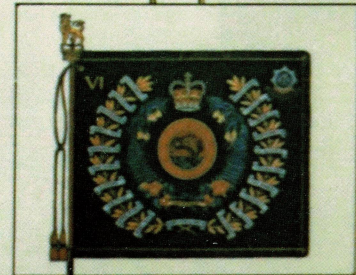
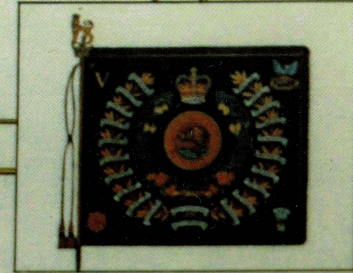


presented to
Lieutenant Colonel
Norman John Fry

in recognition of long and
valued service in the
ROYAL NEW ZEALAND INFANTRY REGIMENT
from *15th January 1965* to *14th January 1985*



Manuera
LT Col Director





COMMONWEALTH OF AUSTRALIA
Australian Citizenship Act

Certificate of Australian Citizenship

NORMAN JOHN FRY

born on 30th April 1946

having applied for a Certificate of Australian Citizenship, and having satisfied the conditions prescribed by the Australian Citizenship Act 1948 for the grant of such a Certificate.

I, the Minister of State for Immigration, Local Government and Ethnic Affairs,
hereby grant this Certificate of Australian Citizenship to the abovenamed applicant who shall be
an Australian citizen on and after 11th August 1989

Issued by authority of
the Minister of State for
Immigration, Local Government
and Ethnic Affairs



No. NC8902993T

Helen Clark
MINISTER OF STATE FOR
IMMIGRATION, LOCAL GOVERNMENT
AND ETHNIC AFFAIRS



*Year of the Veteran
Honouring Those Who Have Served*

Certificate of Appreciation

*The Government and people of New Zealand
express their thanks to*

Norman John Fry

*for the service given to New Zealand during
the Vietnam War*

Helen Clark

*Rt Hon Helen Clark
Prime Minister*

Rick Barker

*Hon Rick Barker
Minister of Veterans' Affairs*



COMMISSION

HIS EXCELLENCY THE GOVERNOR-GENERAL of the Commonwealth of Australia,
Commander-in-Chief of the Defence Force

To: Norman John Fry

WHEREAS you have been appointed to be, on and from the twenty-third day of November, 1988, an officer of the Australian Army:

AND WHEREAS all things have happened to render it desirable that a Commission be issued to you:

NOW THEREFORE I, William George Hayden, Companion of the Order of Australia, Governor-General of the Commonwealth of Australia, acting with the advice of the Federal Executive Council, pursuant to section 10 of the Defence Act 1903, Charge and Command you faithfully to discharge your duty as an officer and to observe and execute all such orders and instructions as you may receive from your superior officers.

GIVEN under my Hand and the
Great Seal of Australia
on 21 March 1991

By His Excellency's Command.

MINISTER OF STATE FOR DEFENCE

GOVERNOR-GENERAL

Amenutuysson
Governor-General

To Our Trusty and Well beloved

Norman John Fry

Regular Force

11th day of June 1966

Second Lieutenant

We, wishing special Trust and Confidence in your Loyalty, Courage, and good Conduct, do by these Presents constitute and appoint you to be an Officer in the Regular Force of Our New Zealand Army, from the 11th day of June 1966. You are therefore everlastingly and obligatorily to discharge your Duty as such in the Rank of Second Lieutenant as in such other Rank as We may from time to time hereafter be pleased to promote or appoint you to, of which a notification will be made in the New Zealand Gazette; and you are at all times to exercise and well discharge in their duties both the inferior Officers and other ranks serving under you, and use your best endeavours to keep them in good Order and Discipline; And We do hereby Command them to Obey you as their superior Officer, and you are to observe and follow such Orders and Directions as from time to time you shall receive from Us or any your superior Officer, according to the Rules and Discipline of War, and of Our Forces of New Zealand, in pursuance of the Trust hereby reposed in you.

Elizabeth the Second, by the Grace of God of the United Kingdom,
New Zealand and Her Other Realms and Territories Queen,
Head of the Commonwealth, Defender of the Faith—

Secretary

Given under the hand of His Excellency the Governor-General of New Zealand, and sealed under the
Public Seal of New Zealand this Twentieth day of October 1966

By His Excellency's Command

Alan J. Egge
Minister of Defence

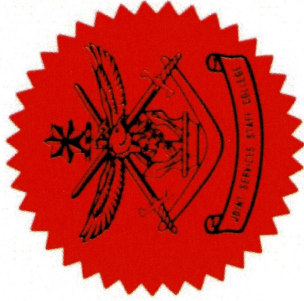
Joint Services Staff College
CANBERRA

THIS IS TO CERTIFY THAT

MAJOR N J FRY

COMPLETED COURSE 44/91

FROM 15TH JULY 1991 TO 13TH DECEMBER 1991



Comdant
COMMODORE
COMMANDANT

N. Lockhart
GENERAL
CHIEF OF THE DEFENCE FORCE

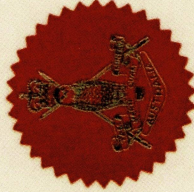


This is to Certify That

Major N. J. Fry

Graduated from the Australian Staff College in 1980

and was Awarded the Symbol: psc



R. B. Burwood
Brigadier
Commandant

Commandant



JOINT SERVICES STAFF COLLEGE

This is to certify that
Norman John Fry
having fulfilled all the requirements
prescribed by the College has this day the

13th December 1991

been awarded the

**GRADUATE DIPLOMA
IN
STRATEGIC STUDIES**

the seal of the
Joint Services Staff College
is hereto affixed

J. Blith
Commandant

R. Hammett
Director of Studies




ACT ACCREDITATION AGENCY
The awarding of this Diploma
has been authorised
by the ACT Accreditation
Agency



