



AUSTRALIAN DEFENCE COLLEGE

QUARTERLY ALUMNI NEWSLETTER
AUGUST 2020

ALUMNI

MESSAGE

AIR MARSHAL WARREN MCDONALD, AO, CSC
CHIEF OF JOINT CAPABILITIES (CJC)

"Building Defence's intellectual edge, through educating and skilling our Service men and women and Australian Public Servants, is a high priority for our organisation.

It is critical that we produce intellectually resourceful military and civilian middle managers and national security professionals. As Chief of Joint Capabilities, I have watched closely as the ADC reorganised to ensure the Profession of Arms remains relevant and agile in a constantly changing environment."

"I attended the ACSC(J) at the ADC in 2005 and the experience was invaluable."

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CHIEF OF JOINT CAPABILITIES (CJC)

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AIRMSHL Warren McDonald decided joining the military was a more attractive option than school and at the age of 15, he joined the Royal Australian Air Force as an apprentice motor transport fitter. He commissioned in 1989 and underwent pilot training, flying his first operational tour on the P-3C Orion at No 11 Squadron. AIRMSHL McDonald graduated from the ACSC(J) in 2005 and his current appointment as the Chief of Joint Capabilities will be his final appointment before he retires at the end of the year.

Building Defence's intellectual edge, through educating and skilling our Service men and women and Australian Public Servants, is a high priority for our organisation. It is critical that we produce intellectually resourceful military and civilian middle managers and national security professionals. As Chief of Joint Capabilities, I have watched closely as the ADC reorganised to ensure the Profession of Arms remains relevant and agile in a constantly changing environment. In response to COVID-19, I watched the College pivot quickly and effortlessly to ensure there was continued education for all students. The College also assisted the COVID-19 Task Force with the development of online training packages to ensure our members were trained to undertake a variety of pandemic related duties, safely and effectively.

I attended the ACSC(J) at the ADC in 2005 and the experience was invaluable. The knowledge and guidance provided on the course was essential for me to navigate Russell, the 'Joint' environment' and working with other agencies and departments. The exposure to the other Services, APS and international military members, ensured that I had the understanding to adapt readily to different scenarios as I moved through various command positions both in Australia and overseas.

The Course also reinforced the power of networks and the ability to expand your network while on the course. I would offer that you should never underestimate the value of networks – professionally you cannot best serve your Service or Agency without them. If you doubt their value, ask someone you do not know to borrow their car.

All the best for the future.



QUEEN'S BIRTHDAY HONOUR LIST 2020

Celebrating our Alumni Achievements

Officially announced Monday 8 June, the honours list highlights those whose achievements and service has made a positive impact on their community and beyond.

The Australian Defence College acknowledges and congratulates the following alumni who have been recognised in the Queen's Birthday honours list for 2020.



OFFICER (AO) IN THE MILITARY DIVISION OF THE ORDER OF AUSTRALIA

Rear Admiral Jonathan Dallas MEAD AM RAN

ACSC 2002 graduate, in-coming Chief of Joint Capabilities 2021

For distinguished service to the Royal Australian Navy in senior management and command roles.

Air Marshal Warren George McDONALD AM CSC

ACSC 2005 graduate, Current Chief of Joint Capabilities

For distinguished service in responsible positions as Deputy Chief of Air Force and Chief of Joint Capabilities.

MEMBER (AM) IN THE MILITARY DIVISION OF THE ORDER OF AUSTRALIA

Commodore Richard John BOULTON RAN

ACSC 2004 graduate, Current Commandant of the War College

For exceptional performance of duty as the Director General Military Strategic Commitments and the Director of Navy International Engagement.

Air Commodore Graham John EDWARDS CSC

ACSC 2004 and DSSC 2015 graduate

For exceptional service to the Australian Defence Force in aerospace acquisition and sustainment, and organisational capability development.

Brigadier Shane Leslie GABRIEL DSC

ACSC 2002 graduate

For exceptional service to the development and modernisation of Australian Army capability as Director General Modernisation - Army, Chief of Staff Special Operations Command and as the Military Attaché, Washington.

Colonel Steven Raymond GAUNT

ACSC(R) 2006 graduate

For exceptional service as Commanding Officer of the 13th Combat Service Support Battalion, Senior Medical Officer, and Deputy Commander of the 13th Brigade.

Air Commodore Andrew Craig HEAP CSC

DSSC 2010 graduate and ACSC Staff alumni

For exceptional service in aerospace capability management, operational support, and organisational development for the Australian Defence Force.

Colonel Richard William PARKER

ACSC 2002 graduate

For exceptional performance of duties in the fields of international engagement and combined arms training.

Captain Anthony Paul RAYNER RAN

ACSC 2007 graduate

For exceptional performance of duty in the fields of Amphibious Capability and Safety Management in Fleet Command.

Rear Admiral Sarah Edith SHARKEY CSC RAN

DSSC 2015 graduate

For exceptional service to the Australian Defence Force in the management of health care.

Brigadier Isaac Alexander Gregory SEIDL

ACSC 2006 graduate

For exceptional service to the Australian Defence Force in health executive leadership.

BAR TO THE CONSPICUOUS SERVICE CROSS (CSC and Bar)

Colonel Bede Thomas GALVIN CSC

ACSC 2009 graduate, current DSSC student

For outstanding achievement in the design and execution of Army and Australian Defence Force collective training.

CONSPICUOUS SERVICE CROSS (CSC)

Commander Richard Eric BRICKACEK DSM RAN

ACSC 2019 graduate

For outstanding achievement as Commanding Officer HMAS Gascoyne.

