule	Date	KPI
Logged	09/02/10	
Acknowledged	11/02/10	
Closed	09/03/10	
Issue Raised Button eyelets ripped open.		
LSD Response <p>Progress: 10 Feb 2010 Ack and requested defective garment be forwarded to this office for review.</p> <p>Conclusion: 1 Mar 2010</p> <p>Unfortunately since the DPCU shirt is unavailable for viewing, the Technical Section is not able to fully investigate the RODUM.</p> <p>Initial investigations found that the Combat Coat is of a robust design to endure training and operational field activities. The number of coat failures relative to the volume of coats subjected to high stress field activities is negligible.</p> <p>This and future RODUMS of this kind will be monitored to determine if the Combat Coat requires revising. RODUM history provides valuable information that is reviewed in conjunction with AHQ when the User Requirement is re-validated. RODUM Closed</p>		
Customer Feedback <ul style="list-style-type: none"> • Excellent level of service with prompt response • Problem addressed to customer's satisfaction • Initial use of RODUM system was daunting • Very hard to find RODUM website. Needs to be a link from the Army Web Home Page • Army News and Army Web Site should contain much more information on clothing and personal equipment. It could also contain examples of where the RODUM system has made a difference, encouraging further use • Army HQ has provided much more information on Clothing and Personal Equipment this year than previously • Some responses to RODUMs are dismissive. If a new requirement is highlighted it can sometimes just be dismissed rather than passing it on to Army HQ for consideration. 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100146	Class Maintenance	
Army / RAAF / RAN Army / DMO	Brigade / Fleet / Group Land Systems Division	Unit ARMTSPO - Small Arms
Equipment and Component Socks Green Heavyweight Medium		
Schedule	Date	KPI
Logged	17/02/10	
Acknowledged	17/02/10	
Closed	17/02/10	
Issue Raised The subject socks shrink when washed.		
LSD Response 17 Feb 10. RODUM Ack. Following CLOSPO Investigation and extensive testing conducted by independent laboratories late in 2009, the Bellview heavyweight sock in all sizes has been found to be shrinking in excess of specification requirements. Other areas of the sock manufacture were also found not to be IAW specification. Stock of Bellview heavyweight socks in all sizes has been quarantined at JLU-V for replacement under warranty by the manufacturer. Stocks held at clothing stores will be recalled under a separate instruction by the PM NCC. Member is to return faulty bellview socks to the clothing store for replacement at no cost to the member. Replacement socks will be available to clothing stores early in 2010. RODUM closed		
Customer Feedback <ul style="list-style-type: none"> • Did not receive an email or signal response to the RODUM. • Did not check RODUM database for response • Went to clothing store for replacement – none in stock – purchased own socks • Need to create a closed loop system where RODUM cannot be closed unit customer is satisfied • Army and Maintenance News need to be used to provide information • A Tri-Service Clothing website would be helpful 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100465	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 3 BDE	Unit 3 CSR
Equipment and Component Boots Parade Black		
Schedule	Date	KPI
Logged	09/04/10	
Acknowledged	09/04/10	
Closed	09/04/10	
Issue Raised Parade boot size 11 (no batch) has had sole separation when only worn 4 times.		
LSD Response May be as a result of a failure of one of the manufacturing processes. The defect is considered a manufacturing fault. Manufacturing improvements have been made including stitching of upper. Boots can be exchanged at public expense. Return boots to area clothing store for exchange.		
Customer Feedback <ul style="list-style-type: none"> • Receipt acknowledgement was very good • Consideration of the problem was timely • RODUM web site was difficult to use. No training had been provided on its use. The user interface must be improved with dropdown boxes, guidance text and clear language. • Maintenance News was a very useful publication. It should be re-instated with more data on clothing and personal equipment. • Army News and the DRN service HQ and LSD web-sites should be used to publish information on current and planned initiatives and known problems 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100589	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 3 BDE	Unit HQ 3
Equipment and Component Boots		
Schedule	Date	KPI
Logged	29/04/10	
Acknowledged	30/04/10	
Closed	30/04/10	
Issue Raised Sole separated from both boots		
LSD Response May be as a result of a failure of one of the manufacturing processes. The defect is considered a manufacturing fault. Manufacturing improvements have been made including stitching of upper. Boots can be exchanged at public expense. Return boots to area clothing store for exchange.		
Customer Feedback <ul style="list-style-type: none"> • The RODUM system (unrelated to this RODUM) A critical capability that largely works well • Not Happy with response on this RODUM as there was Nil stock available and was directed to the Clothing Store • It is too difficult to use for junior personnel • The DRN is not readily available for many Diggers. Hard copy forms should be available at the clothing stores or the members command element (CPL/SGT) or Quartermasters should input the data. • Training on the purpose and method for the RODUM system should be increased. • Need to use Army News to publish more clothing and personal equipment related information and encourage use of RODUM system. • Language must be understandable 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100593	Class Maintain	
Army / RAAF / RAN RAN	Brigade / Fleet / Group Navy Clothing Store	Unit Navy Clothing Store
Equipment and Component Footwear, Boots, Firemans (Oliver)		
Schedule	Date	KPI
Logged	29/09/09	
Acknowledged	30/09/09	
Closed	16/12/09	
Issue Raised Sole separated from boots, 31 pairs returned, originated from HMAS Cerberus and HMAS Sterling		
LSD Response 19 pairs acknowledged as a manufacturing fault and returned to supplier for warrant actions 12 pairs considered fair wear and tear. RODUM Closed		
Customer Feedback Directorate of Navy Uniform's view is that the quality of the boots is so bad and so many are having problems with sole adhesion that all unused pairs in store should be recalled and replaced with items with the improved glue. The manufacturer is repairing them on an individual basis and has therefore accepted liability for the fault. The contract should require them to replace the batch at their cost under such circumstances.		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100601	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 3 BDE	Unit 1 RAR
Equipment and Component Black Boots (parade)		
Schedule	Date	KPI
Logged	30/04/10	
Acknowledged	03/05/10	
Closed	03/05/10	
Issue Raised Sole separated from upper part of boot		
LSD Response May be as a result of a failure of one of the manufacturing processes. The defect is considered a manufacturing fault. Manufacturing improvements have been made including stitching of upper. Boots can be exchanged at public expense. Return boots to area clothing store for exchange.		
Customer Feedback <ul style="list-style-type: none"> • No information available on the correct process for submitting RODUMs. • The RODUM web interface is very difficult to use. • Training received was on the use of the hard copy method • The RODUM database allowed him to release his own RODUM without any real knowledge of whether this was correct. • No feedback received by complainant. Thought RODUM had been cancelled by Regimental Quartermaster. Subsequently checked and can see response on RODUM web site. • Discouraged from submitting further RODUM. Told it is the Army Sergeant Major's role. • More information must be provided to Diggers through Army News and chain of command • Frequently Asked Questions on Army and RODUM web site would be useful 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100617	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 7 BDE	Unit 2 CER
Equipment and Component Cummerbund – Dull Cherry		
Schedule	Date	KPI
Logged	04/05/10	
Acknowledged	06/05/10	
Closed	06/05/10	
Issue Raised There is a colour difference between three cummerbunds issued over various years. Attached are photos showing the colour difference with photo Apr 10 022.jpg showing the relevant year of issue for each one.		
LSD Response 5 MAY 2010: All cummerbunds are procured regionally not through DMO. Unfortunately DMO cannot contact the supply to rectify the problem only advise yourself as to how the problem be may be overcome. The fleet manager suggested that you contact your regional purchasing officer and query as to what is being used as a guide for colour purchases. If the regional purchasing officer does not have a guide for the colour this office may be able to help with a guide to the correct shade. RODUM CLOSED		
Customer Feedback <ul style="list-style-type: none"> • Response was very timely • On line access is very valuable • Useful to be able to search for similar RODUMs • RODUM system is very valuable • It should not be necessary to obtain an account to simply lodge a RODUM. This discourages use. • The search function is too limited. It should be possible to search by unit contact, releaser, equipment description etc. • User interface is difficult to use for first time user • Use Army News for information on future clothing and plans 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100619	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group	Unit HQ 16 AVN BDE
Equipment and Component Dress Shoes Patent Leather		
Schedule	Date	KPI
Logged	05/05/10	
Acknowledged	05/05/10	
Closed	05/05/10	
Issue Raised Sole separated completely from upper. Total distanced walked in shoes 2 Km.		
LSD Response Conclusion: 05 May 10 - ACK. The investigating officer advises that soles coming away from the upper may be a result of failure of one of the manufacturing processes involved in attaching the unit sole to the upper. The defect is considered to be a manufacturing fault. Extensive investigation has been undertaken into sole adhesion. Testing on improved processes has indicated that there is a vast improvement in adhesion between the sole and upper. Additional manufacturing process improvements, including stitching, have been instituted and the specification has been re-written to add these as spec requirements. PM NCC advises shoes can be exchanged at public expense. Member to return shoes to Q Store / Area Clo Store and exchange boots IAW signal ORIGNO: Clothing 02/09 dated 3 Apr 09. No further action required. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • Simple systems to use • Very responsive • Web site is OK to use but requirement for account discourages junior soldiers to do so • Training and awareness is the main issue. Information session should be added to annual collective training requirement and the part of Subject 1 courses • Army News is a good forum to promote system use and provide information on clothing and personal equipment 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100688	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 3 BDE	Unit HQ 3
Equipment and Component Heavyweight Sock (Bellview)		
Schedule	Date	KPI
Logged	17/05/10	
Acknowledged	18/05/20	
Closed	18/05/10	
Issue Raised Socks shrink badly under normal washing conditions and shrink very badly when tumble dried. Tumble drying is mandatory in MEAO.		
LSD Response The specification does not require Tumble Drying. However extensive testing conducted by independent laboratories has found that Bellview heavyweight socks shrink regardless of drying method. Stock of all sizes has been quarantined for return to manufacturer under warranty. Clothing SPO is in discussion with manufacturer to change sock to one that can be tumble dried. Members are to return sock to clothing store for replacement at no cost to member.		
Customer Feedback <ul style="list-style-type: none"> • A critical capability that largely works well • Not at all happy with the response to this RODUM. It referred the member to the clothing store where no stock was available. Raised a further RODUM to complain (20100714) • It is too difficult to use for junior personnel • The DRN is not readily available for many Diggers. Hard copy forms should be available at the clothing stores or the Army Sergeant Major or Quartermasters should input the data. • Training on the purpose and method for the RODUM system should be increased. • Need to use Army News to publish more clothing and personal equipment related information and encourage use of RODUM system. • Language must be understandable 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100714	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 3 BDE	Unit HQ 3
Equipment and Component Heavyweight Sock (Bellview)		
Schedule	Date	KPI
Logged	20/05/10	
Acknowledged	20/05/10	
Closed	20/05/10	
Issue Raised Response to RODUM 20100688 unsatisfactory. Members were directed to return faulty socks to area clothing store for replacement. Lavarack Barracks does not have stocks of field socks and no date for replacement could be given.		
LSD Response Agreed information supplied was insufficient and did not address the issue fully. Member has now been advised of information relating to sock availability. Immediate issue of quantities of all sizes has been made to Lavarack Clothing Store.		
Customer Feedback <ul style="list-style-type: none"> • A critical capability that largely works well • Happy with response to this RODUM (second attempt) • It is too difficult to use for junior personnel • The DRN is not readily available for many Diggers. Hard copy forms should be available at the clothing stores or the Army Sergeant Major or Quartermasters should input the data. • Training on the purpose and method for the RODUM system should be increased. • Need to use Army News to publish more clothing and personal equipment related information and encourage use of RODUM system. • Language must be understandable 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100754	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 3 BDE	Unit 3 CSR
Equipment and Component Container		
Schedule	Date	KPI
Logged	26/05/10	
Acknowledged	27/05/10	
Closed	16/06/10	
Issue Raised When researching the non technical procedures and forms for containers the EMEIS direct you to EMEI N 246-1 for inspection criteria. This document is a USA manual and is difficult to understand.		
LSD Response Non technical Inspection NTI Report GM 400 has been raised in June 2010 and in now available on web forms as recommended in the RODUM. RODUM closed		
Customer Feedback <ul style="list-style-type: none"> • Receipt acknowledgement was very good • Consideration of the problem was timely • RODUM web site was difficult to use. No training had been provided on its use. The user interface must be improved with dropdown boxes, guidance text and clear language. • Maintenance News was a very useful publication. It should be re-instated with more data on clothing and personal equipment. • Army News and the DRN service HQ and LSD web-sites should be used to publish information on current and planned initiatives and known problems 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100788	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group 3 BDE	Unit 2 RAR
Equipment and Component Boots		
Schedule	Date	KPI
Logged	02/06/10	
Acknowledged	02/06/10	
Closed	02/06/10	
Issue Raised Boot size 7 batch 5001218 has had sole separation when only worn 4 times. The batch lot is not recognized as a replacement lot at the clothing store.		
LSD Response May be as a result of a failure of one of the manufacturing processes. The defect is considered a manufacturing fault. Manufacturing improvements have been made including stitching of upper. Boots can be exchanged at public expense. Return boots to area clothing store for exchange. Clothing SPO is maintaining a record of boots returned under this batch and will instigate recall if failures reach required level. Member to return to boots to clothing store for stitched replacement. RODUM closed		
Customer Feedback <ul style="list-style-type: none"> • A high standard of service and timely response • The need for user accounts on the RODUM systems discourages use by junior personnel • Additional training must be provided to all Army personnel on purpose and use of RODUM system • Units must be told to promote the use of the RODUM system • Need to provide much more clothing and personal equipment related information through Army News • Site visits by Army HQ and DMO staff to communication clothing and personal equipment related information and answer questions would be useful • DEFWEB Questions and Answers information would be useful • Some issues raised are dismissed by DMO as outside the specification. If that is true then it is not clear what the complainant should do next if they want to take it further. 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100826	Class Maintain	
Army / RAAF / RAN Army	Brigade / Fleet / Group	Unit WO and NCO Academy
Equipment and Component Pouch Ammunition Magazine Steyr		
Schedule	Date	KPI
Logged	07/06/10	
Acknowledged	11/06/10	
Closed	11/06/10	
Issue Raised Dividers in the Steyr pouches have the potential to hide or conceal live or blank ammunition during routine range clearances. There have been previous instances where live rounds have been found in Steyr pouches after the completion of range clearances.		
LSD Response Progress: 11 June 2010- Ack. SMSPO (COMBAT PROTECTIVE EQUIPMENT) is the investigating authority. Conclusion: 11 June 2010- IO has spoken with the UNIT POC to discuss this RODUM and confirm concurrence with the outcome and closure of this RODUM. The RODUM identifies that a live round was found mixed in with blank ammunition in the DP1 WEBBING of a trainee when being admitted to hospital. The RODUM identifies that the divider folds could have concealed the live round during a range clearance from a previous live round practice but can not confirm this was the case in this instance. All users of the DP1 STEYR POUCH (and all other pouches used to carry ammunition) are to ensure that range safety clearance procedures are conducted in accordance with MLW 2-9-2 RANGE REGULATIONS, SUB PARA 1.48 AND 1.49 (CLEARANCES BEFORE/ AFTER RANGE ACTIVITIES). With effect 08 JUNE 2010 AHQ have authorized that the divider in the DP1 STEYR POUCH may be removed if required as follows: (A) open the pouch and ensure the divider is fully extended. (B) using a pair of sharp scissors cut the divider from the two points where it is sewn onto the side of the pouch. Cut from the top to bottom approx 3-5mm from the edge of the pouch. Do not use a knife, or other sharp blade. Note that leaving a remnant of more than 5mm will create a snag point which will hinder the insertion of magazines into the pouch during weapon drills. (C) if required, cut a chamfer on the top most edges of the remaining divider material to reduce the chances of a magazine snagging when it is placed into the pouch. RODUM Closed.		
Customer Feedback <ul style="list-style-type: none"> • Excellent and quick service, follow up phone call from SPO • Change in procedure resulted • Database was easy to use – with help from QSM • Need more information on future clothing and equipment plans • Use Army News and link from Army Web (do not use signals or email) • Need training on purpose and method for RODUMs 		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100836	Class Maintain	
Army / RAAF / RAN RAN	Brigade / Fleet / Group Navy Clothing Store	Unit Navy Clothing Store
Equipment and Component Footwear, socks, combat, blue (3 pairs)		
Schedule	Date	KPI
Logged	09/06/10	
Acknowledged	09/06/10	
Closed	11/06/10	
Issue Raised Socks shrink when washed in cold water and hung out to dry		
LSD Response Clothing SPO response refers to Bellview Socks being referred to as <i>do not tumble dry</i> . They are tightening the specification to allow tumble drying. Socks to be returned for warranty replacement		
Customer Feedback A similar RODUM was raised (20100759) in May 10 for 6 pairs with an identical response from Clothing SPO. This has been a problem since the change of supplier over a year ago. The Directorate of Navy Uniforms was informed by the Clothing SPO that there was no need to submit RODUMs on this topic as work was in hand to redress the deficiencies. In April 2010 this advice changed and RODUMs are now required. There are two issues to be addressed. This first is that all Navy clothing must be able to be dried in a Tumble Dryer for use on board ship. This requirement was not placed on the supplier of the Bellview socks. The second issue is that they are subject to shrinkage even when cold washed and line dried. The Clothing SPO has advised Navy Uniforms that the supplier has agreed to replace any faulty items. This being the case the supplier is accepting liability for the faults. It would therefore seem reasonable to expect them to replace the whole batch at their cost. Are Clothing SPO pursuing this with the supplier? Do clothing SPO plan to withdraw all faulty socks and replace with new items?		