This is to Certify that

Norman John Fry

having met the academic and professional requirements
of the New Zealand Army was awarded the

DIPLOMA OF MILITARY STUDIES

on the **Thirtieth** day of **October 1987**

W. S. ...

Lieutenant Colonel
Director of Army Education

M. ...

Major General
Chief of General Staff



Serving the Nation

Certificate of Service

329323

LIEUTENANT COLONEL


N.J. FRY

Service

AUSTRALIAN REGULAR ARMY FROM 23 NOVEMBER 1988 TO 6 JANUARY 1994

Decorations, Medals and Commendations

VIETNAM MEDAL
VIETNAMESE CAMPAIGN MEDAL
INFANTRY COMBAT BADGE
RETURNED FROM ACTIVE SERVICE BADGE



J.P. Stevens
Major General
Assistant Chief of the General Staff- Personnel

September 1994



Royal New Zealand Air Force

PARACHUTE TRAINING AND SUPPORT UNIT

This is to Certify that

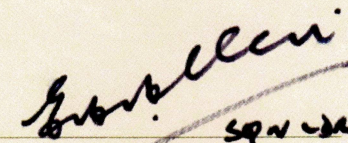
C41678 Lt Col N.J. Fry

successfully completed

9/85 Basic Static Line Parachute Course

24 Oct 85

Date



SPN 424
Officer Commanding



Justices of the Peace and Commissioners for Declarations Act 1991

This is to certify that

Norman John FRY
20 Evergreen Place
FOREST LAKE QLD 4078

Is registered as a

**Justice
of the Peace
(Qualified)**

Registration Number: 93829

for the State of Queensland

Dated at Brisbane this 22nd day of December 2004



Acting Registrar of Justices of the
Peace and Commissioners
for Declarations

Attorney-General and
Minister for Justice



JUSTICE OF THE PEACE

CERTIFICATE OF APPOINTMENT

NORMAN JOHN FRY

*has been appointed by His Excellency the Governor,
with the advice of the Executive Council, pursuant to
the provisions of section 29 of the Imperial Acts
Application Act 1969, as a Justice of the Peace in and
for the State of New South Wales.*

Date of Appointment: 9 April 1997

Registration No: 9700328

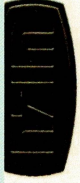


JW Shaw QC, MLC
ATTORNEY GENERAL

*The Oath of Allegiance and the Judicial Oath in the
Office of Justice of the Peace for the State of New
South Wales, have been sworn/affirmed by the
abovementioned, before me on the twenty-second
day of May, 1997.*

Magistrate

Magistrate
R.G.A. Blissett



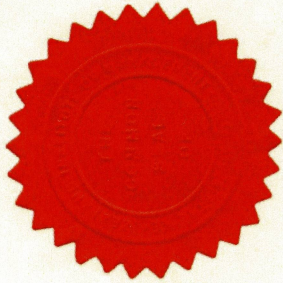
**THE NEW ZEALAND
INSTITUTE OF MANAGEMENT**
(INCORPORATED)

This is to certify that

Norman John Fry is an

ASSOCIATE FELLOW

of The New Zealand Institute of Management (Inc.)



Given under the Common Seal of the Institute at Wellington

this 24th day of May 1985

M. Hammond
National President

W. Fry
Executive Director

Date of Admission **17. 9. 1974**

No. **11065**



This is to certify that

Norman Fry

Has in accordance with the Memorandum and
Articles of Association been admitted to the
Institute of Sport Management at the level of

**Fellow, Institute of
Sport Management**

and is entitled to use the designation

F.I.S.M.

Michael Brierley

Director

9 November 2004

Date

113452

Membership Number

"That which is excellent endures" - Aristotle



IN RECOGNITION AND APPRECIATION FOR YOUR CONTRIBUTION TO THE XVIII COMMONWEALTH GAMES

NORMAN FRY
AUSTRALIA
TEAM OFFICIAL

John Howard
The Hon John Howard MP
Prime Minister of Australia

Steve Bracks
The Hon Steve Bracks MP
Premier of Victoria

Ronald J Walker
Ronald J Walker AC CBE
Chairman, Melbourne 2006
Commonwealth Games Corporation

The Hon Michael Fennell
The Hon Michael Fennell OJ CD
President,
Commonwealth Games Federation

XVIII COMMONWEALTH GAMES

MELBOURNE

15-26 MARCH 2006



John Devitt
John Devitt AM
Australian Team
Chef de Mission

Perry Crosswhite
Perry Crosswhite
Australian Team
General Manager



Norman Fry

The Australian Commonwealth Games Association is pleased to confirm your selection in the Australian Commonwealth Games Team to contest the XVIII Commonwealth Games to be held in Melbourne, Australia in 2006, in the sport of