Lieutenant Colonel Phillip ELLSMORE

ACSC 2017 graduate

For outstanding achievement modernising and streamlining Army capabilities in digital communications and career management.

Lieutenant Colonel Stephen Andrew JENKINS DSM

ACSC 2007 graduate

For outstanding achievement in the provision of non-lethal effects, joint fires and effects coordination capabilities within the Australian Defence Force.

CONSPICUOUS SERVICE CROSS (CSC)

Wing Commander Wayne Robert BRADLEY

ACSC 2002 graduate, ACSC Staff alumni

For outstanding achievement in the recruitment and retention of Aboriginals and Torres Strait Islanders in the Royal Australian Air Force.

Group Captain Paul Francis DEIGHTON

ACSC 2013 graduate, Commanding Officer of the Defence Force School of Languages 2016–2018

For outstanding achievement in language training reform, development and delivery as Commanding Officer of the Defence Force School of Languages.

Air Vice-Marshal Vincent Joseph IERVASI AM

ADFA 1987, ACSC 2001 and DSSC 2010 graduate

For outstanding achievement as the Commander Joint Task Force 633 on Operations OKRA and HIGHROAD from January to June 2019.

Lieutenant Colonel Clare Louise O'NEILL

ACSC 2016 graduate

For outstanding achievement in the field of Professional Military Education and strategic engagement.

Lieutenant Colonel Neil Graham PEAKE

ACSC 2012 graduate

For outstanding achievement as the Commanding Officer of the 10th Force Support Battalion.

The late Colonel Robert Andrew SANDERS

ACSC 2008 graduate

For outstanding devotion to duty and achievement as Director Land, Army Headquarters

Lieutenant Colonel Richard Nimitra THAPTHIMTHONG

ACSC 2017 graduate

For outstanding achievement as the Brigade Major of the 7th Combat Brigade.

Lieutenant Colonel Ruth Janine WEIR

ACSC 2014 graduate

For outstanding achievement as the Current Plans Operations Officer at Headquarters 1st Division and Deployable Joint Force Headquarters during the period 2018 to 2019.

Colonel Mark Christopher WELBURN

ACSC 2005 graduate

For outstanding achievement as the Chief of Staff of the 2nd Division.

MEDAL (OAM) OF THE ORDER OF AUSTRALIA IN THE MILITARY DIVISION

Captain Allen Mark WHITTAKER CSC RAN

ACSC 2002 graduate, ACSC Staff alumni

For meritorious service in the field of Navy aviation capability development.

Wing Commander Steven Charles PARSONS CSC

ACSC 2011 graduate

For meritorious performance of duties in Very Important Persons Operations at the Air Mobility Control Centre; and in the provision of airbase support and cultural reform as Commanding Officer of Number 13 Squadron, RAAF.

DISTINGUISHED SERVICE MEDAL (DSM)

Lieutenant Colonel Matthew Troy SMITH

ACSC 2012 graduate

For distinguished leadership in warlike operations as Commanding Officer Training Task Unit, Task Group Taji VIII in Iraq from December 2018 to July 2019.

CONSPICUOUS SERVICE MEDAL (CSM)

Group Captain Matthew Charles BARNETT

ACSC 2009 graduate

For meritorious achievement as a Joint Operations Command domestic and Counter Terrorism Planning team leader.

Group Captain Paul Copeland CARPENTER

ACSC 2009 graduate

For meritorious achievement in joint air operations planning and force generation of command and control personnel for the Royal Australian Air Force.

Lieutenant Colonel Andrew James DEACON

ACSC 2016 graduate

For meritorious devotion to duty as Deputy Director of the Defence Response Unit.

Lieutenant Colonel Benjamin David SHAW

ACSC 2016 graduate

For meritorious achievement as the Principal Logistics Staff Officer at Headquarters Joint Task Force 633 in the Middle East from September 2018 to July 2019.



COMMENDATION FOR DISTINGUISHED SERVICE

Lieutenant Colonel Mark Alexander GILCHRIST

ACSC 2016 graduate

For distinguished performance of duties in warlike operations as the Chief of Intelligence Plans, Headquarters RESOLUTE SUPPORT, while force assigned to Operation HIGHROAD, from July 2018 to May 2019.

Colonel Jason Stuart GROAT CSC DSM

ACSC 2011 graduate

For distinguished performance of duties in warlike operations as the Commander Task Group Taji VIII on Operation OKRA in Iraq from November 2018 to June 2019.

INTERNATIONAL LIAISON OFFICE EVENTS

With the easing of COVID-19 restrictions, the International Liaison Office (ILO) of the Australian Defence College took the opportunity to organise two functions during the week of Monday 29 June to Friday 03 July 2020, an International student breakfast and an International staff and student spouse morning tea.

After a warm welcome from the Commandant of the Australian War College, Commodore Richard Boulton, sixty-seven international students over three mornings enjoyed a mouth-watering full breakfast buffet delivered by the ever cheerful staff at the Australian Defence College Mess. The early morning event provided students from DSSC and ACSC a rare opportunity to network face to face again.



Braving the colder weather twenty six international spouses made their way to the Australian Defence College Mess, to join the ILO staff in a morning tea held over two days (Thursday and Friday 02 - 03 July 2020).

With a tremendous selection of sweet and savoury goodies on offer, along with a fresh hot cuppa in hand, the spouses enjoyed each other's company, sharing stories on recent experiences with local travel, home schooling and how they got through lock down restrictions.

ILO would like to thank the support of the Commander of the Australian Defence College, Major General Mick Ryan and Commodore Boulton whom came down every morning, to share in the experience with the students and spouses.