RODUM RANDOM SAMPLE REVIEW

RODUM No 20100838	Class Maintain	
Army / RAAF / RAN RAN	Brigade / Fleet / Group Navy Clothing Store	Unit Navy Clothing Store
Equipment and Component Footwear, shoes, white, full grain leather (3 pairs)		
Schedule	Date	KPI
Logged	09/06/10	
Acknowledged	09/06/10	
Closed	11/06/10	
Issue Raised Sole separation from shoes with minimal wear		
LSD Response Extensive investigation has been undertaken into sole adhesion. The supplier has submitted samples and test reports and greatly improved adhesion has been achieved. Return for replacement under warranty.		
Customer Feedback Army dress shoes have had similar problems and Directorate of Navy Clothing believe that Army received priority treatment. After some delay 5000 pairs of Navy full grain leather shoes have been returned for stitching. There is no reference to this in the RODUM response from Clothing SPO (above) even though the response was given after the decision to recall the shoes in bulk for repair (on or before 1 June 2010). This supports Directorate of Navy Clothing view that Clothing SPO tend to just cut and paste the previous response into the reply.		

Attachment C – RODUM Standard Operating Procedure

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STANDARD OPERATING PROCEDURE (SOP)

**REPORTS ON DEFECTIVE OR UNSATISFACTORY MATERIEL –
LAND (RODUM)**

This procedure remains in force unless rescinded by the process owner

Grant Medbury
DGLEA

Defence Materiel Organisation

Cancellations

This SOP supersedes and replaces:

SOP (LSD) 12-0-401 Reports on Defective or Unsatisfactory Materiel – Land (RODUM) Version 1.0

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References:

- A. [Technical Regulation of ADF Materiel Manual - Land \(TRAMM-L\), Section 1, Chapter 7, Reporting on Defective and Unsatisfactory Land Materiel](#)
- B. [SOP \(LSD\) 12-0-103 Systems Safety Management for Materiel](#)
- C. [SOP \(LSD\) 12-0-502 Assessment of Technical Proficiency and Allocation of Technical Authority](#)
- D. QSTAG 1345 Reporting Procedures for Critical Failures of Materiel Used in More Than One Army to Other Armies
- E. [SOP \(LSD\) 12-0-302 Configuration Control](#)

Introduction

1. A RODUM is a **Report On Defective or Unsatisfactory Materiel** and is used by all Services to report problems for most in-service Land materiel and for in-service ground support equipment (GSE). Reference A details in-service materiel which is subject to reporting of defects / dissatisfaction by other than RODUM. Problems for materiel not yet in-service are reported in accordance with (IAW) the materiel's testing program. RODUMs are a critical means of maintaining the technical integrity of Land / GSE materiel. RODUMs for Land materiel are to be sent initially to the RODUM Section (RS) of the Defence Materiel Organisation (DMO).

Purpose

2. The purpose of this standard operating procedure (SOP) is to detail the procedures to be followed by LSD Systems Program Offices (SPOs) and agencies to raise and process RODUMs.

Scope

3. This SOP details the processes used within LSD SPOs and agencies to raise, register, receipt, allocate, manage, investigate, and close RODUMs. It also details the management reporting of RODUMs.