Squash



Australia Day

Achievement Medallion

presented to

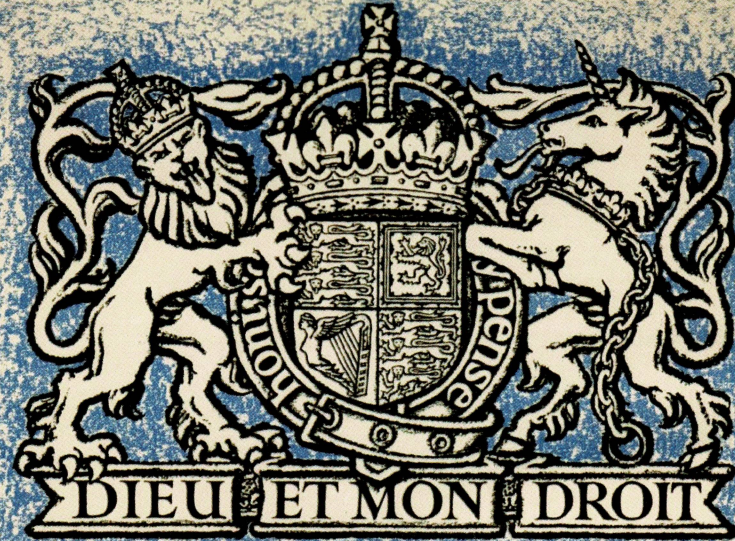
Norman Fry

for exceptional leadership and promotion of the
State Emergency Service throughout the Toowoomba area

by

Department of Community Safety

Kelvin Anderson
Director-General
Department of Community Safety
26 January 2013



Norman J. Fry
AS A QUEEN'S SCOUT
you have prepared yourself for
service to God and your fellow-
men, and have shown yourself
a worthy member of the great
SCOUT BROTHERHOOD. I wish
you God-speed on your journey
through life; may it prove for
you a joyous adventure.

Elizabeth R

Golden Key International Honour Society

To Whom These Letters May Come

This certifies that

Norman Fry

Coordinator Disaster Management - Toowoomba Regional Council

is granted Honorary Membership of the Golden Key International Honour Society and is hereby granted all the Rights, Honors, and Privileges thereunto appertaining.

2018

Brookford Whaley
Executive Director



This is to Certify that

Norman John Fry

having completed the prescribed course and passed the required tests, is recorded as a

Graduate of the Officer Cadet School of Australia.

Number of Certificate
Entered in Record of Graduates.

1089

Signed at PORTSEA this 9th day of June 1966

Pauline
Captain
Adjutant

Norman Fry
Colonel
Commandant

Department of Defence

MINUTE

426
3/3
89

CGS 70/91


Chairman
Infantry Combat Badge Committee

GRANT OF DISPENSATION FOR THE AWARD OF THE INFANTRY COMBAT
BADGE TO LTCOL N.J. FRY

References:

- A. Chairman ICB/DINF-A D426-3-3(1) dated 21 Dec 90
- B. MPA Vol 3 Chap 126

I am satisfied LTCOL Fry has met the requirements of the
conditions of eligibility to be awarded the Infantry Combat
Badge in accordance with the provisions of Reference B.


H.J. COATES
LTGEN
CGS
G-2-11
Ext: 54311

30 Jan 91

pc.js



Royal Australian Infantry Corps
Infantry Centre
Lone Pine Barracks
Military Post Office
SINGLETON NSW 2331

Telephone: 065-788226

D426-3-3(1)


February 1991

Lieutenant Colonel N.J. Fry, RAINF
Headquarters Training Command
Naval Post Office
BALMORAL NSW 2091

For Information:

GOC Trg Comd (through COL OPS, HQ Trg Comd)
MS-A
CARO (Attn: Medals Section)

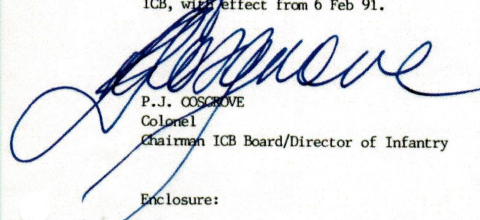
AWARD OF INFANTRY COMBAT BADGE TO LTCOL N.J. FRY, RAINF

References:

- A. DO from LTCOL Fry to DINF-A dated 1 Nov 90
- B. Minute D426-3-3(1) from DINF-A to CGS dated 21 Dec 90
- C. Minute from CGS to DINF-A (CGS 70/91) dated 30 Jan 91 (enclosed)

1. In 1990, you applied for the award of the Infantry Combat Badge (ICB) (Reference A). The unique circumstances of your case prompted the ICB Board to seek from CGS a dispensation to the provisions of the MPA (Reference B). CGS' reply was received by the Chairman, ICB Board on 6 Feb 91 (see enclosure).

2. It is with much pleasure that I notify you of the award to you of the ICB, with effect from 6 Feb 91.


P.J. COSGROVE
Colonel
Chairman ICB Board/Director of Infantry

Enclosure:

- 1. Minute dated 30 Jan 91

Cr Paul Antonio
MAYOR

Office of the Mayor



Toowoomba Regional Council - City Hall, 541 Ruthven Street, Toowoomba
PO Box 3021, Toowoomba Village Fair Qld 4350 P 07 4688 6433 F 07 4631 9170 M 0429 954 109
E paul.antonio@toowoombaRC.qld.gov.au W www.toowoombaRC.qld.gov.au

14 December 2012

Mr Norman Fry
PO Box 3590
Toowoomba Village Fair
Toowoomba QLD 4350

Dear Norm

On behalf of the Toowoomba Regional Council and the citizens of our region, I would like to express my sincere congratulations and acknowledgement for your three-and-half years of distinguished service as Co-ordinator Disaster Management/SES Local Controller.

Your dedication and exceptionally high standard of professionalism has ensured Council and our community are now better prepared to deal with emergencies that may occur in our region.

I particularly commend you on the way you carried out your roles in coordinating not only the operations of the Local Disaster Coordination Centre but also the SES response during the 2010/2011 flood disaster. Your leadership qualities and decision making ability in a stressful environment were exemplary.

One of the key strategies that I know you were instrumental in facilitating was the restructuring and combining of the 8 SES Units into 1. The challenges in undertaking this task were not insignificant and I know how well this was accomplished under your leadership and direction. You also assumed the lead role in having the local SES Cecil Plains shed constructed as well as the relocation of the Toowoomba group to "K" block in the former TAFE site. Both of these initiatives will have long term benefits to these groups.