GENERAL THE HONOURABLE SIR PETER COSGROVE AKAC (MIL) CVO MC (RETD)

It was an honour for the Commandant of the Australian War College, Commodore Richard Boulton to host General the Honourable Sir Peter Cosgrove on 31 July during a presentation to the Defence Strategic Studies Course.

On this occasion, Sir Peter was presented with his Australian War College Alumni pin. Sir Peter attended the Australian Joint Services Staff College (JSSC) in 1988.



THE JOINT PROFESSIONAL MILITARY EDUCATION DIRECTORATE

The JPME Directorate is a small team of 10 military and civilian staff tasked to examine the joint education and training requirements of the whole of Defence. The Directorate has five broad areas of responsibility:

- JPME Futures: The development of the future JPME continuum
- Analysis: Analysis and short term remediation of education and training gaps in the current JPME structure
- JPME Evaluation: The evaluation and quality assurance of current JPME education and training offerings
- Joint Warrant Officer: The design and development of the Joint Warrant Officer continuum
- The Future Learning Innovation (FLI) Hub: The FLI aims to identify best practice, student-centred, blended learning experiences. The FLI also edits the ADC's online professional development portal, [The Forge](https://www.theforge.defence.gov.au).

Education
Training
Opportunity
Investment
Collaboration

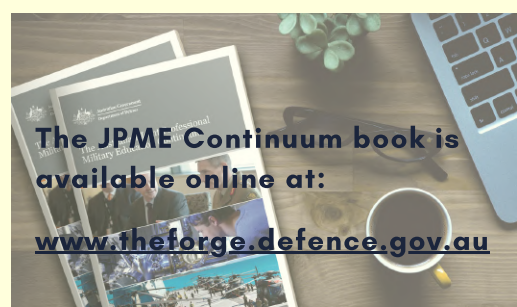
As described in the May 2020 Alumni newsletter, the JPME Continuum book was the initial task of the JPME Directorate, and for the first iteration of the document, it focussed on the Officer Education and training continuum.

Throughout 2020, the Joint Warrant Officer team has been working with the JPME Futures team to incorporate the education and training continuum for enlisted personnel. The Joint Warrant Officer team's analysis found that the Services produce soldiers, sailors and airmen and women to meet the needs of each Service highly effectively. However, as senior enlisted rise through from Tier A to Tier C Warrant Officer, there is a gap in the joint education and training continuum for this specific senior group of enlisted personnel. The Warrant Officer team is now collaborating with the Services to determine what education and training offerings should be extended to the warrant officer to make them more effective within the workplace. The team are very interested in hearing from the ADC Alumni on your experiences in current or previous command or staff roles working with Warrant Officers.

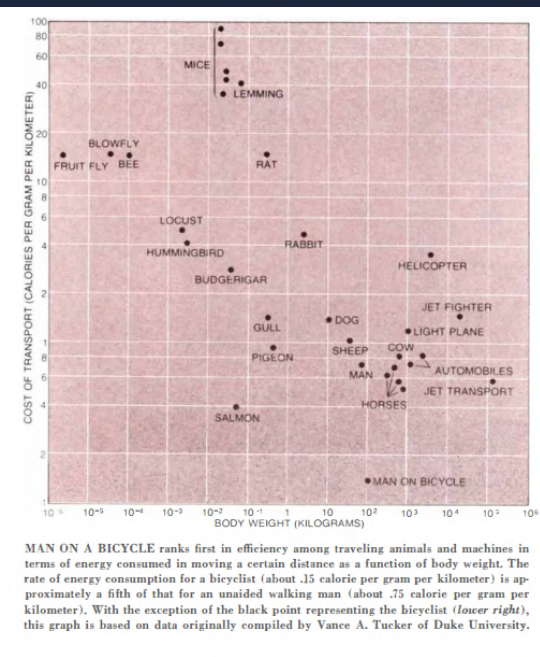
The Evaluation team examines the current JPME Continuum, and evaluates individual courses to examine their ongoing effectiveness. Some critical work for the Evaluation team has been the examination of the ADF's Joint Warfare Courses, with the ADF Warfare Centre to recommend the development of online Joint Warfare Courses to increase the opportunities for a broad range of ADF personnel to be exposed to Joint Warfighting tactics, techniques and procedures.

The Future Learning Innovation (FLI) Hub recently transferred to the JPME Directorate. The FLI Hub seeks to lead innovation and adaptation in learning methods and learning delivery. FLI synchronises ADC's future learning needs through collaboration, interoperability and promotes best practices to achieve the ADF's "intellectual edge". FLI scopes opportunities and initiatives across the JPME Continuum working collaboratively with key stakeholders to explore ways to innovate, adapt, evolve and sustain 21st century JPME outcomes.

The JPME Directorate has proven itself this year to be highly agile and able to collaborate with multiple sources to analyse and design training. This was especially demonstrated via the highly effective establishment of COVID-19 online training courses which has now been exported to 60 nations, in five languages, with more than 250,000 course competitions.



DEFENCE EDUCATION, LEARNING AND TRAINING AUTHORITY



MINDS IN MOTION

In 1973, Steven Wilson published an article in *Scientific America* which measured the efficiency of locomotion for various species and machines. The study found that the condor used the least energy, while a human on foot ranked near the middle of the pack, closely aligned to sheep, cows and light planes. However, the significant finding in this study was the efficiency of locomotion gained when adding a human to a bicycle. This combination of man and machine blew away the condor by a factor of three, making man the number one contender for all moving creatures and machines.