Applicability

4. This SOP applies to all LSD personnel initiating, processing, investigating or reporting RODUMs.

Definitions

5. Definitions applicable are:

- a. **Attainable by modification.** An enhanced capability RODUM is categorised as 'attainable by modification' if, to meet the user's requirement, a change in the specifications of currently in-service materiel would be required and are reasonably possible.
- b. **Defective.** An item is defective if it contains a fault in design or deviation of a dimension, finish or other characteristic from specification or drawing requirement, or from recognised standards of good workmanship; where the fault is not attributable to fair wear and tear.
- c. **Executive authority.** The executive authority is a person responsible for authorising the design, procurement, modification, maintenance or use of Land materiel, and is ultimately responsible for RODUM closure by ensuring that all necessary actions are complete.
- d. **Fully implemented.** Fully implemented means that the proposal has Executive Authority approval, all logistic actions identified in the ECP have been completed and closed with the incorporation of the proposal into all identified platforms and/or systems.

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- e. **Investigating authority (IA).** The IA is the organisation responsible for conducting the investigation of a RODUM.
- f. **Investigating officer (IO).** The IO is the person normally responsible to the chief engineer (CE) (or equivalent) in an IA and principally responsible for investigation of the problem reported in a RODUM and for proposal of a solution.
- g. **Local engineering change.** A local engineering change is a temporary modification to a unit's materiel, undertaken at the local level, to allow the unit to customise its equipment where there is a clear operational requirement to do so. Local engineering changes are prohibited for some materiel items and are subject to strict limitations and approval processes IAW TRAMM-L Section 3, Chapter 6 (reference A).
- h. **Materiel.** Materiel includes all expendable and non-expendable items held by a unit, an individual or a supply unit on permanent or temporary issue.
- i. **MERCURY.** The Defence Messaging System application implemented on the Defence Restricted Network.
- j. **MORJOT.** RODUM job responsiveness is measured by the Mean Open RODUM Job Open Time (MORJOT) which is the average time that all open RODUM jobs have been open to date.
- k. **MOROT.** RODUM responsiveness is measured by the Mean Open RODUM Open Time (MOROT) which is the average time that all open RODUMs have been open to date.
- l. **RODUM class.** RODUMs are initially classified as either safety, defective or unsatisfactory by the originating unit. IOs are required to reclassify RODUMs into one of the following five classes:
- (1) **Safety.** A RODUM which seeks resolution of a dangerous or potentially dangerous situation associated with any in-service materiel.
 - (2) **Maintain capability.** A RODUM which seeks resolution of a defect in an in-service capability.
 - (3) **Cost reduction.** A RODUM which seeks an alternative way of performing some action or service provided by an in-service capability and which is likely to lead to a significant cost reduction over the residual life of the capability without substantially changing the capability.
 - (4) **Enhanced capability.** A RODUM which seeks additional capability beyond the in-service capability. This includes, for example, where a change to the specification of in-service materiel would be necessary to meet the requirement.
 - (5) **Local engineering change.** A RODUM seeking local engineering change IAW TRAMM-L Section 3, Chapter 6 (reference A).
- m. **RODUM Section (RS).** The RS is the staff responsible for registering new RODUMs and issuing them as work requests to the respective IAs. Acknowledgement of receipt and notification of closure of RODUMs are only to be released through the RS. The internal RS procedures are at [annex A](#).
- n. **Unattainable by modification.** An enhanced capability RODUM is categorised as 'unattainable by modification' if there is no in-service materiel that could reasonably be modified to meet the user's requirement.

RODUM SUBMISSION

6. **External agencies.** External agencies submit RODUMs to the RS, via the Defence Intranet [<Link>](#) (preferred means) or by message, mail, fax, or e-mail. LSD SPOs / agencies which receive a RODUM other than through the RS are to forward it to the RS for registration and processing.
7. **Process.** The process for raising a RODUM is at [annex B](#).

RECEIVED RODUM PROCESS OUTLINE

8. **Process outline.** A flowchart of the Received RODUM Process is at [annex C](#). Minor variations may be necessary for individual RODUMs.
9. **Progression.** RODUMs are to be processed without delay. Communications with originator units and others must be prompt and informative.

RODUM RECEIPT AND ALLOCATION TO IO

RODUM Section registration

10. **Registration.** RS is to allocate each RODUM a unique sequence number and register it on the MEADData System (MEADData).
11. **Invalid RODUM.** If a problem reported by RODUM should have been reported by another system (as detailed in reference A [<Link>](#)) the RS is to:
- a. send an acknowledgment message detailing the correct reporting system to the originator of the RODUM,
 - b. forward a copy of the RODUM to the relevant IA, and
 - c. close the RODUM.
12. **CONFIDENTIAL and higher RODUMs.** RODUM classified CONFIDENTIAL or higher are to be registered in the classified documents register of the IA. MEADData must not contain information classified CONFIDENTIAL or higher. RODUMs classified as CONFIDENTIAL or higher are to be registered by sanitising the information. Where doubt exists as to what information can be recorded, RS is to seek guidance from the IO and / or LSD Security Officer.

Forwarding to investigating officer / agency

13. RS is to identify the IO / IA from the Standard Defence Supply System (SDSS), the integrated logistic support instruction for the materiel, or the Register of Investigating Officers (see para [64](#)). RS then pass the RODUM and any accompanying drawings or photographs to the IO or to a RODUM coordinator (eg sustainment technical manager) within the IA. For safety RODUMs, a copy is to go to the design acceptance authority representative (DAAR).

Incorrect allocation

14. If the IA determines that the RODUM is not their responsibility, they are to return the RODUM to the RS and advise the RS of the correct IO / IA.

Raising a RODUM job and assigning to IO

15. IAW the IA's task management procedures, a member of the IA is to raise a RODUM job in MEADData [<Aide-Memoire>](#) and determine and record the following:
- a. the IO,
 - b. the priority of the job,

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- c. the estimated effort for the complete investigation of the RODUM, and
- d. the estimated date of completion of the investigation.

16. **RODUMs not designated 'Safety RODUM' by the originator.** The IA is to allocate these RODUMs to one of the following classes and the class is to be recorded on MEADData:

- a. maintain capability,
- b. cost reduction,
- c. enhanced capability, or
- d. local engineering change.

17. **Primary priority determinants.** When determining priorities for actioning RODUMs, IAs are to consider the priorities for technical support detailed in the DMO - Army Materiel Sustainment Agreement (MSA). In the 2008-18 MSA these are:

- a. Priority 1. Safety issues and related modifications.
- b. Priority 2. Support to current operations or preparation for operations.
- c. Priority 3. Critical limitations to approved capabilities.
- d. Priority 4. New capabilities / extensions to approved capabilities.¹
- e. Priority 5. Essential but not critical limitations to approved capabilities.
- f. Priority 6. Fleet life cycle cost (LCC) reductions.

18. **Additional priority determinants.** IAs should also apply priority to RODUMs which:

- a. have the clear potential to require restrictions in the use of materiel,
- b. highlight a defect which may draw adverse public or media attention,
- c. are critical to a project,
- d. are the subject of a ministerial query, or
- e. have been open for longer than 12 months.

Initial assessment of RODUMs

19. **Pass to IO and confirm IO.** The RODUM is to be delivered to the IO for initial assessment and, if required, preliminary investigation. If the actual IO is different to that recorded on MEADData, the IO is to arrange for correction of MEADData (by section head or by RS). Should the IO subsequently be absent for an extended period, responsibility for progression of RODUMs is to be transferred to another IO. If this occurs, or if the IO changes for any other reason, MEADData must be updated.

20. **Initial assessment.** The IO is to action the RODUM as follows:

- a. **Local engineering change.** If the RODUM is a local engineering change RODUM:
 - (1) **For the local manufacture of technical components (IAW TRAMM-L Section 3, Chapter 6 (reference A)).** The IO is to acknowledge and close the RODUM IAW para 27.

¹ Note: Priority 4 also applies to progression prior to gaining approval. If approved the project will either become Priority 3 or Priority 5.

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- (2) **For a local engineering change proposal raised (IAW TRAMM-L Section 3, Chapter 6 (reference A)).** The IO is to acknowledge the RODUM IAW para 27 and investigate the RODUM IAW with the TRAMM-L. The RODUM is to be closed once the required information has been provided to the originator.
- b. If the RODUM:
- (1) was sought and provided in relation to an investigation of an open RODUM, or
- (2) is another instance of the same problem in another open RODUM,
- the new RODUM is to be transferred in MEADData to the earlier RODUM job, and the new RODUM job in MEADData closed. The RODUM is to be actioned IAW paras, 27 and 28 and subsequently managed, including closure, as part of the existing RODUM job.
- c. **Problem previously solved, but solution not yet implemented.** If the RODUM reports a problem which has been previously solved and the RODUM has arisen only because the implementation of the solution to the previously reported problem is not complete, the IO is to draft a message acknowledging receipt of, and closing, the RODUM, providing advice of the previous solution and implementation plan, advising the name and contact details of the IO, and action IAW para 27. MEADData is to be updated and the job closed.
- d. **Other cases.** In other cases the RODUM is to be managed as detailed below.

PRELIMINARY INVESTIGATION AND RODUM ACKNOWLEDGEMENT / ADVICE

21. **Contact with RODUM originator.** At any stage during the preliminary or subsequent investigation, the IO may contact the unit which originated the RODUM directly to determine the exact problem, the conditions under which it occurred, or obtain further information. However, all RODUM acknowledgment / advices and RODUM closure messages are to be sent by the RS.

22. **Safety risk assessment.** The IO is to conduct a safety risk assessment of the problem identified in the RODUM, expressing each level of risk in terms detailed in [SOP \(LSD\) 12-0-103 annex B](#) (Ref B), and record the resultant risks in a risk management log ([SOP \(LSD\) 12-0-103 FM01](#) (for an example refer to [SOP \(LSD\) 12-0-110 EX03](#))) or MEADData. Where the risk is assessed as 'high' or 'extreme' and is confirmed by the DAAR responsible for the materiel, the risk is to be advised to the executive authority (SPO director: info fleet manager) by email and verbally. The executive authority is subsequently responsible for advising the Deputy Chief of Army (DCA: capability manager delegate) via DLOG-A. The DCA is responsible for approval of any restrictions on use.

23. **Review safety / not safety.** The IO is to:

- a. **Safety RODUMs.** Determine whether the issue reported is a genuine safety problem. If it is not, the IO is to propose to the DAAR responsible for the materiel that the RODUM be downgraded to one of the classes in para [16](#).
- b. **Non-safety RODUMs.** Determine whether the issue reported is a safety problem. If it is, the IO is to propose to the DAAR responsible for the materiel that the RODUM be upgraded to 'Safety'.