I would also like to acknowledge the National Emergency Medal that you were awarded in August this year. This was due to your sustained service throughout the flood disaster of the 2010/2011 period. Your contribution was truly appreciated.

Please take my best wishes with you as you enter retirement and I wish you and your family well in the years ahead. This is a great opportunity to action all those plans and ideas that no doubt you would have thought about for some time.

Once again may I offer a sincere thank-you on behalf of Council, all the volunteers in our SES unit as well as the larger Toowoomba regional community.

Yours sincerely

PAUL ANTONIO
MAYOR - TOOWOOMBA REGIONAL COUNCIL

From: Major-General R.G. Williams, CB, MBE, OStJ (Ret)

71 Shore Road,
Remuera,
Auckland, 5.

17 November 1988

TO WHOM IT MAY CONCERN

Lieutenant Colonel Fry has served with me as a Platoon Commander when I commanded 1RNZIR 1969-71; and as my military assistant when I visited UK and Germany as CGS in 1984.

From the time he saw Active Service in SVN in 1971 until he finally commanded 2/1 RNZIR 1986/88, he has undertaken a wide range of command and staff appointments within both his Corps and in ERE employment.

He has proved to be a sound commander and man manager, a prudent logistician, and an effective and innovative trainer.

His premature retirement in search of further challenges is a loss in terms of experience and potential which the New Zealand Army can ill afford at this time.

R.G. Williams Maj-Gen (Ret)

MAJOR GENERAL R.S. BUCHAN AO, RL

Tel: (065) 695-581

72 Logans Road
VALLA NSW 2448

21 April 1993

TO WHOM IT MAY CONCERN

REFERENCE FOR LIEUTENANT COLONEL N.J. FRY

1. Lieutenant Colonel Norman Fry was employed as the Staff Officer Grade I (Training Devices and Methods) in the Development Branch of Headquarters Training Command from November 1988 to June 1991. During the latter part of this period he also held the appointment of Deputy President of the Command Officers' Mess.
2. I was the General Officer Commanding Training Command during this period and came to know Lieutenant Colonel Fry quite well and I very much appreciated the qualities he brought to my headquarters which was responsible for all aspects of Army training.
3. Lieutenant Colonel Fry transferred to the Australian Army from the New Zealand Army in November 1988 for family reasons. He was highly regarded in the New Zealand Army where he had commanded its operational ready battalion and held the appointment of Director of Army Training. The New Zealand Army's loss was the Australian Army's gain.
4. During his time under my command he conducted three major studies into:
 - a. The requirement for and deployment of graphic support and imagery for the Australian Defence Force;
 - b. The adequacy of instructor development policy;
 - c. Army simulation strategy;as well as his normal staff work.
5. In all these tasks he exhibited sound leadership, uncommon good sense, foresight, balance and tact. He is extremely reliable, has a good sense of responsibility and strength of character and had no difficulty in accepting the responsibilities placed upon him.
6. Lieutenant Colonel Fry has good interpersonal communication skills. He writes clearly and succinctly and is an effective speaker. He also demonstrated that he is a good manager of resources and people and a clear logical thinker. He has a good set of personal values and set a fine example to all ranks.

2.


REFERENCE FOR LIEUTENANT COLONEL N.J. FRY

7. In summary, I consider Lieutenant Colonel Fry to be an outstanding officer, who because of circumstances beyond his control must now look for employment outside the Army.

8. When he transferred to the Australian Army on a Short Service Commission Lieutenant Colonel Fry quite rightfully expected that he would be appointed to a Permanent Commission at the end of his period of engagement. This certainly would have occurred in normal times. However, due to the down-sizing of the Army a policy decision has been made not to re-engage officers on Short Service Commissions. Such is the regard the Army has for his ability that an exception has been made in his case and he has had his period of engagement extended by one year.

9. I believe that Lieutenant Colonel Fry has all the attributes necessary for success in many walks of life and I have no hesitation in recommending him to any employer looking for a man of character, with the qualities I have mentioned above.

I would be happy to expand on this reference if required.



R.S. BUCHAN



DEPARTMENT OF DEFENCE

PO Box E33
Queen Victoria Terrace
Canberra ACT 2600

TO WHOM IT MAY CONCERN

Mr Norman Fry was a staff officer on my Headquarters from early 1991 until August 1992. He held the appointment of Lieutenant Colonel and was responsible for a range of management and developmental requirements. As such, he headed a small team and was frequently required to consult widely with a range of organisations, representing Headquarters Training Command.


Mr Fry over many years of military service developed significant leadership qualities. He sets a clear vision, is consultative and participative in his style and thrives upon responsibility. His subordinates and peers worked well with him, and he has a relaxed and confident style in dealing with superiors.

Mr Fry has wide experience in personnel management in terms of selection, motivation and development. While he has been a practical soldier for much of his working life, he also has had experience in handling public service employees. Should he be required to manage people outside these areas, I have no doubt that his maturity and practical experience would ensure that he does equally well.

His communication skills are of a high order. He speaks with confidence and relates well in oral communication with all those who work with him. As a staff officer, he has had to write a range of papers and reports both in narrative and analytical form. His prose is clear and concise. He is equally at home with conceptual and practical papers.

As much of his recent appointment has included financial and resource management, I can attest that he is skilled in determining resource requirements, allocating priorities and monitoring issues.

Mr Fry is an experienced and mature administrator and manager. He has an engaging leadership style and is thoroughly at home with a wide range of people. I would have no hesitation in recommending him for any appointment which requires the above traits.