Steve Jobs, the founder of Apple, was the first to make the conceptual link between this study and technology, specifically the computer. He saw the use of computers as “the bicycle of the mind”, capable of exponentially expanding the cognitive reach of humans far beyond our evolutionary constraints.

What does this mean for Defence?

Defence has identified in numerous papers the need to cultivate an intellectual edge in the profession of arms. While this aspirational goal is continuously being honed by the likes of the Joint Professional Military Education (JPME) Directorate, the Defence Education, Learning and Training Authority (DELTA) in collaboration with the Centres of Excellence within the Australian Defence College (ADC) are seeking our own metaphorical bicycle in the domain of professional development.

We have set our cadence to ‘sprint’, with an eagle eyed focus on two elements of professional development. First, we are building an online learning hub within the Australian Defence Education Learning Environment (ADELE). The intent of the hub is to provide digital learning packages that are aligned to the objectives of the JPME Continuum, to deliver targeted, relevant and timely learning experiences that help to curate the curiosity, creativity and critical thinking skills of our people, at any point in their professional journey. This is one of our efforts to contribute to the intellectual edge through a formal instrument.

Our second endeavour is a bit more ambitious. While we as an organisation are able to develop and deliver formal learning experiences to our people, this will never be the predominant mechanism of your learning journeys. The ‘known unknowns’ are the informal learning experiences that individual’s participate in that are not part of formal learning packages. These informal opportunities include things like academic writing, reading, practical experiences, group discussions and lectures that fall outside of the formal realm, but are still critical to cultivating the intellectual edge.

It is early days but, we are currently scoping the development of a Continuous Professional Development App that is capable of capturing both formal and informal opportunities in a goal orientated way on your own device. It will provide essential data to shine the light on our organisations unknowns. The ultimate aim of this tool would be to provide an opportunity for individuals to capture their own learning journey in such a way that they will be able to draw the links between what they are currently learning and how that relates and grows them as professionals in alignment with the Continuum. It can be accessed anywhere, anytime to support the individual professional journey. In combining learners, learning content and our learning technology platforms it is our goal that the efforts of DELTA in collaboration with ADC and the wider Defence will significantly contribute to the realisation of the intellectual edge, in the profession of mastery for our people.

AUSTRALIAN DEFENCE COLLEGE

DELTA REWARDS AND RECOGNITIONS

MR DAVID FRYER - SECRETARY OF DEFENCE GOLD COMMENDATION



At the outbreak of COVID-19, the Chief of Defence Force and the Secretary of Defence sought the development of COVID-19 Awareness and General Hand eLearning courses to support Defence personnel.

David developed these courses for Defence within a week and they have now been released to other Government Departments and International partners including United Kingdom, New Zealand, Canada, and the United States and translated for our regional partners in Vietnam and Indonesia. His extraordinary work has enhanced the reputation of Defence both nationally, and internationally and prepared those working in high risk areas.

MR TONY FARRER - COMADC SILVER COMMENDATION

To capture the COVID-19 eLearning course completion data into PMKeyS, Tony employed an innovative new process in collaboration with DPG Workforce Intelligence staff to match non-PMKeyS course completions against learner PMKeys Employer IDs.

This lengthy process involved the manual transcription of over 210,000 course completions for over 65,000 users.



LCDR JEFF WALLIS, RAN - PROMOTION FROM LIEUTENANT TO LIEUTENANT COMMANDER



CAPT Pat O'Brien, RAN formally presented LCDR Jeff Wallis, RAN his promotion certificate, marking a significant milestone in his 35 year naval career.

LCDR Wallis is currently the SO2 Rationalised Training and will soon post to the ADF Training Centre (ADC) as the SO1 Operations Officer.

AUSTRALIAN WAR COLLEGE



AUSTRALIAN COMMAND AND STAFF COURSE 2020 - HOW CAN THEY WORK WHILE THE WORLD IS BURNING AND FEVERED?

The 2020 Australian Command and Staff Course has proven to be a much different experience from previous courses for participants, thanks to the environment in Australia this year.

The differences began in January when participants arrived in the capital to be greeted by the thick pall of smoke from the local bushfires. Then came the great Canberra hailstorm, followed by COVID-19 in late March that saw the students come out of the Blamey Theatre and retreat into their homes using Zoom, Blackboard Collaborate, and pre-recorded lectures to conduct the course.

Unfortunately, networking outcomes for course members and their families have suffered, with much less sporting, social and course interactions than in previous courses. International Day, Service dinners, social events, club and inter-syndicate sport have been victims of the virus, being cancelled or 'postponed until later'. Online activities have filled some of the gap, with activities such as the inter-syndicate walking challenge, but it's not the same as normal. In mid-June, the course resumed on campus syndicate discussions – still with strict social distancing and room capacity guidelines – in an effort to achieve face-to-face interactions. Commandant War College held a number of breakfasts for the international officers of both War College courses, and morning teas for the international spouses.

With the arrival of the mid-year break so did the second wave of the virus in Melbourne, and a number of students have been unable to travel to Victoria for some well-earned leave because of the risk of infection. Instead, course members have headed northwards, and areas of Queensland such as Cairns, Brisbane and the Gold Coast have become popular destinations to visit. Hopefully, students and staff alike enjoy some respite from the challenges – both academic and lifestyle – of the year.

Everyone is looking forward to third term with a hope that the situation improves, and that more cross-course activities can be conducted. Service dinners and an Australian Public Service networking event are in the planning stages for some time in third term. A rebirth of inter-syndicate sport is planned, and consideration is being given to how some International Day-lite activities can be incorporated into campus activities during the time left and within capacity restrictions.

