

DEFENCE 2020 YOUTH CHALLENGE

AVM Julie Hammer

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The ADF

 **NAVY**
 **ARMY**
 **AIR FORCE**



The Australian Defence Forces, or the “ADF” is a government funded and managed organisation compiled to deal with both national and international issues concerning Australia, to defend our waters, and to ensure peace for our country. The values that the ADF define as essential for their members to abide by are Professionalism, Loyalty, Integrity, Courage, Innovation, and Teamwork. Not only this, but the ADF is quite adamant about being a responsible citizen. But are they? According to the Concise Oxford Dictionary, the definition of “responsible” includes being: morally accountable for (one’s) actions, capable of rational conduct, of good credit or position or repute, respectable, and apparently trustworthy. “Citizen”, can be defined quite simply as “member of”. That is, member of the Australian community, and thus the world. Well, quite clearly there is a strong correlation between the values of the ADF and the definition of being responsible. But these connections are not necessarily proof of what the ADF actually achieves. This does not mean that the member’s of the ADF are definitely behaving according to these moral guidelines. If we were to assess the behaviour levels of a school, would we look to the school rules? No. We would look to the students. And so in the same way we will examine a member of the Defence Forces to get a sense as to whether or not the ADF is indeed a behaving as a responsible citizen.

Air Vice-Marshal Julie Hammer has served in the Royal Australian Air Force (RAAF) for over 28 years. Having served in the fields of aircraft maintenance, technical intelligence, electronic warfare, and command, control, communications and intelligence systems acquisition and support, she is the most senior woman in the ADF ever! She holds a Bachelor of Science with Honours in Physics, a Master’s degree in Aerosystems Engineering, and a Graduates Diploma in Strategic Studies.

AVM Julie Hammer

Julie Margaret Hammer was born on the 17th February 1955 in Brisbane, Queensland, Australia. As a girl she attended the Brisbane Girls Grammar School, of which she graduated in 1971. Being quite exceptionally bright, she came 8th in the Senior Public Matriculation Exam in the State of Queensland that very same year. Julie then attended the University of Queensland, where she majored in physics and graduated with a BSc (Hons).



The degree in physics didn't quite offer as many work opportunities as Julie had hoped. So, she accepted the offer of working in the air force and joined the RAAF, just thinking on it as a temporary job, for maybe a couple of years. It was 1977, and at this time there was a separate air force service for women, the WAAF, so there was very few employment opportunities for women working in the mainstream force. Till 1979 Julie worked as an Education Officer in the engineer cadet squadron at Frognall, Melbourne.

time here as a junior officer she achieved a great deal, such as being a staff member at the Engineer Cadet Squadron, of which she was promoted to Squadron Leader in June 1985. She also instructed in electronics at the RAAF School of Radio, managed deep level maintenance on aircraft (such as F-111, Iroquois, Chinook, and Canberra bombers), as well as working in the engineering management of avionics equipment for the RAAF fleet at Headquarters Support Command.

In 1981, Julie Hammer transferred to the Engineer Branch, soon after employment had become open to women. During her



"The most demanding as well as the most rewarding jobs are those of operational command"
Julie Hammer

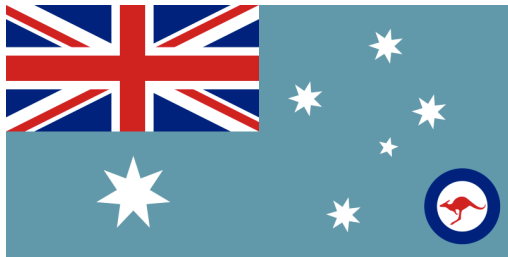
Later on she was off to the UK, where she studied for 16 months at RAF Cranwell, and completed an MSc in Aerosystems Engineering. On returning to Canberra in 1987 she secretly served as a technical intelligence analyst in the Joint Intelligence Organisation. Julie also worked on the P-3C ESM Project – a major Electrical Warfare project – initially as a project engineer, then after promotion to Wing Commander, as project manager. She also commanded the Electronic Warfare Squadron in Adelaide during 1992, and served in this post for three years. During this time, among other things, her team worked on a number of UN missions, one of which was to program the Hercules for their missions in Rwanda. The video footage associated with the photos they took is still played on the introduction to Lateline. To add to her growing list of achievements, on returning to Canberra, Julie completed a Graduate Diploma in Strategic Studies at the Joint Services Staff College in 1996.