J.C. Hartley
Major General
Director
Defence Intelligence Organisation

11 March 1993.



IN - CONFIDENCE

From: Colonel S. Bramah

National Defence College
Kingston, Ontario
CANADA K7M 7Z4
(613) 548-1058
29 March 1993

To Whom it may Concern,

Norman Fry was a member of my staff for approximately eighteen months commencing in February 1991. He was responsible primarily for analysing the requirement for training devices for the Army's Training Command. The Command encompasses some thirty training institutions spread throughout Australia.

One of the most challenging tasks undertaken by Norman whilst he worked for me was to thoroughly review our requirement for the production of audio-visual aids to instruction. This involved extensive travel to visit the training institutions and establish both what they wanted and what they needed in terms of personnel, materiel and funds. The program of visits was followed by the creation of a report to the chief executive proposing a fundamental redistribution of resources. Having gained the approval of the CEO Norman was then responsible for implementation. The entire process was spread over some six months and involved extensive negotiations to accommodate a variety of interests.

This project was completed on time despite a very tight timetable. Furthermore the recommendations contained within the report were implemented with little amendment despite the strong objections of some vested interests. Throughout the project Norman displayed good judgement in establishing and maintaining priorities as well as a commendable sense of urgency and determination despite many potential distractions. He exhibited strong leadership over his staff and those in the institutions involved. He also displayed very highly developed skills in oral and written communications, excellent personnel organisation, and a willingness to pay attention to detail when required. It was evident to me at a very early stage that Norman required only the broadest direction as to his task and any limitations on his freedom of action; once he had that he was capable of sound decisions and needed no supervision. Furthermore his extensive leadership experience gave him the rare ability to anticipate the human element in his work and to deal with it in a sensitive but firm manner. He achieved all of this at a time when there was considerable tension in his personal life due to illness in his family.

Anyone who employs Norman Fry can have confidence in his integrity and application as well as his willingness to strive for excellence in all that he undertakes. I have no hesitation in recommending him for any employment he seeks.

IN- CONFIDENCE

M. Baird



28th June 2002

To Whom It May Concern:

Mr Norman Fry joined the staff of Scone (St Luke's) Grammar School in January 1994 as a member of the School Executive in the capacity of Bursar. Scone Grammar School is a K-12 co-educational school in the Upper Hunter of NSW. Established in 1990, it is aligned to the Anglican Diocese of Newcastle.

In the role of Bursar, Mr Fry has overseen the growth of the School from an enrolment of approximately 250 to the current 330. Significant changes in plant and equipment, staffing, finance and administration have occurred during this time and Mr Fry has had a pivotal role.

In particular, his direct responsibilities have included:

- Oversight of the routine financial management of the School. (This includes general control of income and expenditure, banking, issue of cheques and receipting of funds; computer processing of finances, preparation and issuing of periodic Sundries and Term Fees Accounts, maintenance of end-of-period records for auditors and statistical reporting, payroll – fortnightly, taxation returns, superannuation – payroll deductions and processing, union dues – payroll deductions and processing, annual group certificate preparation, award interpretations).
- Liaison with Accountant and Auditor.
- Budget preparation and forecasting.
- Recovery of bad debts, overdue fees and dealing with financial complaints.
- Liaison with bank on loans and borrowings.
- Interest Subsidy applications and processing.
- Reporting to statutory bodies including Commonwealth (financial and statistical returns) and State (statistical returns, confirmation of bus subsidies).
- Secretarial responsibilities including acting as Secretary to Finance Committee, School Council, Foundation and the Building Committee.
- Management of the School's plant (including maintenance, extensions, refurbishment, etc.)
- Planning and supervision (including involvement in the development of the master plans and plans for detailed construction as well as the supervision of the construction of the same).
- Fundraising and public relations.
- Other matters as determined by the Principal from time to time.

This list gives some indication of the specific duties but a poor idea of the complexity of the task and the role played by Mr Fry.

Mr Fry has earned a reputation for a high standard of leadership and superior organisational ability. He exercises structure and order in directing the work of others, but is equally willing to work alongside a team if required.

In the course of his work, Mr Fry has had contact with many individuals and interest groups all of whom have brought different needs and expectations. In this, he has had to respond according to need and establish priorities within the broad parameters of the School's mission. Clear and logical in his thinking, he is sensitive to individuals and has been a great support to many.

Mr Fry has been in a position of considerable trust and responsibility. His loyalty is unquestionable and he can be relied upon to give an honest and well-reasoned opinion. His ability to analyse, synthesise and report on issues of increasing complexity in the educational setting has been highly valued.

Mr Fry's interest in the School and the wider community goes well beyond what is required by his work. He takes an active interest in the activities of young people and enjoys working with them. While he sets high standards, they respond well to his inherent sense of fairness.

Energetic, friendly and personable with a good sense of humour, Mr Fry has much to offer in an organisational sense and at a personal level. Mr Fry leaves with our best wishes and I would be happy to provide further details in support of any employment application made by Mr Fry.

Yours faithfully

Miss A M Schavemaker
Principal



New Zealand High Commission

New Zealand Defence Liaison Staff
New Zealand House
Haymarket
London SW1Y 4TQ
Telephone 01-930 8422
Telex 24368

12 April 1988

Reference:

TO WHOM IT MAY CONCERN

I have known Lieutenant Colonel Norman Fry in excess of 20 years and for a large part of that time, particularly in recent years, I have taken a great interest in his career in the New Zealand Armed Forces.

As a leader and manager of resources he has proved very capable. Although he sets very high standards none are unattainable; and in the encouragement of his subordinates he sets no tasks which he is not prepared to do himself.

In times of pressure, stress or intense activity Norman has a calm mental approach in resolving problems, whilst retaining an air of confidence and authority. His decision making and judgement can be completely relied upon and, on personal experience, I can vouch for his complete loyalty, honesty and integrity in any sole charge appointment.