Despite the challenges, course members continue to work through the academic program. The main change from the 2019 course has been the reduction in military history modules from three to two, with an accompanying increase in the contemporary security element from one to two modules.

On return from the mid-year break, students commenced their final Australian National University module, after which they start the run home via the military-delivered elements of the course. Graduation remains planned for 4 December, at which time the students – and staff – will breathe a huge sigh of relief after a truly different experience on staff course in 2020.

THE AUSTRALIAN WAR COLLEGE'S 'PUBLIC POLICY FORMULATION AND SUPPORT TO SENIOR DECISION MAKERS'

The purpose of the Public Policy Formulation and Support to Senior Decision Makers (Public Policy Course) is to develop course member's knowledge of the Australian Government system, and to enhance their ability to construct policy advice and to identify and consult with other stakeholders in the national security arena. Being a good policy writer is a necessary attribute of being a good staff officer, especially in the Canberra environment.



The fact that the title of the course includes the word 'policy' can make it very unappealing to many people. However, statements from previous course members are testimony to the fact that the course makes the topic very interesting and worthwhile doing.

The fifth iteration of the Public Policy Course took place during the period March-June 2020. The course is conducted once a week for two hours for 13 weeks. It is primarily an online course but students have the option to attend sessions at the War College, pending COVID-19 restrictions.

Presenters on the Public Policy Course include: former Senators David Feeney and Kate Lundy, former Member of Parliament Ms Gai Brodtmann, former Chief of Defence Force Air Chief Marshal Mark Binskin (retd,) Vice Admiral David Johnston (Vice Chief of Defence Force), Professor Allan Gyngell (Professor of Public Policy, Crawford School of Public Policy), Mr Greg Sheridan (Foreign Editor, The Australian), Ms Alex Kelton (Chief of Staff to the Minister for Defence) and Professor Brendan Sargeant (head of the Strategic and Defence Studies Centre, ANU and former Associate Secretary of Defence).



'Senators' Binskin, Lundy and Feeney at a practice Senate Committee held as part of the course program

A highlight of the course is a practice Senate Committee where students role play the Secretary of Defence, Chief of the Defence Force and Vice Chief of the Defence Force in front of a panel of 'Senators'.

All attendees have found it to be a great course. It has improved their policy and brief writing skills, and exposed them to a range of speakers they would not normally have the privilege of engaging with.

ADF TRAINING CENTRE

THE ASSOCIATION OF LIKE-MINDED INDO-PACIFIC
PEACE OPERATIONS TRAINING CENTRES (ALIPOTC)

ALIPOTC is an innovative virtual concept conceived by the ADF Peace Operations Training Centre (POTC) to promote regional connectivity during the imposed COVID-19 travel constraints experienced throughout 2020.

The regional forum consists of eight regional nations (Australia, Indonesia, Malaysia, New Zealand, Philippines, Thailand, Timor Leste and Vietnam) and United Nations Integrated Training Service representation. The Forum is intended to provide regular (Quarterly) updates from each training centre as well as providing the opportunity for all nations to present developments in thematic areas.

The Inaugural ALIPOTC meeting was held on International Peacekeeping Day on 29 May. Introductions and respective training centre updates were perceived as highly valuable and confirmed a number of activities that had either been re-scheduled or cancelled in 2020. As the first hosting nation, ADF POTC delivered a keynote address by Lieutenant Colonel Darleen Young on the theme for this year "Women in Peacekeeping – A Key to Peace". This address included success stories from all forum members in increasing the proportion of women serving in Peace Operations.



The Forum concluded with Lieutenant Commander Fazli, a Malaysian officer seconded to ADF POTC, providing an insight into ADF POTC's work to implement a blended distance-learning package for students of Core Pre-deployment Training Materials (CPTM) and United Nations Staff Officers Course. He highlighted that this was a response to COVID-19 and showed that distance learning supported by live video conferencing interaction could deliver UN individual training in an effective way. Through this forum, ADF POTC intends to offer a 'train-the-trainer' course to all members during Q3 2020.

Feedback from forum members has been excellent, with some providing formal letters of thanks and others posting images and thanks via respective social media platforms. The next meeting is scheduled to be held in mid-August 2020, and development continues within the Defence College to explore technical solutions to host regional content that enables capabilities for both training and wider engagement opportunities across our shared endeavours.

AUSTRALIAN DEFENCE FORCE ACADEMY



ADFA HOSTS LAUNCH OF DEFENCE STRATEGIC UPDATE

On 1 July, ADFA hosted a significant Defence event with the announcement of the 2020 Defence Strategic Update (DSU) and 2020 Force Structure Plans (FSP) in the Academy's Adams Auditorium.

The announcement of the 2020 DSU and FSP, made by the Prime Minister of Australia, was one of the most significant in recent history, positioning Australia's defence priorities over the next decade and beyond.

Commandant ADFA, CDRE Peter Leavy, said ADFA staff played a crucial role in ensuring this significant announcement went smoothly.

"I'm proud of the work personnel from across ADFA put in to make this event go off without a hitch," CDRE Leavy said.

"From staff in ADFA coordinating the event, to Australia's Federation Guard members helping with managing VIP guests on the day, and trainee officers having the opportunity to meet-and-greet the PM and Minister for Defence, it was a great team effort."

Further information on the 2020 DSU and FSP can be found at:

<https://www.Defence.gov.au/StrategicUpdate-2020/>



The Prime Minister of Australia, the Hon Scott Morrison, at the launch of the 2020 Defence Strategic Update and the 2020 Force Structure Plan at the Australian Defence Force Academy, Canberra.