24. If the DAAR approves the downgrading / upgrading, the IO is to include advice of the downgrading / upgrading in the RODUM acknowledgment / advice. If this downgrading / upgrading occurs after the RODUM acknowledgment / advice has been sent, the IO is to draft a message advising of the downgrading / upgrading, have it endorsed by the DAAR, pass it to the RS and update the MEADData job. The RS is to amend MEADData and send the message to the recipients of the RODUM acknowledgment / advice.

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25. **Restrictions on use.** If the IO considers a restriction on use of the materiel is required, the IO is to immediately seek agreement from the DAAR responsible for the materiel, and if obtained, to seek agreement from the executive authority. The executive authority is to seek approval from the capability manager via DLOG-A and, if approved:

- a. **IO.** The IO is to include advice of the restriction in the RODUM acknowledgment / advice. If this restriction occurs after the RODUM acknowledgment / advice has been sent, the IO is to draft a message advising of the restriction, have it endorsed by the DAAR, pass it to the RS, and update the MEADData job. The RS is to send the message to the recipients of the RODUM acknowledgment / advice.
- b. **Safety and Use Restrictions Register.** The DAAR for the materiel is to immediately include details of the restriction in the Safety and Use Restrictions Register.

26. **Complete preliminary investigation.** The IO is to then complete their preliminary investigation (but not so as to violate the timings for the RODUM acknowledgement / advice in para [27](#)).

27. **RODUM acknowledgement / advice.**

- a. **Acknowledgement type and timing.**
 - (1) **Safety RODUMs.** A safety RODUM acknowledgement / advice message is to be sent in response to a safety RODUM within 24 hours of the initial RODUM receipt by RS.
 - (2) **Other RODUMs.** A non-safety RODUM acknowledgement message is to be sent in response to other RODUMs within seven calendar days of the initial RODUM receipt by RS.

These messages are to be lodged with the RS prior to 1600 on the day they need to be sent.

- b. **Draft.** The IO is to draft a RODUM acknowledgement / advice. The message should:
 - (1) acknowledge receipt of the RODUM;
 - (2) For safety RODUMs acknowledgement / advices provide:
 - (a) where there are similar materiel items, some of which are affected by the problem and some are not, a very clear identification of the materiel affected and that not affected;
 - (b) a clear description of the hazard;
 - (3) if required, request more information about the problem;
 - (4) if required, provide clear direction on materiel usage until corrective action is advised (for example continue in use, suspend from use, restrict use to specified activities, repair but hold defective component, dispose IAW current instructions);
 - (5) if required and possible, advise a solution. Where a solution can be included, the RODUM acknowledgement / advice may also be the RODUM closure message IAW paras [57](#) to [63](#);
 - (6) if a solution cannot be provided, and a preliminary investigation has been conducted, include the results of the preliminary investigation;
 - (7) include the RODUM sequence number; and

(8) the name and contact details of the IO.

Where available, the message can be drafted on MERCURY IAW the MERCURY Aide-Memoire <Link>.

- c. **Template.** Templates of the safety RODUM acknowledgment / advice and non-safety RODUM acknowledgement messages are maintained on MERCURY (public templates).
- d. **Addressees.** The IO is to create the distribution list for the message which is to include:
- (1) the originating unit;
 - (2) the originating unit's superior HQ;
 - (3) other addressees on the original RODUM; and
 - (4) for safety RODUMs:
 - (a) Defence Safety Management Agency,
 - (b) LSD for Assistant Director OH&S,
 - (c) other holders of the subject materiel,
 - (d) all functional commands, and
 - (e) if the RODUM relates to materiel listed at [annex D](#), LEA for Standardisation and Packaging Section.
 - (5) **Approval.** The message is to be reviewed and approved by a member of the IA with a minimum technical authority level as stated in annex B to [SOP \(LSD\) 12-0-502 Assessment of Technical Proficiency and Allocation of Technical Authority](#) (Ref C) before being passed to the RS for dispatch.
- e. **Distribution.** Upon receipt of the approved message, the RS is to send the RODUM acknowledgment / advice using MERCURY.

28. **MEADData update.** Prior to, or immediately following, forwarding a RODUM acknowledgment / advice to the RS, the IO is to update the MEADData job.

29. **Safety RODUMs - ABCA notification.** IAW reference D, Australia, Britain, Canada and the United States of America (ABCA) are to be notified of incidents that cause safety RODUMs for materiel listed at [annex D](#). This notification is managed by the LEA Standardisation and Packaging Section who are to be included on the distribution of the safety RODUM acknowledgment / advice if the materiel is listed at [annex D](#). On receipt of a safety RODUM acknowledgment / advice, the LEA Standardisation and Packaging Section is to confirm that the incident is notifiable under reference D and, if it is, is to:

- a. **Initial information.** Obtain, from the IO, the information at sub-paragraph 2a of [annex D](#) as well as any photographic evidence or other supporting documents.
- b. **Advise.** Advise ABCA authorities IAW [annex D](#).
- c. **Subsequent information.** If required, request the IO advise them when substantive changes occur (eg additional evidence or assessments, downgrading, closure), and send this information to ABCA authorities as required.

If the incident is not notifiable, the section should advise the IO that further information is not required. LEA Standardisation and Packaging Section procedures WRT RODUMs are at [annex D](#).

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ENHANCED CAPABILITY RODUMS

30. **Assessment and confirmation.** RODUMs classed as 'enhanced capability' are to be categorised by the IO as either 'attainable by modification' or 'unattainable by modification' (refer para 5) and then forwarded to the relevant CE. The CE is to confirm the RODUM classification and category.

31. **Minute to capability development directorate.** Following confirmation of the category, the CE is to send a minute to the appropriate capability development directorate (DPLANS-A, DNPR(E&L), DSC-AF, or DHCD) and the RODUM originating unit and its headquarters under the SPO / agency director's signature, IAW:

- a. **For RODUMs categorised 'attainable by modification'.** [annex E](#)
- b. **For RODUMs categorised 'unattainable by modification'.** [annex F](#). These RODUMs are to then be closed.

32. **MEADData update.** The CE is to update MEADData with the category and the date of the minute to the capability development directorate.

33. **Attainable by modification RODUMs.** The following actions occur:

- a. **RODUM Open Clock.** At the time of dispatch of the minute to the capability development directorate, the RODUM Open Clock is to be paused;
- b. The capability development directorate is to respond in one of three ways:
 - (1) **Close the RODUM.** If the capability development directorate direct closure of the RODUM:
 - (a) A minute ([annex G](#)) directing closure of the RODUM is to be sent to the SPO director, cc CE and RS.
 - (b) On receipt of the closure direction, the CE is to update MEADData with the response date, activate the RODUM Open Clock, and initiate closure of the RODUM.
 - (2) **Implement via project / sustainment action.** If the capability development directorate recommend implementation by project or sustainment action:
 - (a) A minute ([annex H](#)) is to be sent to the SPO director, cc the RODUM originating unit and its headquarters, CE, DAAR, RS, and (if a project is involved) DLMM. The minute is to provide direction on the project / sustainment action and funding availability.
 - (b) On receipt of this direction, the SPO is to raise the project / initiate the sustainment action.
 - (c) The IA (eg CE) is to update MEADData with the project number / sustainment action reference and the date of receipt of the minute from the capability development directorate.
 - (d) The CE is to notify the IO and the RODUM is to be closed IAW paras [58](#) to [63](#).
 - (3) **Reclassify the RODUM.** If the capability development directorate direct reclassifying the RODUM to 'maintain capability' (because they do not want to proceed with the enhanced capability, but there is some other incomplete action on the RODUM):
 - (a) A minute ([annex G](#)) directing reclassification to 'maintain capability' is to be sent to the SPO director, cc the RODUM originating unit and its headquarters, CE and RS.

- (b) On receipt of the capability development directorate response, the CE is to update MEADData with the response date and trigger the resumption of the RODUM Open Clock.
- (c) The CE is to notify the IO and the RODUM is to be progressed in the normal way.

RODUM INVESTIGATIONS

34. **General.** As soon as possible IOs are to:

- a. determine the causes of, and solutions to, the issue reported in the RODUM;
- b. recommend a course of action to the appropriate DAAR and executive authority for approval;
- c. report the results of the investigation and the approved solution to the originating unit, with an information copy to the unit's superior HQ and in the case of a safety RODUM, a wider audience; and
- d. close the RODUM (refer paras [57](#) - [63](#))

35. **Investigation management plans.** When the investigation of a:

- a. safety RODUM is expected to extend beyond one week, or
- b. a non-safety RODUM is expected to extend beyond one month,

the IO is to prepare a management plan including a schedule of milestone events (eg completion of preliminary design, construction of prototype, testing, approval of design). The IO is to notify this plan to the originating unit with information copies to the unit's superior HQ and the RS, and thereafter notify the originating unit, the unit's superior HQ and the RS when the milestones are achieved and if there is a change to the schedule.

36. **Reporting progress on the investigation.** Routine (weekly / monthly) reporting of progress during the investigation is not required. Progress reporting is to be IAW para [35](#).

37. **Information from other users.** The IO may, in order to obtain enough data to progress the investigation, establish a trend or determine an optimal solution, solicit more reports of similar incidents from other units having the same materiel. The IO's request should provide for the information to be delivered in written form, either as a message, minute, fax or RODUM, and allow a reasonable time for the provision of the information.

38. **Risk management log.** As investigation of the RODUM proceeds, the IO is to maintain details in the risk management log.

39. **MEADData update.** The IO is to update MEADData during the course of the investigation.

- a. **Safety RODUMs.** At least weekly.
- b. **Other RODUMs.** At least once a month.

40. **Transfer to another IO.** If, during investigation, a RODUM is transferred to another IO, the original IO is to notify the RS of the transfer.

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41. **Non-safety RODUMs - Isolated occurrence.** If the RODUM is the first reported instance of a particular minor defect, and no other occurrences are reported in response to solicitation by the IO, the IO may seek DAAR endorsement that the defect be treated as an isolated occurrence. If endorsed:

- a. **IO action.** The IO is to draft a closure message to this effect (see para 60), and pass the message (endorsed by the DAAR) to the RS and update MEADData.
- b. **RS action.** RS is to send the message.

42. If the DAAR does not endorse the finding, the investigation is to be continued.

43. **Common RODUM causes.** Investigation will usually determine one of the following to be the cause of the RODUM:

- a. a defective component due to a manufacturing error or inadequate quality assurance,
- b. a spare or replacement part which does not comply with specification,
- c. collateral damage from another defect or accident,
- d. materiel being used for a function outside its intended or designed capability,
- e. an outcome from an unauthorised modification, or
- f. a latent design defect.