Lindsay, his wife, and family have provided for Norman a very happy stable family environment which has contributed in strengthening his character and providing him with a well-balanced view towards his fellow men.

On leaving the Army I wish he and his family every success in his future career, and I wish to record here what a pleasure and privilege it has been to have served professionally with Norman.

R.J. ANDREWS OBE
Brigadier

IN CONFIDENCE

13 McKeefry Grove
Tawa, Wellington

28 April 1988

NORMAN JOHN FRY

I have known Norm Fry since 1966 when he was first commissioned as an officer into the New Zealand Army. During the early part of his service our contact was spasmodic but I was aware that he was always held in high regard by his superiors above the general run of his contemporaries. He served with distinction as a rifle platoon commander in Vietnam, and for a period was the Adjutant of the Hauraki Regiment during a difficult period when the Army moved from a conscript national service to a volunteer Territorial Force. As Adjutant of the local territorial regiment he would have had considerable interaction with the community, and I know he made a particular success of this appointment.

My closest association with Norm was when he was assigned in 1984 to the Operations Branch of the Army General Staff in the key appointment of Director of Army Training. In that position he was responsible to me for the formulation of training policy and doctrine, and the coordination of training throughout the Army in New Zealand and overseas. Directives for the conduct of major exercises, individual training, examinations, physical training, ammunition scales, training real estate, accommodation and resources were his responsibility. I should add that only the most capable officers, with planning and communications skills of the highest order, are selected to be the Army's principal training manager. Norm Fry has these skills. His success in this primarily staff position contributed to his subsequent appointment to the coveted command of the Army's ready reaction infantry battalion at Burnham.

Norm's relationships with subordinates is fair but firm. He sets high personal standards and expects others to follow his example. Towards superiors Norm is tactful but determined in progressing activities which he considers should have attention and executive priority. When a course of action is decided he can be relied upon to implement decisions loyally, thoroughly and with a minimum of direction. He is an innovative manager who is never committed to the status quo, and who can react quickly to resolve crisis situations effectively. On a personal level he is warm and friendly with a good sense of humour and a good mixer. I like Norm Fry for his honesty, forthrightness and good sense.

Norm Fry is an outstanding Army officer with whom it was a privilege to serve, and I have no hesitation in recommending his services to any potential employer.

John Willson
Colonel NZ Army (Retired)

IN CONFIDENCE

9 Blakey Avenue
KARORI

4 May 1988

TO WHOM IT MAY CONCERN

NORMAN JOHN FRY

I have known Norman Fry for twelve years or more. We have both served in the Army during this period. He has on one occasion served under my command, and I consider him a colleague and a friend.

During his Army career, Norman has held a variety of appointments which should suit him well for the future. He has held several command posts, culminating in his most recent appointment as Commanding Officer of a regular infantry battalion. He has also developed a range of managerial skills gained both from his attendance at the Australian Army Staff College, and from his experience in staff appointments, most notably as Director of Army Training.

I believe therefore that he would be particularly suited in positions calling for good inter personal relations in a managerial field. I do not doubt however, that he could turn his hand to many other endeavours and I am happy to commend him to future employers.



K.M. GORDON
Major General



Massey University

PALMERSTON NORTH, NEW ZEALAND

TELEPHONES: 69-079, 69-089, 69-099
DATEX: NZ 30974, Mas Uni

In reply please quote:

14th April, 1988

TO WHOM IT MAY CONCERN

Reference: N. J. FRY

My knowledge of Norman Fry dates from my association with him in various roles during our service together as regular officers in the New Zealand Army. He was also one of my subordinate officers while I was the Commander of a combat organisation on operations in South Vietnam. The relative smallness of the New Zealand Army has also provided me with regular opportunity to observe his performance and judge his reputation in other areas.

He has been a thoroughly professional regular army officer. In following his career he has been under frequent challenge to provide a high quality outcome with limited resources. In achieving these results he has impressed both his superiors and his juniors. His mastery of the knowledge and skills of the military profession has been well recognised within the Army. I believe that his departure from the Army represents a major loss.

In pursuing his military career he has become well experienced and developed high proficiency in a number of general managerial skills. These include well tested problem solving, communications and leadership skills. The application of his organisational development, training and planning skills would be attributes completely relevant to a wide range of other managerial appointments. He also possesses the advantage of having practiced these skills in a wide variety of international locations, with various nationalities and generally in most difficult circumstances.

I recommend Norman Fry as a man of integrity, energy, ability and considerable potential. I feel confident that he will be a distinct asset to organisations fortunate enough to employ his talents.



B R H MONKS
Registrar.

From: Major General J.P. Stevens



ASSISTANT CHIEF OF THE GENERAL STAFF - PERSONNEL

DEPARTMENT OF DEFENCE
RUSSELL OFFICES
CANBERRA ACT 2600

ACPERS-A 528/93

14 October 1993

Lieutenant Colonel N.J. Fry
Staff Officer Grade One Joint Operations and Plans
Defence Centre Melbourne
Victoria Barracks
MELBOURNE VIC 3004

Dear Norm,

I am writing to you personally on behalf of the Australian Army to express my deep appreciation and thanks for your valuable service to the Australian Regular Army and through it the nation.

You will be missed. Your dedication and hard work are appreciated, and I especially note the contribution you made at Headquarters Training Command, JSSC and in your current appointment as the Staff Officer Grade One, Joint Operations and Plans at Defence Centre Melbourne. Comradeship and shared values should not be lost upon your departure, and I hope you will retain your links with us through regimental, corps and veteran's associations.

I wish you the very best in your new career as the Bursar of Scone Grammar School, and thank you again for your contribution.