ADFA trainee officers meet the Minister for Defence, Senator the Hon Linda Reynolds CSC.

LIEUTENANT COMMANDER PROMOTION COURSE

Following on from the great work kicked-off by CMDR Gary Page, CMDR Rod Harrod (seen here live online) launched the ADC's Centre for Defence Leadership and Ethics (CDLE) latest foray into online learning with the July Lieutenant Commander Promotion Course (LCPC).

Prior to the pandemic, the LCPC was a four-week residential course held at HMAS Albatross. The purpose of the LCPC is to enhance leadership expertise, expand professional knowledge and in particular develop advanced decision-making skills amongst mid-career Navy officers. The LCPC is a necessary requirement for permanent promotion to LCDR.

**AN ONLINE
SUCCESS**



CDLE conducts a full day of the LCPC, delivering modules relating to ethics and ethical decision-making in a military context, analysing real-life ethical case studies and the development of moral courage and ethical challenge.

Via the ADC Adele Hangouts program, it was possible to develop a fully interactive program of learning which engaged every member of the online course. While this approach took marginally longer than in the usual face-to-face format, the emphasis on interaction between participants despite the limitations of an online delivery style was very well received.

Between now and December, CDLE will be running online modules with the remaining four 2020 LCP Courses. Online delivery is still a relatively new approach for CDLE, nevertheless, finding new and innovative ways to improve the experience for participants has been a priority; in particular enabling personnel to gain the insights of their peers. Ensuring the LCPC and other similar promotion courses could continue, despite the pandemic, has been essential to achieving personal and Service career management goals. CDLE is very proud to have done our bit to make this happen.

CENTRE FOR DEFENCE RESEARCH

The Centre for Defence Research (CDR) undertakes research projects that align with CDF priorities; runs short courses and professional seminars; administers research grants and fellowships; and produces publications for the Australian Defence College on behalf of the Department of Defence.



STRATEGOS

Twenty-five participants took part in the Strategos Strategic Theory for Practice Course, facilitated by the Centre for Defence Research and held at the ADC last month.

With reduced participant numbers due to COVID-19 social distancing requirements, the course brought together inter-agency personnel from across the defence and national security community—including the Australian Federal Police, Department of Foreign Affairs and Trade, and Department of Home Affairs, as well as an ABC journalist—giving them the opportunity to take part in lectures and lively syndicate discussions and activities.

The course, designed and led by Professor Michael Evans, the General Sir Francis Hassetts Chair of Military Studies, consists of online pre-reading and five days of face-to-face tuition. Presenting on the course, in person and via teleconference, were noted scholars in strategy such as Dr Hal Brands from Johns Hopkins University; Dr Thomas Mahnken, President of the Center for Budgetary and Strategic Analysis in Washington DC; Professor Pauline Shanks Kaurin of the US Naval War College; Dr Charles Edel from the United States Studies Centre at the University of Sydney; Professor Martin Griffiths from Flinders University; Dr Donald Stoker, Professor of Strategy and Policy at the US Naval Postgraduate School; Dr Ross Babbage, AM from Strategic Forum and CSBA; and Senator the Hon. Jim Molan AO DSC.

Strategos was implemented in 2019 to address JPME learning requirements at Level 3-4 in the national security, policy and strategy areas of academic study, with the course designed for high performing O4-O5 ADF officers and Defence APS 6/EL1 level staff. Upon successful completion of the online and face-to-face components of the course, participants receive a Deakin University graduation certificate as a non-award completion of academic accreditation, which forms recognition of prior learning towards an MA degree in International Relations.

Strategos is one of two annual courses run by the Centre for Defence Research at ADC, the other being the highly regarded Apollo Course, which is now in its seventh year and held in November.

AUSTRALIAN JOURNAL OF DEFENCE AND STRATEGIC STUDIES

The AJDSS is interested in original, high quality academic articles and commentaries that inform strategic thinking on Australia's contemporary and future defence and security including but not limited to:

The strategic and defence implication of the COVID-19 pandemic, deterrence in contemporary statecraft and warfare, defence responses to political warfare and influence operations and operating in the grey zone, strategic and defence thinking on the impact of climate change, and regional perspectives on Indo-Pacific defence and security. The AJDSS also publishes book reviews and welcomes correspondence responding to published articles that furthers debate.



Submission deadlines
Vol.3 No.1 - 30 November 2020
Vol. 3 No.2 - 31 May 2021

For further information and submission guidelines see the ADC Publications website:
<https://www.defence.gov.au/ADC/publications/AJDSS/submissions.asp>

The **AJDSS** is available online or to request a hardcopy fill in the Contact Us form on the website or email cdr.publications@defence.gov.au

WHERE ARE THEY NOW?

LIFE AFTER WAR COLLEGE

BY MAJOR DAVE HANKIN, ACSC 2019 GRADUATE

It was 0600h as we walked out into the open. The misty cloud of condensation left our mouths as we adjusted to what would be the new normal of minus ten degrees (in December and January). The contrast from the day before was shocking to our kids. It was the very next day after graduating from the Australian War College during the middle of summer, yet we were in a new country and full of anticipation and excitement of what was to come over the next few years.

After successfully graduating with a Masters in Defence and Strategic Studies, and earning the accreditation of PSC-J (Post Staff College - Joint), I was to assume the PSC-J role of Executive Officer within the Office of the Military Attaché - Washington DC; working for Brigadier Shane Gabriel and the wider Australian Defence Staff out of the Embassy of Australia. I was very excited to put what I have learned about diplomacy and international relations to good use.