44. **Common solutions.** The following RODUM solutions are often recommended (singly or in combination) to executive authorities:

- a. action to prevent recurrence of, or mitigate the effects of, the problem. For example:
 - (1) modification of design,
 - (2) modification of operating procedures,
 - (3) modification of operating instructions,
 - (4) modification of training,
 - (5) modification of maintenance procedures, and
 - (6) modification of quality assurance procedures.
- b. to take no action other than to recognise the problem (for example when a fleet is nearing the end of its life).

45. **RODUM solution.** The investigation of a RODUM should normally continue until a solution acceptable to the DAAR and executive authority responsible for the materiel is proposed. The IO is to then formally notify the results of the investigation and the recommended solution to the problem to the originating unit, to the originating unit's superior HQ and all addressees on the original RODUM.

46. **Record solution in MEADData.** The IO is to enter a summary of the results of the investigation, the conclusion and the solution in MEADData in order to assist the solution of future RODUM, and to provide data for trends in materiel performance.

47. **Trends to be reported.** CEs are to monitor and advise EAs of any significant trends in materiel malfunction determined from RODUM investigations.

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Safety RODUMs – Additional actions

48. **Downgrading of safety RODUMs.** If, during the investigation, the IO believes the RODUM should be downgraded from a safety RODUM, it is to be actioned IAW para [23](#).

49. **ABCA notification.** The LEA Standardisation and Packaging Section is to be kept informed of substantive changes in information about Safety RODUMs notifiable under reference D (see para [29](#)).

Non-safety RODUMs – Additional actions

50. **Upgrade to 'safety RODUM'.** If, during a RODUM investigation, the IO considers that continued operation of the materiel may be hazardous, the IO is to conduct a safety risk assessment IAW para [22](#) and if confirmed and approved by the DAAR responsible for the materiel, is to draft a safety RODUM acknowledgement / advice, have it approved and sent IAW para [27](#), and upgrade the RODUM job to 'safety' (on MEADData).

SOLUTION IMPLEMENTATION

51. **ECP and ECO.** Following investigation, the implementation of the solution will normally require an engineering change proposal (ECP) and engineering change order (ECO). An ECP and ECO will be required for:

- a. changes to form, fit or function of materiel;
- b. modification to, or addition of, surface coatings such as paint and paint schemes;
- c. use of different lubricants or fuels;
- d. use of the materiel in roles or environments different from those for which it is currently specified;
- e. use of a spare part or component that is not currently approved or supplied;
- f. changes to maintenance procedures;
- g. changes to any part of the technical data pack; or
- h. enhancements of performance.

52. ECP and ECO are managed IAW [SOP \(LSD\) 12-0-302 Configuration Control](#) (Ref E).

53. **MEADData update.** If the RODUM investigation results in the raising of an ECP, the IO is to record the ECP Number in the ECP/ECO field in MEADData. If the ECP leads to the raising of an ECO the IO is to record the ECO Number in the ECP/ECO field in MEADData.

54. **Monitoring and reporting progress on solution.** The IA is to monitor the status of solution implementation at regular intervals (for safety RODUMs, weekly; for non-safety RODUMs, monthly) until the RODUM is closed. The IA is to ensure that the IO records the status in MEADData and notifies the status to the originating unit and its HQ.

55. **Variation from proposed solution.** If at any stage while the RODUM is open and after the original notification of the solution, the solution is suspended (for example to seek a different solution) or varied, the IO is to:

- a. notify the RS, record the status in MEADData, and notify the changed status to the originating unit and other appropriate units, headquarters and agencies; and
- b. if required, continue investigation of the RODUM (refer para [34](#)).

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56. **Safety RODUMs - Concerning executive authority action.** If, after the ECP design process, the executive authority for the materiel:

- a. overrules a configuration control board's advice to approve an ECP, or
- b. does not promptly raise an ECO to implement the solution for a safety RODUM,

the DAAR for the materiel is to bring the matter to the notice of the Director Technical Regulatory Authority – Army (DTR-A).

RODUM CLOSURE

57. **Safety RODUMs.** Safety RODUMs are not to be closed until the solution is Fully Implemented.

58. **Non-safety RODUMs.** Non-safety RODUMs are normally closed when the investigation of the RODUM has been concluded and:

- a. when an ECO has been approved to implement the solution; and
- b. if repair / maintenance tasks are required, the issue of an ECO and the raising of a job in MIMS Maintenance Module (MMM) (or other Defence maintenance management system) and entering the job number in MEADData; and
- c. if changes are required by non-Defence agencies the issue of an appropriate written instrument and entering of details in MEADData; and
- d. if required, a restriction on use of the materiel is approved by the capability manager; or
- e. if the RODUM is classed 'enhanced capability' and categorised 'unattainable by modification', a minute providing such details has been sent to the capability development directorate; or
- f. formal advice has been received from a capability development directorate to close an enhanced capability RODUM; or
- g. an enhanced capability RODUM is to be satisfied via a project; or
- h. the materiel which is the subject of the RODUM is withdrawn from service; or
- i. there is no response to three written (message / email / minute) attempts, spaced at least 14 days apart, to contact the originating unit for further information or action.

59. Where a DAAR considers it warranted, a non-safety RODUM may be kept open until the solution is implemented. In this case, the IO is to monitor solution implementation until it is complete.

60. **Closure message content.** Closure of a RODUM is to be notified by message containing:

- a. **Addressees.** Mandatory addressees are the unit which originated the RODUM and its superior headquarters. Safety RODUM closure messages must additionally be addressed to the standard safety RODUM address list in the template safety RODUM message (available on MERCURY (public templates)). The IO may include other addressees considered appropriate.
- b. Advice, as appropriate, that:
 - (1) all actions relating to implementation of the solution have been authorised, and where MMM (or other maintenance system) jobs have resulted from the RODUM, the job numbers (so that solution implementation can be tracked); or

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- (2) implementation of all remedial action is complete; or
 - (3) for enhanced capability RODUMs, the project or sustainment activity, and points of contact, or capability development directorate closure reference; or
 - (4) the problem has been classified as a 'isolated occurrence'; and
- c. advice that the RODUM is closed.

A template 'RODUM Closure' message is on MERCURY (public templates). Use of MERCURY is covered in the MERCURY Aide-Memoire [<Link>](#).

61. **Tone.** In order that materiel users are not discouraged from use of the RODUM system, the closure message should not be dismissive or reflect that the RODUM was trivial. The originator should be:

- a. fully informed of the action the IA took including the solution to the problem and the reason for RODUM closure,
- b. given the impression that the IA valued the originator's efforts, and
- c. encouraged to report further instances.

62. **Closure message processing.** The RODUM closure message is to be:

- a. drafted by the IO;
- b. endorsed as 'concurrent':
 - (1) for safety RODUMs, by the DAAR responsible for the materiel;
 - (2) for non-safety RODUMs, by a member authorised by the DAAR, who is independent of the design;
- c. released by the executive authority or representative²; and
- d. passed to the RS, for dispatch.

63. **Closure on MEADData.** The IO is to close the RODUM job. After dispatch of the closure message, the RS is to close the RODUM on MEADData.

OTHER ISSUES

Register of investigating officers

64. The RS is to maintain a register of IOs and is to verify the contents of the register at least quarterly with the DAAR or DAAR's representative in each IA. DAARs are to notify the RS whenever a change in IO occurs or an IO for a new capability is appointed.

65. **After hours investigations.** IAs are to have arrangements in place for IOs to be available to investigate safety RODUMs received outside working hours. These arrangements are to be kept current and the RS is to be informed of all changes to them.

² The DAAR may be the executive authority's representative for this activity.

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RODUM reports

66. **Key performance indicator (KPI) RODUM reports.** The RS is to prepare and issue KPI reports at the end of each month. They are sent to the LSD and LEA Performance Analysis Cells and include, for each LSD SPO:

- a. quantities of safety and non-safety RODUMs received,
- b. quantities of safety and non-safety RODUMs closed,
- c. quantities of open safety and non-safety RODUMs,
- d. quantities of safety and non-safety RODUMs not acknowledged within the specified times,
- e. mean open RODUM open time (MOROT),
- f. mean open RODUM job open time (MORJOT),
- g. MOROT for safety RODUMs, and
- h. MORJOT for safety RODUM jobs.

67. **RODUM quarterly reports.** These list RODUMs received during the preceding three months and details of actions taken on each. They are prepared by the RS and distributed to all units on the RS distribution list.

68. **Open safety RODUMs.** The RS is to maintain a list, available on request to IAs, of open safety RODUMs applicable to their SPO.

69. **Other reports.** The RS is to provide regular standard and ad-hoc reports to RODUM stakeholders as required. Stakeholders may also draw their own reports from the LEA RODUM Web Site or MS Excel reports from MEADData.

Records

70. For each RODUM investigation, the IO is to retain on the investigation file a copy of:

- a. the RODUM,
- b. the RODUM acknowledgment / advice,
- c. the message downgrading a safety RODUM (if applicable),
- d. correspondence with the unit which submitted the RODUM,
- e. correspondence with all parties contributing to investigation of the RODUM,
- f. technical details of the investigation and solution,
- g. messages detailing progress of the investigation,
- h. copies of DAAR's and DAAR delegate's approvals (as applicable),
- i. correspondence on the way ahead for enhanced capability RODUMs,
- j. RODUM closure correspondence, and
- k. review / audit results / reports and outcomes.

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71. **RS records.** RS RODUM records are to be kept for 5 years after RODUM closure.

Quality checks

72. The following quality checks are to be used to ensure the process has been successfully completed:

- a. Audit of SPO action plans for RODUMs conducted by CEs, with support from DAARs, sustainment technical managers and IOs.