*Yours sincerely
J.P. Stevens*

FROM MAJOR-GENERAL R.S. BUCHAN, AO



GENERAL OFFICER
COMMANDING

GOC 11/91

HEADQUARTERS TRAINING COMMAND
NAVAL POST OFFICE
BALMORAL, NSW 2091

3/ January 1991

Lieutenant Colonel N.J. Fry
SO1 Training Devices
Development Branch
HEADQUARTERS TRAINING COMMAND

Dear Norm,

Before stepping down as GOC Training Command and retiring from the Army I would like to thank you for the support you have given me and for your contribution to the Army and Training Command.

The Army and the Command are the better for your involvement and I have very much appreciated your efforts and feel comforted in the knowledge that with people of your calibre still at the helm the Army will continue on the right course.

If I can ever be of any help to you, and be assured I will be keeping my eye on what is going on, please don't hesitate to contact me.

I have enjoyed our association and I wish you all the best for the future.

*Best regards,
R.S. Buchan*

Telephone 69-620

280 Grange Road
Tauranga
New Zealand

17th Apr 88

TO WHOM IT MAY CONCERN

Some 20 years ago Norman Fry was a soldier in an Army unit I commanded. He was later selected, accepted and trained as an officer in the New Zealand Army. This put him into the executive class.

Though he has a quiet unassuming manner, which on first acquaintance belies his true worth, he advanced steadily as an officer. His last job before leaving the Army was as Commander of the Second/First Battalion, based in Burnham. This is by far the largest and most important unit in the Army, some 600 men and over 100 families, and is a distinction given to very few. Only the best officers have the privilege. Norman Fry has had this command for the past three years, and unusually, has had his tenure in command extended.

Now for the past 2½ years I have been Honorary Colonel of the Battalion. (This is an emeritus appointment offered to a senior retired officer who has had a previous close association with the unit). When I assumed the appointment I was delighted to find that Norman Fry was the commander

-2-

(or managing director in non Army parlance). I have since had many opportunities to observe at close hand how he has handled this responsible and difficult task.

Now to be a success as an Army officer one must have many attributes - to be intelligent, articulate, firm, get on well with people, plan well ahead, organise affairs competently, have a balanced outlook and be a natural leader. Norman Fry has proven that he possesses these qualities in abundance. But what one also seeks is honesty, loyalty and integrity - (old fashioned words, but of supreme importance in judging the true calibre of the man). Lieutenant Colonel Fry also has these qualities in full measure.

It is with much regret that I learn he is to leave the Army for personal reasons after having served it well for some quarter of a century. We lose a very competent officer who was destined for high places.

It is probably appropriate to add that he has a stable marriage, three children and an attractive, intelligent and very supportive wife.

It is with much pleasure that I recommend Norman Fry to any employer who is seeking a competent executive who has proved his ability in a very demanding field. I should also be glad to expand on the above comments should any prospective employer wish to contact me.

M. A. Kennedy (Brigadier retired)

TO WHOM IT MAY CONCERN

I have known Lieutenant Colonel Norman Fry for over ten years and have worked closely with him on two extended occasions during that period.

During my service with him I have found Norman Fry to be a principled person of high moral integrity. He consistently showed a well-developed sense of duty, assumed responsibility willingly and always discharged that responsibility to the best of his ability - showing good judgment in doing so.

One of Norman Fry's particular strengths is his capacity to relate to other people and his effectiveness, as a leader, in drawing the best from them. His concern for the subordinates and soldiers under his command, together with his sense of justice and fair play, won for him their cooperation and their respect. Nowhere was this more evident than in the strong sense of cohesion and purpose he engendered in the unit of some 600 personnel he commanded in his last New Zealand Army appointment.

In addition to his personal qualities Norman Fry possesses sound organizational and administrative skills. He is also adept at developing training programmes which, during his military service, were marked by realism and imagination.

I have no hesitation in recommending Norman Fry to any employer seeking a person with proven leadership ability and good administrative skills and one with a concern for others and a capacity to obtain the best performance from them.



A L Birks
Brigadier

1 November 1988

COLONEL RA KERSHAW
67 MARCH ST
ORANGE NSW 2800
Ph 063 620245

To Whom it May Concern

Lieutenant Colonel Norman Fry worked for me during 1992 at the Defence Centre Melbourne as a senior staff member of the Operations Branch. This period was significant in that the Defence Centre was a new organization which was required to rearrange the established order of procedures between the three individual armed services and the civilian community. Like any fundamental change in a large organization, working in this environment was not easy. Much of the detail and liaison fell to Norman and he handled the competing demands and the differing personalities very well indeed. I was able to rely on his judgement and actions fully.

He came to the position in the Defence Centre with a very good reporting history, from both the New Zealand Army and his Australian Army service. He lived up to this high reputation. He had a high standard of leadership and organized a group of servicemen and public servants, with their differing work ethics. He was able to get the best out of his staff being sympathetic to their need and abilities, but also requiring them to work to his high standards. He was a hard worker himself, but did not bog himself down to the detriment of his other responsibilities. He knew the fine balance between personal work output and supervision of his staff. I regarded his leadership skills highly.

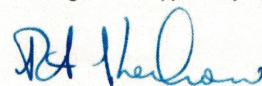
Communications skills are very important for an Army Officer to be effective in his job. Norman's written and verbal communication skills were of a high order indeed. This was demonstrated by the resolution of many tasks and problems both internally and with other agencies such as the Navy, Army and Air Force, State Police and government departments from Premiers and Cabinet down. When communicating with people it is important to know what is trying to be achieved. Norman was able to address a problem, work out what was important and had the organizational skills to see the task through to a successful conclusion.