Julie's specialisation in electronic warfare saw her working as project manager to fit a maritime patrol aircraft (the Orions) with a major sensor suite sensitive enough to detect the single pulse of a weak transmitter. Later on she became project director of a number of command and control projects, developing a system that General's still utilise today. For four months after this Julie Hammer served on the Science and Technology Team of Defence and Efficiency Review.

From 1996 to 1998 Julie served as one of the Prime Minister's representatives on the Governor General's Australian Bravery Awards Council. She completed a 12 month course in strategic and international studies in 1999 at the Royal College of Defence Studies in London. Students from 38 different nations attended this course, and out of the 83 others, she was the only Australian. Due to yet another promotion, this time to Air Commodore, Julie returned in December that same year. On returning, she assumed her duties to do with ADF communications networks and computer systems as Director General Information Services.

Julie Hammer achieved much in her life during the air force, and her achievements have not gone unnoticed. She was:

- The first woman to command an operational unit in the RAAF (the Electronic Warfare Squadron). For that command she was awarded a Conspicuous Service Cross.
- The recipient of the 1996 Association of Old Crows (Australian Chapter) Award for Distinguished Service to Electronic Warfare.
- Her contribution to Australian aerospace was recognised by being awarded the 2001 Sir Charles Kingsford Smith Memorial Medal by the Royal Aeronautical Society. She also delivered the 2001 Kingsford Smith Memorial Lecture.
- Made Fellow of the Institution of Engineers Australia, a Fellow of the Royal Aeronautical Society and a Graduate of the Australian Institute of Company Directors.
- Within the Institution of Engineers Australia, she is one of the inaugural Board Members of the Centre for Engineering Leadership and Management.
- On promotion to Group Captain in 1996, she is the first woman in the RAAF to become a member of the General List.
- The first serving woman in the history of the ADF to be promoted to One Star level, on promotion to Air Commodore in 1999.
- For three years she served as one of the Prime Minister's representatives on the Governor General's Australian Bravery Awards Council.
- In 2002, she became one of Australia's Honouring Women Ambassadors, appointed by the Minister Assisting the Prime Minister for the Status of Women.
- To recognise her contribution to her profession, she was awarded the 2003 Alumnus of the Year of the University of Queensland.
- Appointed a Member of the Order of Australia in the 2004 Australia Day Honour's List
- 2005 ACT Australian of the Year
- The only woman in the history of the ADF to achieve a two star rank!



In December 2001, Julie became the first woman commandant of the ADFA (Australian Defence Force Academy). The academy is there to provide a university education that is both balanced and liberal in a military environment. She regarded this job as very important, being a role model for new cadets, and also establishing the role of a woman in leadership as the norm. This good work was continued throughout 2002 and 2003.

AVM Julie Hammer retired from the Air Force in 2005, and took over as chair of the CELM (Centre for Engineering Leadership and Management) board in November that same year. In November 2007 she

was promoted to President for Engineers Australia.

“While I know I still have a lot to learn, I've tried to capture some of my 28 years experience in a few final thoughts. Win with professionalism. Women may not be as quickly accepted as men, but competence always wins out. Enjoy being visible. Welcome the opportunity to be a role model and be generous with your time. Take every opportunity that comes along. If there are none, create them. Seek out leadership roles. Have the confidence to volunteer for responsibility. And be true to yourself. Don't ever try to be something that you're not. You'll always get caught out. I never dreamt when I joined the air force that I would have the fascinating career that I've had. I never expected to spend such a long time waiting for a proper job. Thanks very much.”