Forms and templates

73. Refer to annexes D to H.

Annexes

- A. LEA RODUM Section Procedures [<Link>](#)
- B. Raising a RODUM [<Link>](#)
- C. Received RODUM Flowchart [<Link>](#)
- D. ABCA Notification of Safety RODUMs [<Link>](#)
- E. Enhanced Capability RODUM Minute – Attainable by Modification (CE minute to capability development directorate) [<Link>](#)
- F. Enhanced Capability RODUM Minute - Unattainable by Modification (CE minute to capability development directorate) [<Link>](#)
- G. Enhanced Capability RODUM Minute – Closure / Reclassification (capability development directorate minute to SPO) [<Link>](#)
- H. Enhanced Capability RODUM Minute – Project / Sustainment Implementation (capability development directorate minute to SPO) [<Link>](#)

Amendment record

Version No.	Issue Date	Description of Amendment	CAR No.
1.0	21 Apr 10	Original issue	-
1.1	4 Jun 10	Updated links to references, updated addressee for Army Lead Capability Manager.	-

**ANNEX A TO
SOP (LSD) 12-0-401**

LEA RODUM SECTION PROCEDURES

1. **Purpose / Scope.** This annex details the actions to be taken by the LEA RODUM Section (RS) to receipt, register, allocate to investigating authority, report and close RODUMs.
2. **Submission.** Units are required to submit RODUMs directly to the RS via message, mail, fax, e-mail or (preferably) via the Defence Intranet at <http://vbmweb.sor.defence.gov.au/rodum/>.
3. **Responsibilities.** The RS is responsible for:
 - a. maintaining up-to-date templates on MERCURY of acknowledgement / advice and closure messages;
 - b. reviewing received RODUMs to ensure the problems they report are notifiable by RODUM and that the RODUM is applicable to LSD. If either is not true, RS is to action the RODUM IAW para 11 of the main body;
 - c. managing the receipt, registration and vetting of all RODUMs and determining the appropriate course of action;
 - d. allocating RODUMs to the appropriate IA;
 - e. overseeing the input of information into the RODUM database;
 - f. managing the RODUM database;
 - g. forwarding to originating units, their superior headquarters, and any other affected unit/formation, all RODUM acknowledgment and closure messages received from IAs;
 - h. formally closing all RODUMs on receipt of closure messages from IAs;
 - i. monitoring and analysing RODUM data/information;
 - j. providing regular reports to management and ad hoc reports to other database users;
 - k. providing quarterly reports to equipment users of all RODUMs received in the previous quarter;
 - l. conducting formal training for all IA/IO who use MEADData including IA/IO located outside VBM;
 - m. conducting familiarisation training for units throughout Australia on the procedures for submitting RODUMs; and
 - n. improving RODUM policies and procedures.
4. **Registration.** Electronic submissions of incoming RODUMs, including all attachments (photos, supporting documents etc) received via the RODUM web page, are registered electronically in MEADData. RODUMs submitted manually or in hard copy are entered into MEADData by the RS prior to electronic registration of the RODUM. MEADData allocates the next sequentially available eight-digit RODUM sequence number, for registration and tracking purposes.

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5. **Issuing.** The RS shall:
- a. examine each RODUM for any safety, urgency or security implications and, if deemed necessary, liaise immediately with the appropriate IA;
 - b. enface all hard copies of safety RODUM documentation with 'SAFETY' in red lettering both top and bottom;
 - c. issue the RODUM to the relevant IA (IAW para [13](#) of the main body), as a MEADData 'Work Request', which is subsequently raised as a MEADData 'RODUM Job' by the IA;
 - d. pass a hard copy of the RODUM and any accompanying attachments to the respective IA / IO within 30 minutes of receipt for safety RODUMs and within 4 hours of receipt for other RODUMs. Where a hard copy of the RODUM cannot be hand delivered to the IA for geographical reasons, RS is to send the RODUM to the IA either by facsimile or mail; and
 - e. pass a hard copy of safety RODUMs to the IA DAAR, as well as the IA.
6. **Downgrading of safety RODUMs.** The RS will downgrade safety RODUMs only on receipt of correspondence, stamped and signed by the DAA or DAAR.
7. **Correspondence registration.** All RODUM acknowledgment and closure messages, and any other message associated with the RODUM, must be allocated a correspondence number by the RS prior to forwarding to addressees as determined by the IA. Electronic copies of all messages are to be attached to the relevant RODUM job within MEADData.
8. **Reports.** RS responsibilities WRT RODUM reports are at paras [66](#) to [69](#) of the main body.
9. **Key performance indicators.** Key performance indicators of the success / effectiveness of the RS are:
- a. the percentage of safety RODUMs issued within 30 minutes of receipt (goal is 100%); and
 - b. the percentage of non-safety RODUMs issued within 4 hours of receipt (goal is 100%).
10. **Records.** The RS is to provide the LSD Performance Manager with the RODUM reports and key performance indicators monthly. The Performance Manager is to store these on the Document and Records Management System (DRMS).

RAISING A RODUM

1. Any person may raise a RODUM (unless the materiel is subject to another defect reporting system: (reference A [<Link>](#) details in-service materiel which is subject to reporting of defects / dissatisfaction by other than RODUM) when they identify that an item of Land materiel:
 - a. may affect safety, health or security;
 - b. is faulty in design, material or workmanship;
 - c. is inadequate for its intended purpose;
 - d. is unreliable or has repetitive minor faults;
 - e. may adversely affect operational performance;
 - f. is difficult to operate or maintain;
 - g. has inadequate operator or technical manuals;
 - h. is unsatisfactory in conjunction with other items of materiel:
 - i. is unsatisfactory in certain environments; or
 - j. is unsatisfactory due to other circumstances.
2. A flow chart for raising a RODUM is at Figure 1.
3. If raised in the DMO, the raiser is to contact the RS³ and obtain an originator's identification number from the DMO VBM/DPM RODUM Register.
4. If the RODUM will be classified below CONFIDENTIAL and the raiser has access to the Defence intranet, the RODUM is to be created via the intranet [<Link>](#).
5. In other cases the raiser is to create a RODUM manually using form AC446 [<Link>](#). The RODUM should be sent to the RS³ by appropriate means.
6. RODUMs relating to faults which affect safety are to be reported as 'Safety' RODUMs.
7. For DMO raised RODUMs, the 'Released by' person is the raiser.
8. The RS will subsequently issue a RODUM sequence No from the DMO VBM/DPM RODUM Register, and will notify this number to the raiser.
9. For DMO raised RODUMs, the raiser is to raise a registry file for the RODUM and place a printed copy of the RODUM, and all subsequent correspondence relating to the RODUM, on it. The registry file is to be kept active until the RODUM is closed.

³ RODUM Section is located in VBM-HG-W16: Phone 1800 629406, 03 9282 6065, 03 9282 6579, 03 9282 5850