As part of the new order of things the branch was required to introduce a system of detailed resource and financial accounting; a task I found somewhat tedious and irrelevant to our work output. Despite the fact that those who required the system to be implemented seemed somewhat nonplussed by it at times, Norman stuck to the task, sorted it out and ran the system achieving excellent results. I

give him top marks for persistence, patience and the ability to make the system work.

Although he does not suffer fools gladly he is at all times tactful and courteous in his manner. He is not afraid to speak his mind and I found at all times that his advice was an honest appraisal of what he thought. He did not give advice to curry favour or because he thought the senior officer in the room wished to hear a particular view. In a word, he has integrity.

In summary, I found him to be a dutiful officer with excellent leadership and organizational skills, tact and integrity. I would have no hesitation in working with him again if the opportunity arose.



COL RA KERSHAW

8 Mar 93

REFERENCE for Norman Fry

Norman Fry has given exceptional service for four years as Chief Executive Officer of Squash Australia Ltd. His initial job application was outstanding and easily out classed the other applicants. The government representative from the Australian Sports Commission made comment to me that Norman was what the government was seeking to guide Squash forward.

Norman has demonstrated exceptional ability to rapidly learn and understand the requirements of the sporting industry. He also built first-class relationships both with our Board and the key persons he dealt with in his CEO role.

Norman has excellent management skills and has developed the operations of the National body into an effective and efficient organisation in four years. He also has guided the organisation through a difficult period in its development.

Norman has great ability in Strategic and Operational planning. He developed over sixty policies and regulations that enabled Squash Australia to achieve its annual objectives. These included major aspects such as financial budgeting, risk management and governance.

Because of his exceptional negotiation and written communication skills he has been able to develop plans and relationships that achieved an increase in government funding to the sport of Squash during a period when some other sports were being cut back. He also secured \$375,000 through his planning and written submissions, to prepare the Squash Team for the 2006 Commonwealth Games. A truly marvelous effort!

Norman has exceptional communication and liaison skills at all levels with internal and external parties, which resulted in a marked increase in cooperation and an improvement in working relationships with all the bodies with whom Squash Australia deals.

His leadership skills were tested and proven to be of the highest standard. There was marked improvement by staff and the daily operations of the organisation ran very smoothly. During the four years Norman managed an Australian National Team on five occasions, the most significant being the 2006 Australian Commonwealth Games Squash Team. Norman's planning and management of this team assisted in the team achieving the best result by any country in the Games history.

Norman is a well-balanced character who always applies logic and fairness to all considerations and demonstrated confidence in his decision-making. He is an excellent team member who displayed the strong character traits of patience, respect for others and loyalty to the sport.

Norman has demonstrated himself to be a person of integrity. His organisational skills are outstanding and he was highly regarded by the Board, the Australian Sports Commission and the Australian Commonwealth Games Association. He was a prime example of commitment and dedication to Squash Australia's objectives and the wellbeing of his colleagues. Through his initiatives Squash Australia established a Hall of Fame, an Annual Awards Dinner, and a Website.

Norman successfully represented Squash Australia on a number of external bodies. Through his communication skills, closer relationships were achieved with organisations such as the Australian Institute of Sport and the Victorian Institute of Sport. He maintained an excellent working relationship with all members of the Board always providing sound and accurate advice.

Squash Australia
Office 9 Sports House
150 Caxton Street
Milton Qld 4064
P: (07) 3367 3200
F: (07) 3367 3320
E: squashoz@squash.org.au
W: www.squash.org.au

Norman is an experienced and respected executive who could provide any organisation with an extremely broad range of management and administrative experience and a high level of integrity and commitment.

Finally, on a personal level, Norman and his wife Lyndsay have become wonderful friends and are great company on a social level. I wish him well in his new position and I know we will sadly miss him.

Yours faithfully



S. Derbyshire
Director
Squash Australia



Telephone
(069) 210 210

1st RECRUIT TRAINING BATTALION
Milpo Kapooka
KAPOOKA NSW 2661

In reply please quote

/ April 1993

REFERENCE FOR LIEUTENANT COLONEL N.J. FRY

TO WHOM IT MAY CONCERN

1. It has been my pleasure to have known Lieutenant Colonel (LTCOL) Norman Fry for 15 years including the period from June 1990 to July 1991 as his immediate superior. In this capacity I formally reported on his performance to Headquarters in Canberra as an Officer I would 'fight to get'. This is the highest grading in the Army performance reporting system and one rarely awarded in the rank of LTCOL.

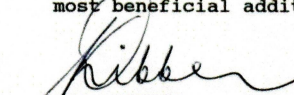
2. LTCOL Fry is a man with strength of character and strong loyalty. He has a reserved disposition and is charming and witty. He makes friends easily and is good company. He is widely liked and respected for his professionalism and competence. His abundant commonsense and mature demeanour inspire confidence and underpin a fine reputation in both the New Zealand and Australian Armies.

3. LTCOL Fry has consistently demonstrated leadership qualities that would see him succeed in all walks of life. He is flexible and adaptable and has the ability to be able to respond to changes in situations and plans. Furthermore, he has the foresight needed to anticipate likely problems and to see the wider implications of events. He leads by example and employs a happy blend of authority and encouragement; in many different appointments including some of vast scope and importance he has consistently got the best from subordinates.

4. LTCOL Fry has well developed interpersonal and communications skills. He writes clearly and succinctly and is a most convincing and effective speaker. His proposals and decisions can always be relied upon and he is a self starter.

5. LTCOL Fry has a well developed sense of responsibility and has demonstrated skill in the management of resources. He has no difficulty in being accountable for his actions and for the tough decisions that need to be made from time to time in austere circumstances.

6. In conclusion, LTCOL Fry is a man of principle and character. He is loyal, responsible and reliable and would be a most beneficial addition to the staff of any organisation.



D.W. KIBBEY
Colonel
Commandant