- Julie Hammer ends her speech



“Air Commodore Julie Hammer, Commandant of the Australian Defence Force Academy, will be promoted to Air Vice-Marshal and appointed to the position of Deputy Chief Information Officer with effect from 11 August this year.”

- The Chief of the Defence Force, General Peter Cosgrove, announced that the Minister for Defence had agreed to the promotion of Julie Hammer to the rank of Air Vice-Marshal.

In Conclusion



As stated in the before, the values of the ADF seem to correlate closely with those that define a 'responsible citizen'. We can now examine each element that is both a value of the ADF and an indicator of a responsible citizen and see how Julie Hammer's career and achievements have met those expectations.

This list of the values that define responsibility quite clearly indicate that AVM Julie Hammer is responsible. As a "member of" our country, having been a member of the Defence Forces, and a valuable member of many teams within these, we can quite clearly state that she is a responsible citizen. Considering this, we could also say that the ADF act as a responsible citizen should. The actions and achievements of its members reflect on the Australian Defence Forces as a whole. By giving its members such outstanding opportunities to do such useful and meaningful work for their country and its people, the ADF has demonstrated that it acts as a responsible citizen. The values of courage, integrity and equality as well as these acts of responsible citizenship are what is hoped the ADF will stand for in 2020.

The availability of employment in the Australian Defence Forces has been limited for women for quite some time, and though many improvements have been made, it still remains an issue for discussion for some people. In fact, approximately 97% of positions in the ADF are available to women, and there are a growing number of female members in the defence forces, though the numbers still seem quite significantly low. The increase in the number of women in the defence forces suggests that the ADF is making an effort to be a responsible citizen. A greater number of women in the ADF by 2020 would certainly confirm the motivation the ADF has to encourage equality as is required of a responsible citizen

- **Professionalism** – striving for excellence in everything we do. Certainly she has met this criteria by both the standard of her proven academic achievement as well as the quality of her work across a range of working environments.
- **Loyalty** – being committed to each other, our leaders, and the organisation. The length of her association with the ADF (over 28 years) and her willingness to take on a whole range of challenges around the world indicates strong loyalty.
- **Integrity** – doing what is right. Her work in the academy, with her focus on being a strong role model for young cadets shows great integrity.
- **Courage** – the strength of character to do what's right; extending to both courage and convictions (moral courage) and courage in harms way (physical courage). Surely she has shown courage in all aspects of her career - on missions, in travelling overseas, and in taking on her leadership roles – in some form or another.
- **Innovation** – actively looking for better ways of doing business. Throughout her whole career innovation has been shown simply by encouraging leadership roles for women.
- **Teamwork** – working together with respect, trust, and a sense of collective purpose. Practically her entire career has involved working co-operatively as a team – such things as
- **Respectable** – The manner in which she has conducted herself over the years in so many situations can only evoke respect from others.
- **Of good credit/position/repute** – the numerous positions she was placed in over an extended period indicate that she is regarded and proven as a person of reliability and good repute.
- **Morally accountable for actions** – Dealing successfully with morally difficult situations such as encountered in Rwanda.
- **Apparently trustworthy** – she has proven to be a trustworthy team member in that she will try her hardest and achieve her best for the good of the team, and among other things has been entrusted with secret intelligence.

An After Thought

FACTS

Percentage of Women in the ADF

- **Navy:** approximately 18%
- **Army:** approximately 12%
- **Air Force:** approximately 17%

The employment positions in the defence forces unavailable to females are:

Navy

- clearance diver

Army

- Royal Australian Infantry Corps
- Royal Australian Armoured Corps
- Royal Australian Artillery Corps
- Combat engineer

Air Force

- Ground Defence Officer
- Airfield Defence Guard



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