Our first official activity on arriving into Washington was an official Christmas function at the private residence of the Australian Ambassador to the United States of America. Being welcomed by the energetic Joe Hockey at the time, whilst getting over twenty hours of travel with two kids was better than we anticipated. The attendance at these types of functions and events would soon be the norm. That is, until COVID-19 decided to join the party.

The United States was hit hard and fast with the virus. Spreading from state to state, and seeing the shocking images coming out of New York City was concerning for all. This was timely, as I had just returned from visiting the West Point military academy in preparation for the Sandhurst Cup. One of the many events and activities that have been cancelled this year due to COVID-19. The Australian Embassy took immediate precautions, and like others we were directed to work from home. The establishment of a routine, and developing new procedures to be effective from home took some time. More importantly, the ability to monitor and provide advice and assistance to the other one hundred and twenty(ish) Australian Army members across North America was our priority.

As a PSC-J military officer, we generally have ideas of coming into a new posting with the ambition to develop the role and use our 'sparkling minds' to maximise the experience.

The Australian War College certainly prepared us well to think critically, analyse masses of documents and work out what was important to focus on. Some may say we could never have anticipated or been prepared for the outbreak of COVID-19, but I disagree. We also learn tolerance, flexibility and the ability to self-motivate when required. These attributes are currently critical when morale may be low, and the infection rate continues to climb in the United States. Now moving into nearly our fifth month of working remotely, looking forward to what we can achieve in the future is becoming more and more important.

I have a passion for film making. It was my dream to come across to North America and promote the many success stories of the men and women who work so closely with the different governments and military organisations here. When the domestic travel restrictions ease, I plan to get around to as many of our members as possible to share their stories. We have such a strong and enduring relationship with the United States and unfortunately our stories are not communicated very well. Through the videos, I plan to advance the relationship that we have with the United States through this different approach.

Until that time, we all have to work as best as we can to get through this together. I do not envy those at War College this year, with the limited social aspect it would certainly be a vastly different experience, albeit still very rewarding in its own way. Stay safe ladies and gents; and I'll see you on the next adventure!

FEATURED ALUMNI

AIR VICE-MARSHAL JOE 'VINNY' IERVASI

ADFA 1987, ACSC(J) 2001 and DSSC 2010 graduate



Air Vice-Marshal Joe Iervasi has the distinction of being the first Air Force Officer to complete the Australian Joint Military Professional Education (JPME) Continuum, having graduated from ADFA in 1987, the ACSC(J) in 2001 and DSSC in 2010. He completed the trifecta together with Colonel Scott Clingan, being Army's first officer to do so.

I consider that I have been fortunate to have many career highlights, encompassing my time as a fighter pilot, an operational exchange tour with the Royal Air Force in the United Kingdom, numerous staff appointments and the opportunity to command at all senior officer levels. My service has taken me from Alaska to Antarctica and many exotic – and not-so exotic – places in between. I have been blessed to have a family that has supported me throughout my career, and one that truly understands the nature of service.

But my most enduring memories remain those times spent with family and friends, through thick and thin and the unique opportunity I had through ADFA, ACSC and DSSC to instil in me the ethos of camaraderie and emphasise the criticality of institutions for the profession of arms. It's this latter point – the criticality of institutions – which I'd like to focus on.

There have been commentators over many years who have challenged the merits of an institution such as ADFA. Instances of behavioural aberrations have been used as evidence to signify all that is wrong with institutions, lending to the perception that they are insular, closed organisations which are beyond scrutiny. While there have been some difficult times which

have led to significant cultural reforms – all for the better – a criticism of ADFA specifically along these lines is overly simplistic.

The truth is that the merits of an institution cannot be measured as a snapshot in time, and in fact is only measurable after a generation has passed through. So the time to measure the worth of ADFA is actually now, as first generation cadets currently fill a majority of the senior leadership billets across the ADF. While I might be accused of bias, I don't recall a time in my career where there has been less parochialism between the services than there is today.

Equally, the narrative of joint warfighting consolidated after almost two decades of constant operations is far more coherent and objective than it's ever been. It doesn't mean that there aren't differences of perspective; but the fact that we can all sit around the table and argue the pros and cons with a single outcome in mind means that something has changed for the positive. And that, to me, is that the JPME institutions are bearing the fruit of the decisions taken forty years ago to create them in the first place. We now have leaders at all levels who have grown up together throughout their respective careers. This is what integrated by design actually looks like.

So the bottom line is that I continue to benefit both personally and professionally through the opportunities made possible through ADFA, ACSC and DSSC. **The ADC Alumni provides a further means to remain connected and rekindle friendships formed through common service.**

COLONEL ASKARI

DSSC Staff Alumni (2018–2019)



G'day from Indonesia

My name is COL Askari and I was posted at DSSC as Directing Staff for the 2018 and 2019 course. It was truly a privilege and honour to serve as the third officer from the Indonesian Navy (Tentara Nasional Indonesia Angkatan Laut/TNI AL) to participate at the TNI AL–RAN instructor exchange program and be a part of its success. Currently I am assigned as Chief of Staff, Sea Battle Group Second Fleet based in Surabaya.

A little bit about myself, I commissioned from the Naval Academy in 1994. I am an executive branch officer with specialisation in navigation direction and mine warfare. I have served and spent most of my time at the Armada, with some short breaks at shore establishments, education and training, and Navy HQ postings. Being in the military, especially in the navy means that we travel a lot; which is one of my passions.