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B – 2

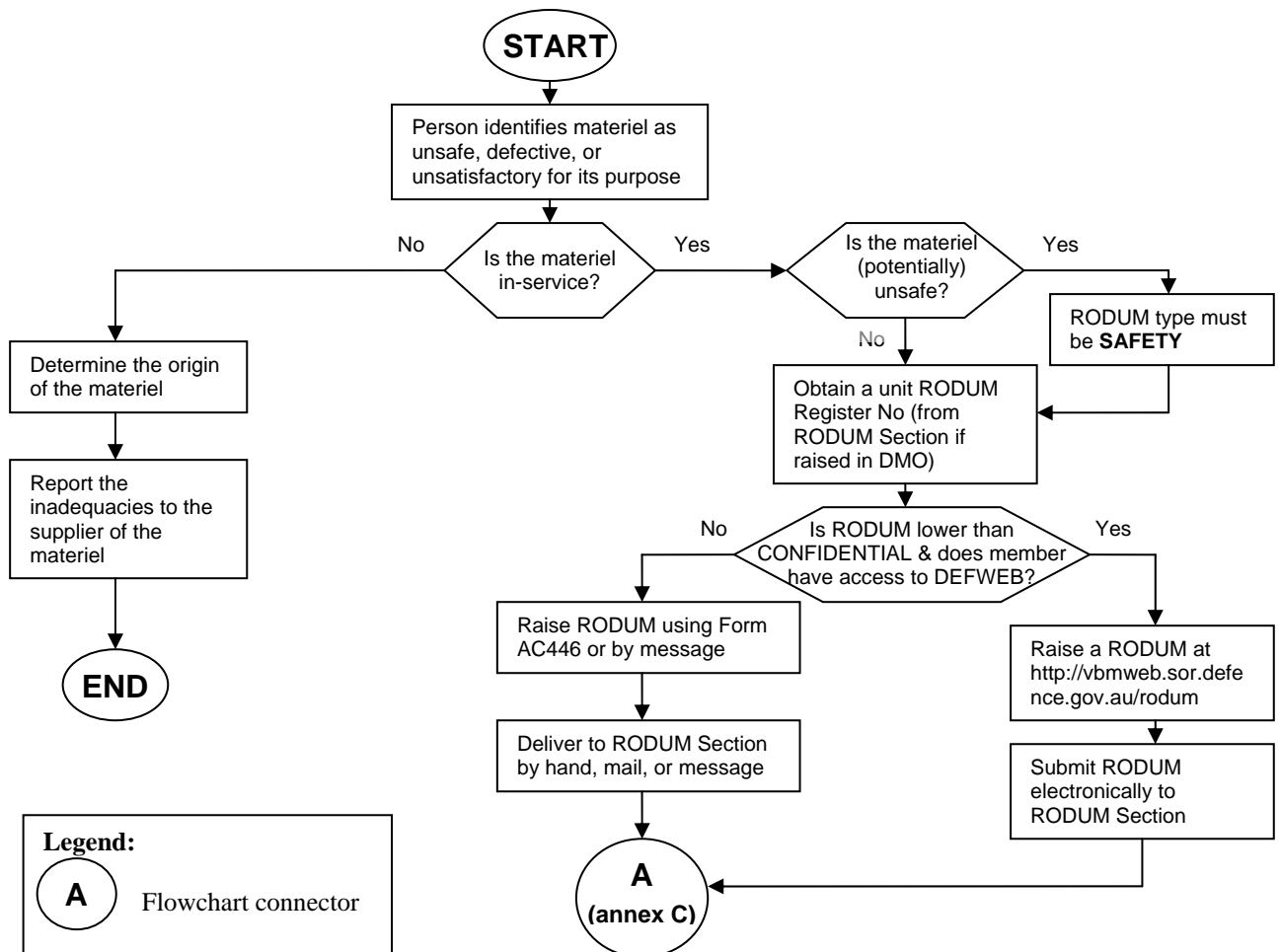


Figure 1: Raising a RODUM

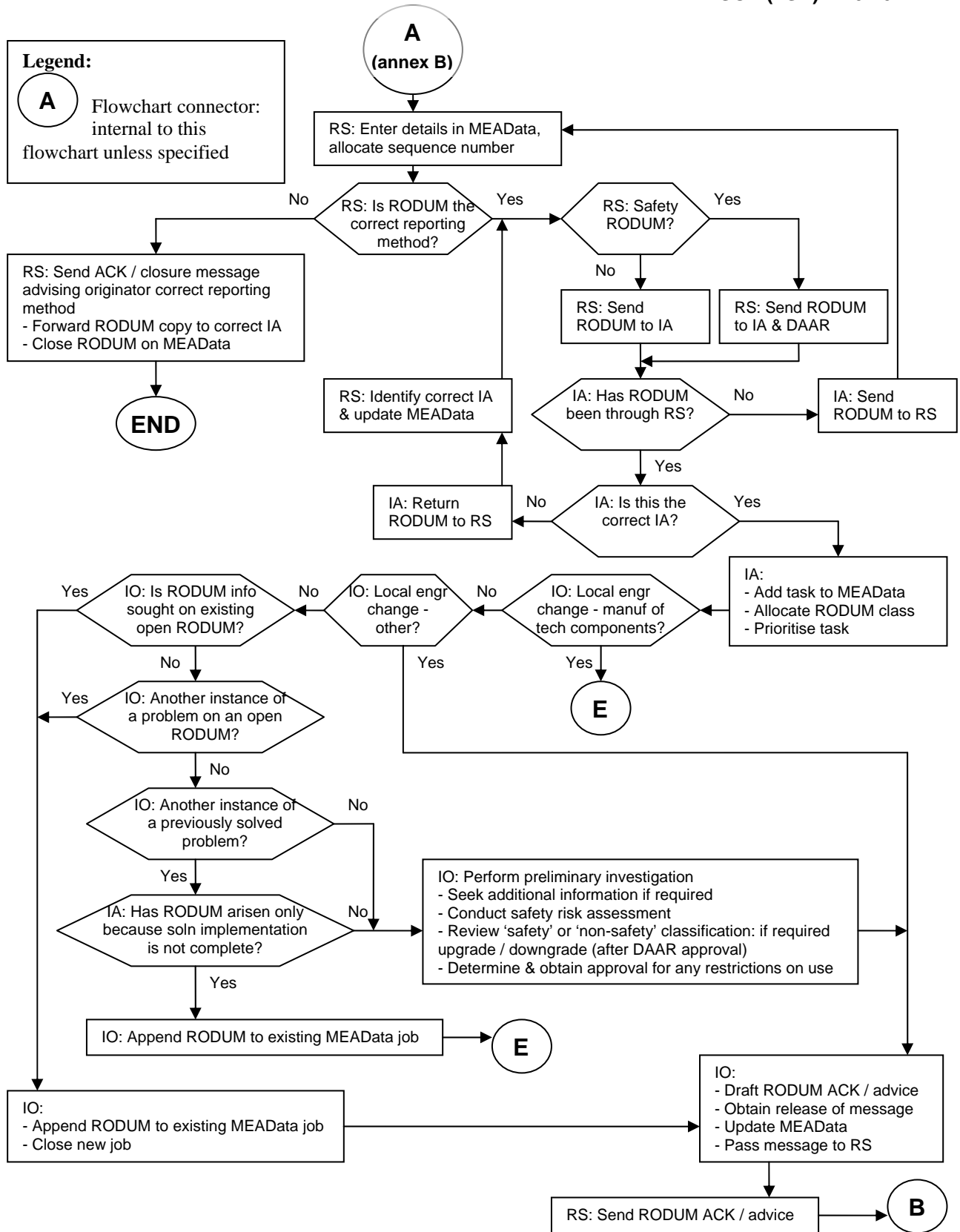
10. The materiel which is the subject of the RODUM must not be disposed of before the IA advises that the materiel is no longer required.

11. The raiser is to monitor the investigation subsequent to RODUM submission and discontinue use of the materiel or take other action as directed by the IA.

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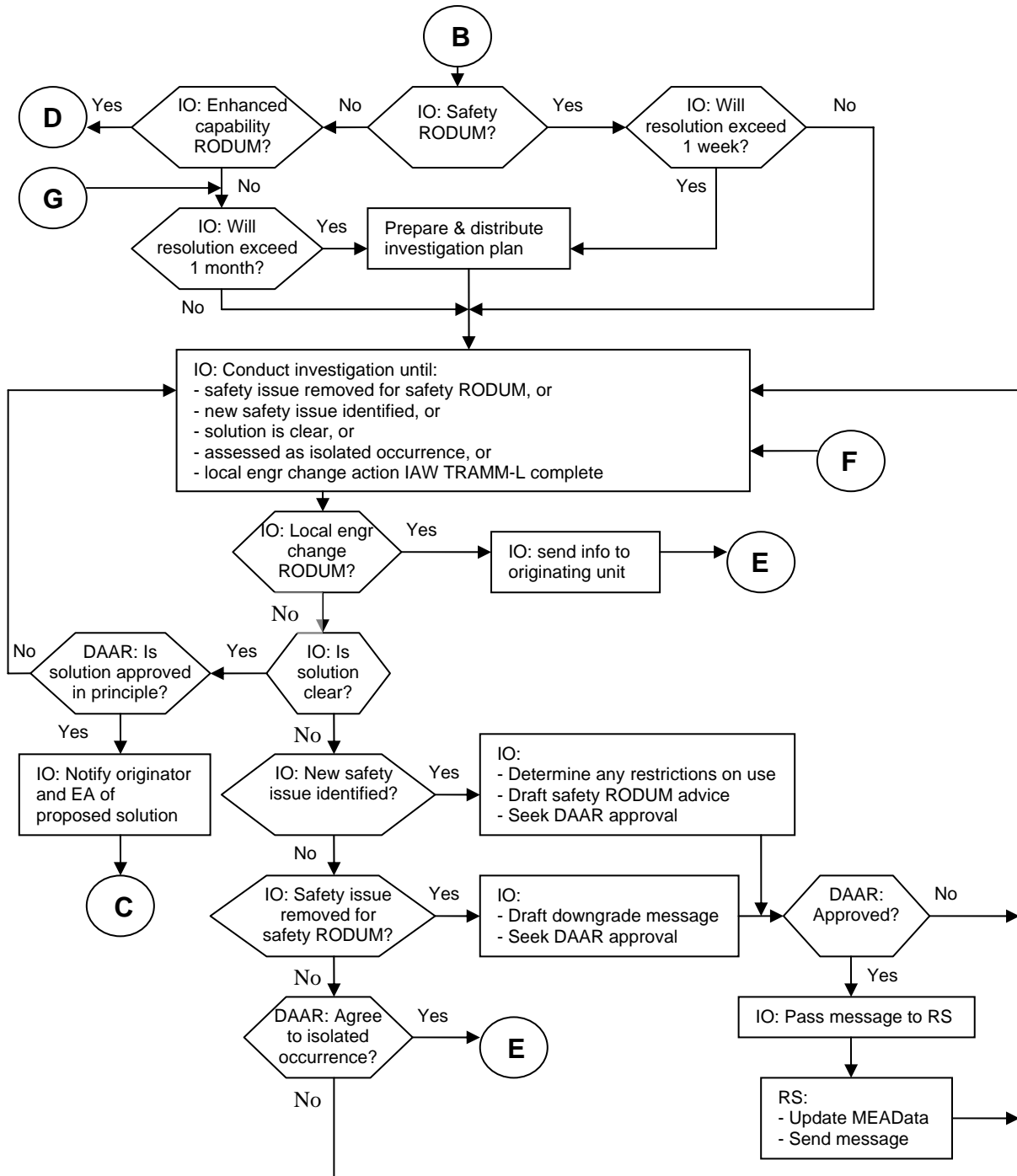
RECEIVED RODUM FLOWCHART

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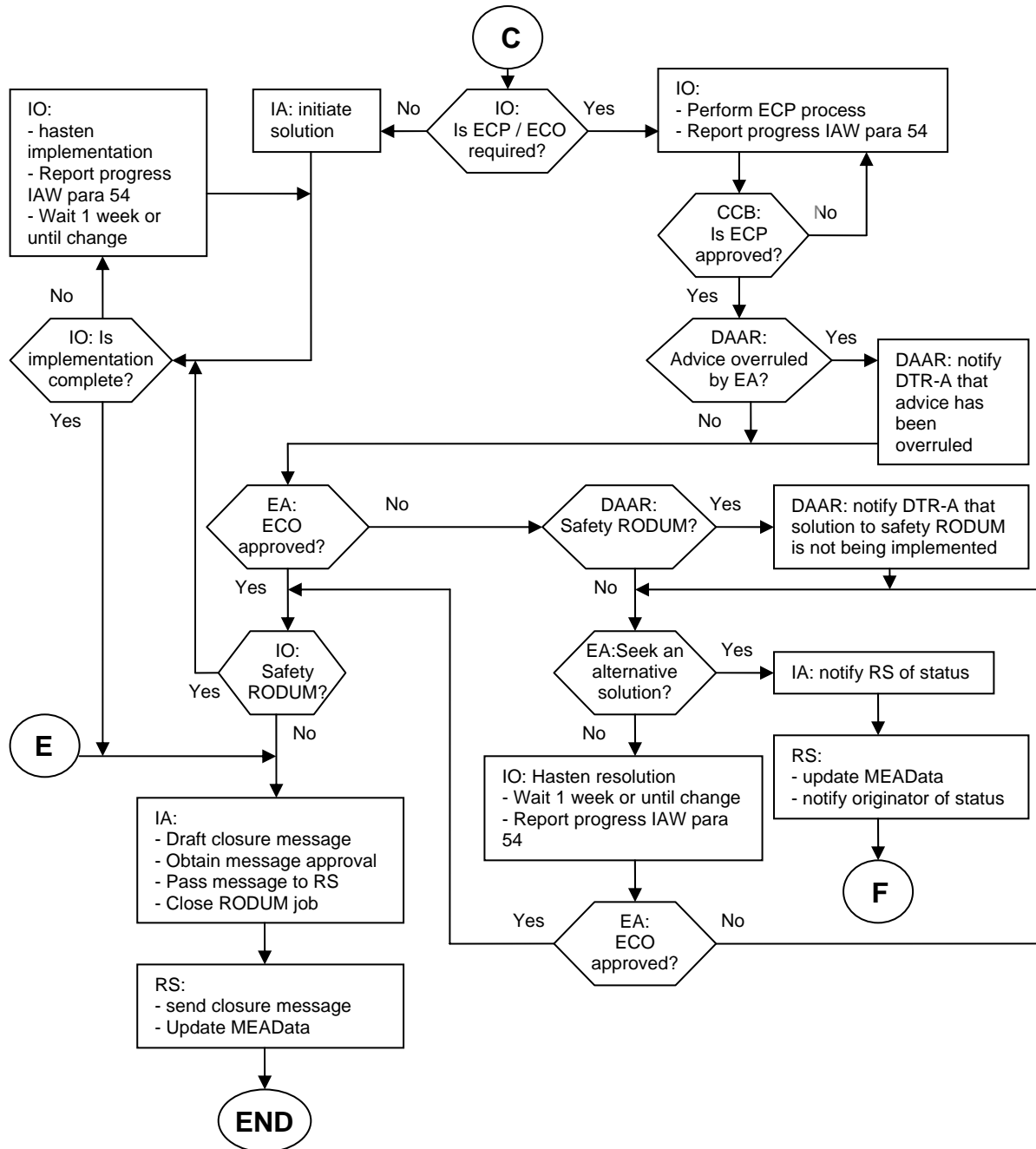
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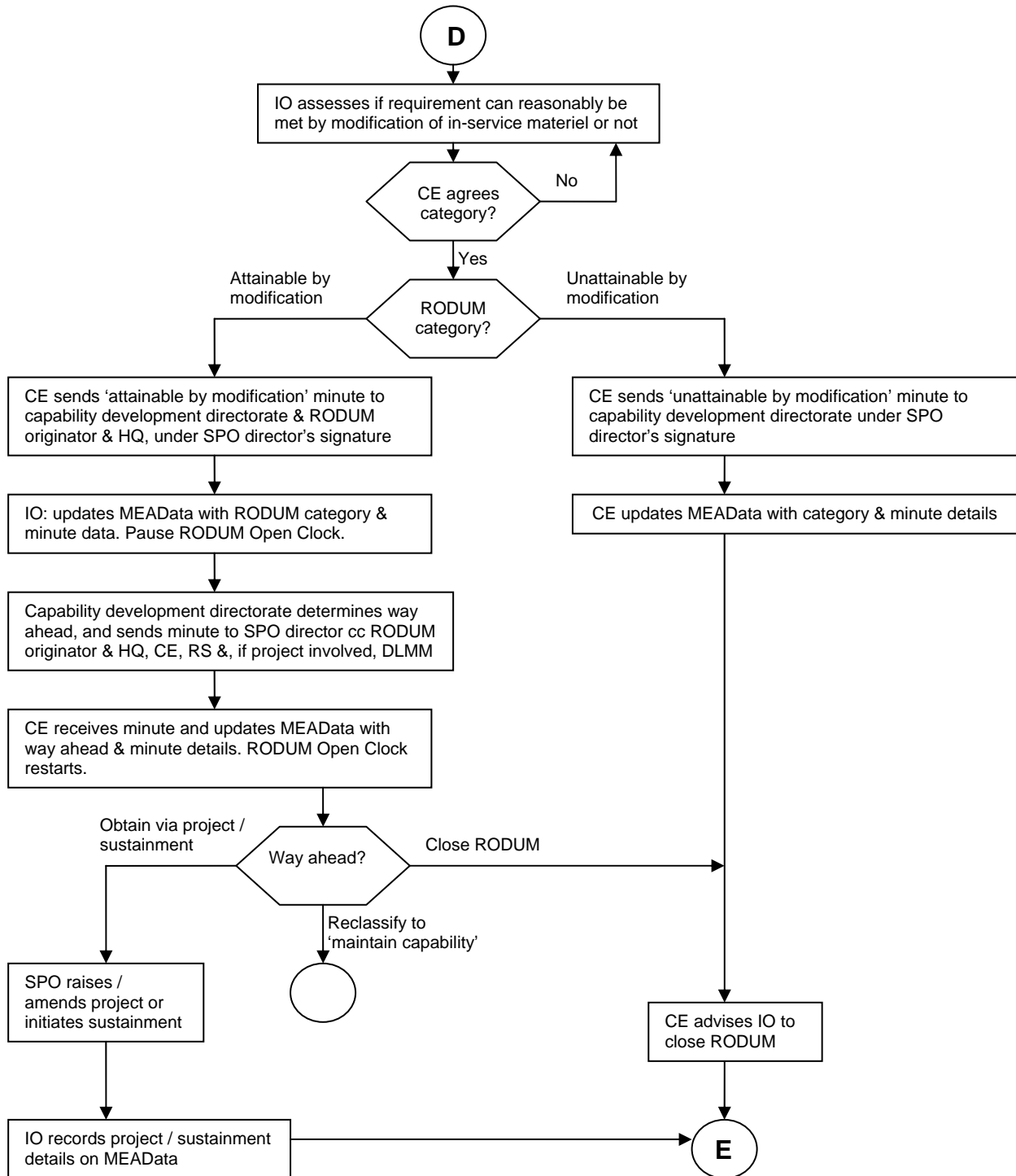
C - 3



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C - 4

Enhanced capability RODUM flowchart



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ABCA NOTIFICATION OF SAFETY RODUMS

1. **Materiel notifiable.** The following materiel is notifiable under reference D.
 - a. Medium Girder Bridge
 - b. Light Armoured Vehicle (LAV)
 - c. M113 Family of Vehicles
 - d. C7/M16 Rifle
 - e. 81mm Mortar

LEA Standardisation and Packaging Section procedures

2. **Incidents originating in Australia.** On receipt of a safety RODUM acknowledgement / advice, the Standardisation and Packaging Section is to confirm that the incident is notifiable under reference D. If it is, they are to send a message, within one working day of receipt, as follows:

- a. **Information to be provided.**

REPORT OF A SERIOUS EQUIPMENT MALFUNCTION – [INCLUDE NAME OF EQUIPMENT OR COMPONENT]

- A. [Reporting Nation] Australia
- B. [Date, time, place, brief details, and suspected causes, if known, of the malfunction]
- C. [Number and type of casualties, or damage caused]
- D. [*Details of the equipment or component involved. Including NATO Stock Number, lot or batch number, or other significant identification*]
- E. [Type and model number of related weapon system or vehicle being used.]
- F. [Weather conditions involved.]
- G. [Name of contact and particulars.]
- H. [Measures already taken by the reporting nation]

- b. **Addressees.**

- (1) ABCA Australian Coord at Land Warfare Development Centre, Tobruk Barracks, Puckapunyal, Victoria
- (2) ABCA Standardisation Office (Washington) – Sustain Member
- (3) ABCA CG Sustain Leader and the five national materiel members

3. **Incidents originating in coalition armies.** The Australian ABCA Coord Office may be made aware of serious equipment malfunctions originating in coalition armies. In such cases, the ABCA Coord is to advise the LEA ABCA CG Sustain Materiel representative (Standardisation and Packaging Section) within one working day. Standardisation and Packaging Section are to inform the LEA engineering director and/or SPO chief engineer responsible for the materiel within one working day by email and verbally.

**ENHANCED CAPABILITY RODUM MINUTE - ATTAINABLE BY MODIFICATION
(CE Minute to Capability Development Directorate)**

DPLANS-A / DNPR(E&L) / DSC-AF / DHCD Attention: SO1 Sustainment [Example]

For Information:

RODUM Originator Unit

HQ of RODUM Originator

Clothing Government Executive Group [For clothing items only]

**JOB ?????????? - ENHANCED CAPABILITY RODUM – ATTAINABLE BY
MODIFICATION**

1. The subject RODUM has been classified by the Chief Engineer??SPO as an enhanced capability (EC) RODUM where the requested capability can be achieved by modification of an existing capability.
2. D??SPO seeks your guidance on progression of this RODUM. Options are:
 - a. Army raise a minor project and allocate funding,
 - b. incorporate the task into an existing project,
 - c. initiate a sustainment task (ECO),
 - d. close the RODUM.
3. D??SPO recommends option ??. Refer to Enclosure for details.
4. The RODUM Open Clock has been paused and will resume on receipt of your response which is sought within 20 working days.
5. The response should be sent to the D??SPO and copied to the CE ??SPO and the LEA RODUM Section. For options 2a and 2b the response should also be copied to DLMM.

Name
D??SPO
?LSD

Date

Enclosure:

1. RODUM Sequence Number ??????????
(The enclosure should include a brief scope of the work, linkage to other projects, and indicative timeframe and costings).

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**ENHANCED CAPABILITY RODUM MINUTE – UNATTAINABLE BY MODIFICATION
[CE Minute to Capability Development Directorate]**

DPLANS-A / DNPR(E&L) / DSC-AF / DHCD Attention: SOI Sustainment [Example]

For Information:

Clothing Government Executive Group [For clothing items only]

**JOB ?????????? - ENHANCED CAPABILITY RODUM – UNATTAINABLE BY
MODIFICATION**

1. The subject RODUM has been classified by the Chief Engineer ??SPO as an enhanced capability RODUM where the requested capability cannot be achieved by modification of an existing capability. Please refer to enclosure for details.
2. The capability being sought should be considered as a possible future capability.
3. The RODUM has been closed.

D??SPO
?SD
Date

Enclosure

RODUM Sequence Number ??????????

(The enclosure should include a brief scope of the capability being sought, and possible linkage to other projects).

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ENHANCED CAPABILITY RODUM MINUTE – CLOSURE / RECLASSIFICATION
[Capability Development Directorate Minute to SPO]

D??SPO

For Information:

RODUM Originator Unit
HQ of RODUM Originator
Chief Engineer ??SPO
LEA RODUM Section

JOB ????????? - ENHANCED CAPABILITY RODUM – CLOSURE / RECLASSIFICATION

Reference:

A. ??SPO ??? dated ?????, JOB ????????? - Enhanced Capability RODUM – Attainable by Modification

1. Reference A sought *capability development directorate* guidance on the way forward for the subject RODUM which has been classified by the Chief Engineer ??SPO as an enhanced capability RODUM which could be satisfied by modification of in-service materiel.

2. *Capability development directorate* directs closure of the RODUM / reclassification of the RODUM to a maintain capability RODUM because [*explain the incomplete actions required on the RODUM.*]

SO1 Sustainment (*Example*)
AHQ (*Example*)

Date

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**ENHANCED CAPABILITY RODUM MINUTE – PROJECT / SUSTAINMENT
IMPLEMENTATION**
[Capability Development Directorate Minute to SPO]

D??SPO

For Information:

RODUM Originator Unit

HQ of RODUM Originator

Chief Engineer ??SPO

LEA RODUM Section

DLMM [if a project is involved]

Clothing Government Executive Group [For clothing items only!]

References:

- A. ??SPO ??? dated ?????, JOB ????????? - Enhanced Capability RODUM – Attainable by Modification

JOB ????????? - ENHANCED CAPABILITY RODUM – PROJECT / SUSTAINMENT IMPLEMENTATION

1. Reference A sought *capability development directorate* guidance on the way forward for the subject RODUM which has been classified by the Chief Engineer ??SPO as an enhanced capability RODUM which can be met by modification of the in-service materiel.
2. *Capability development directorate* directs [select one] implementation by raising a new minor project / incorporation into existing project ??? / sustainment action.
3. **Funding.** *Insert details on funding.*

SO1 Sustainment (*Example*)

AHQ (*Example*)

Date

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