The Navy has also provided me with many opportunities to undertake higher education both in Indonesia and overseas, which was all very valuable to prepare me for the Weston Creek posting. I graduated and awarded psc from the Defence Services Staff College, 67 Staff Course, India in 2012 (similar to ACSC in AWC) and completed the Joint Command and Staff College (Sesko TNI), Indonesia in 2017. In addition, I have chances to pursue a bachelor degree in Communication Science from Indonesia Open University in 2009; and postgraduates in Master of Science in Defence and Strategic Studies from University of Madras, India in 2012; and Strategic Studies and Master of Arts of Security Studies in Civil Military Relations from Naval Postgraduate School, United States in 2015.

During my time in Australia, I had the opportunity to meet with many dignitaries, experts and very

friendly and interesting people not only from Australia but other countries as well. I believe that I have known Australia and its people better with this assignment. Australia and Indonesia are destined to be close neighbours and I believe that the defence education exchange program is a very important factor to enhance our people to people contact and build personal relationships. I and my family made many new good friends here!

I must admit that I also had my longest leave period of my career here in Australia, which my family and I made the best of to explore Australia and its vast outback. It is a very unique experience for us; be it a long drive without mobile phone signal and no one on the road beside us in the central Australia, fantastic beaches, snowy mountains or meeting a pack of curious kangaroos wandering around in our neighbourhood.



I wish you fair winds and following seas for all students and staff of AWC, especially DSSC course 2020. The current pandemic and travel restrictions have impacted all of us, but I do hope that we will meet again and I am looking forward to seeing you in Indonesia soon.

LIEUTENANT COLONEL LISA KELLIHER, NEW ZEALAND ARMY

ADFA 1996, ACSC(J) 2008 (Overseas Course Member Prize Winner) graduate



Tēnā koutou katoa, Greetings to you all.

Although it seems eons ago that I was selected as a teenager undertaking the New Zealand Commissioning Course in Waiouru, New Zealand to attend ADFA, it also seems just like yesterday. Having such an opportunity to undertake initial officer training overseas at ADFA, was a significant privilege and set the foundation of professional ethos and military practice which has resonated throughout my military career with the New Zealand in Army, in single and tri-service appointments and with international roles.

I am of the strong belief that ADFA provided far more than a professional military education, delivered through the balance of academic and military requirements, with the most substantial personal benefit being how to build and maintain a wide range of networks. The key of which to me is to be authentic in engaging with others, while also being true to yourself, your personality, and your core values.

Following graduation from the Royal Military College of Australia, Duntroon, I returned to New Zealand into the Royal New Zealand Army Logistics Regiment (RNZALR). In the New Zealand Defence Force, my career has included a number of command, staff, training and representational roles, including many overseas courses, conferences, exercises, deployments and postings. The Corps motto for the RNZALR is 'Mā Ngā Hua Tū-Tangata', which means 'by our actions we are known'. And this motto remains a reminder for all engagements that I undertake.

In practice, it has been a real honour to have represented my service, the New Zealand Army, Ngāti Tumatauenga, and that of the New Zealand Defence Force (NZDF), Te Ope Kātua o Aotearoa, on multiple international engagements. I have obtained wide experience in operational missions including Middle East, Sinai, East Timor, Afghanistan, Iraq, and South Sudan. In these missions, all have required work alongside or with fellow international militaries and many tri-service. To be successful, networking has been essential.

When I am asked the question 'what does networking mean to me?' I consider that it is more than simply friendships or affiliations, it is the provision of understanding, respect and tolerance for others as individuals, groups, cultures and services. It sets a foundation of trust, the opportunity to share, collaborate and work effectively together, along with learning from others different points of view. After all, military operations are a human endeavour and whilst technology is an enabler, it is the human bond of trust that is the key factor for success of a multi-national operation.

I am constantly surprised at the number of ADFA and ACSC(J) Alumni that I come across in the course of my duties, including in some of the most remote areas of the world. While some may not have been my particular Alumni year, it has always provided an initial basis of commonality. Further, the skills of networking I consider were obtained from that initial foundation of ADFA and re-affirmed at ACSC(J). It has been always an absolute privilege to reflect on the opportunities provided by the NZDF and the training provided with the Australian Defence College.

Undertaking the role now as the Military Adviser at the New Zealand High Commission in Canberra, has further enabled a widening of my networks and the ability to actively engage with a wide base of understanding with the Australian Military, other international attachés and a range of Australian organisations.

I wish to take this opportunity to thank all those of the ADC Alumni who have taken the time to provide me with guidance, training, mentoring and comradeship. And for those whom I have not yet had the privilege of meeting, I hope that at some stage in the future our paths will cross.

Heoi anō tāku mō nāianeī, That is all for now.



ADC

ALUMNI

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The ADC Alumni LinkedIn will be launched shortly - Keep an eye on the ADC twitter page [@ADC_twitter](#) and on our [ADC Alumni Hub](#) for updates.

REGISTER NOW

Whether you are an alumnus of the Australian Defence Force Academy, the Australian Defence Force Training Centre, or the Australian War College, you are an integral part of the ADC family and we invite you to (re)unite via our Alumni Program.

Visit the ADC Alumni Hub on the Forge to learn more and consider registering and renewing your contact details to receive the ADC Alumni Newsletter and other updates & offers by completing a simple form [here](#).

ADC ALUMNI NEWSLETTER CONTRIBUTIONS

We would love to hear from you!

We encourage you to submit an article - There is no story, contribution, promotion, achievement or project too small or too big! Please submit your story and upload your pictures [here](#). OR contact the ADC Alumni Officer Gaelle Gallois-Marks directly.

