



AUSTRALIAN DEFENCE COLLEGE

QUARTERLY ALUMNI NEWSLETTER
DECEMBER 2020

ALUMNI

MESSAGE

MAJOR GENERAL AJ RAWLINS, DSC, AM
DEPUTY CHIEF OF ARMY

As a graduate from multiple courses, at nearly every level, from and through the Australian Defence College - it gives me great pleasure to reflect upon my experiences, as both a participant and as alumni, for this edition of the Alumni Newsletter.

I start with the all too frequent observation that you never really understand what an opportunity or experience offers until well after the fact.

This is usually only because context becomes clearer - in an experiential way - well after the learning experience has concluded and the application of skills, leveraging of networks and transmission and sharing of issues, problems and experiences becomes more fulsome.



... Continued page 2

TABLE OF CONTENTS

Page 2

Message from the
Deputy Chief of Army

Page 3

Chief of Joint Capabilities

Page 4 & 5

ADC Graduations

Page 6

Inaugural Joint CO Seminar

Page 7

Professional Mastery Journey

Page 8

International Liaison Office

Page 9

A year in review by DSSC Students

Page 10

A year in review by ACSC Students

Page 11 & 12

In-country language training

Page 13

Crossing the Rubicon

Page 14

ADFA duo takes on challenge

Page 15

Ex Weary Dunlop helps community

Page 16

CDLE cross-cultural capability cell

Page 17

Apollo course
Australian Journal of Defence &
Strategic Studies

Page 18 & 19

Featured Alumni

DEPUTY CHIEF OF ARMY

... Continued

So it is – and remains – for me, when I reflect back upon what my career of learning and applying learnt knowledge to difficult and complex problems, and always doing so in a shared construct which defines our profession.

I am a graduate of the Australian Defence Force Academy, Australian Command and Staff College and Defence and Strategic Studies Courses. I remain in close contact with all my Australian classmates and – as far as possible – the majority of my overseas colleagues who attended these courses with me. The benefits of this network – both professionally and personally – is difficult to define in empirical terms but I know in the inner sanctum of my very being that I am a better person for each and every one of those experiences, and more enabled and informed in the conduct of my portfolio responsibilities.

Practical examples are easy to cite. My understanding, respect and admiration for the other Services and the rationale for the way they operate was borne of my experience at the Defence Academy. My friendship with, and reliance upon my colleagues from other Services – at a formative age – made me curious, questioning and interested in what they did, why they did things the way they did...from an integrative basis rather than a competitive one. This – of course – has translated into an intuitive willingness, comfort and (in fact) drive to support the Australian Defence Force from its stove-piped environmental origins into what I truly believe to be the leading edge of joint warfighting today.

This very same opportunity to interact, to learn and investigate issues with an international network of overseas colleagues – whom you come to respect as wonderful individuals and professional compatriots – infuses the desire to engage, analyse and resolve together as a collective rather than competitive association. The perspectives that are gained from different cultural, political, geostrategic and military perspectives is always beneficial in terms of understanding how and why things have developed the way they have, thereby improving the development of solutions in the human dynamic.

This has all been instrumental in helping me discharge the duties and responsibilities as Deputy Chief of Army. My portfolio responsibilities include the conduct of Army to Army staff talks. Constant engagement with the other Services in committees, but increasingly also in our mutual development of plans to inform and enable the strategic centre in the Department. If I had a dollar for every time I have run into my international colleagues, or someone who knows me vicariously from my interaction with their colleagues from ADC courses, I would be a rich man. The fabric of reputation, trust and respect is a wellspring that can be traced back to the opportunities presented by my time at ADC.

I would never have thought this tapestry to be so rich or complex – nor fulfilling – at the time of these courses. It doesn't make me feel as though I missed out on anything, or that I should have done things differently – rather, it is validation of things many said to me that I couldn't fully appreciate at the time. It is welcome countenance for confidence in the things I am (like you) are told about where you are, and where things may go in the future.

Of course, none of this can be fulfilled unless there is commensurate dedication to the learning and ambition for intellectual mastery. It is – we are confident – one of the great advantages we have and will seek to exploit in the complex contemporary geostrategic environment in which we live today. Operating in an environment characterised by concurrent cooperation, competition and conflict in which we seek to shape, deter and respond demands an intellectual agility and capacity that can only be achieved through learning – theoretical and experiential. Our ADC courses are internationally renowned, and constantly evolving. The fact that we have run them as joint and international courses for so long is testament to the maturity of our worldview and habitual practice of joint warfighting and interagency enterprise stewardship.

My congratulations to our most recent graduates. I know you too will come to reflect upon, and appreciate, the benefits of having been immersed in this continuum throughout your careers. Stay in touch with one another, because the benefits of the network are well and truly worth the investment. I wish you all the best in the next stages of your lives and careers. Merry Christmas!

VADM JONATHAN MEAD ASSUMED THE ROLE OF THE ADF'S CHIEF OF JOINT CAPABILITIES (CJC) ON NOVEMBER 24, SUCCEEDING AIRMSHL WARREN MCDONALD.



VADM Mead joined the Royal Australian Navy in 1984, and initially specialised in Mine Clearance Diving and Explosive Ordnance Disposal. He then undertook principal warfare training, and subsequently had postings in anti-submarine warfare roles on HMAS Melbourne and HMAS Arunta.

In 2005, then CMDR Mead was appointed as Commanding Officer of HMAS Parramatta. He subsequently had postings as Australia's Defence Adviser to India in 2007, as Commander of CTF150 in the Middle East, Commander of Surface Force, and Commander Australian Fleet. During his command, HMAS Parramatta was awarded the Meritorious Unit Citation for its service under Operation CATALYST in the Middle East in 2005/06. VADM Mead has also been appointed as a Member of the Order of Australia (AM) in 2006, awarded a Commendation for Distinguished Service in 2013, appointed as an Officer of the Order of Australia (AO) in 2020, and he holds a Masters Degree in International Relations, a Masters Degree in Management, and a PhD in International Relations.

AIRMSHL McDonald will retire from the ADF after a 42 year career in the RAAF. He joined the RAAF as an apprentice mechanic at age 15, was commissioned in 1989 and streamed to fly the P-3C Orion. He has had postings as 10SQN flight commander, Deputy Director Project AIR 7000 Phase 1, Commanding Officer 11SQN, Officer Commanding 92WG, Air Component Commander JTF633, DG Capability Planning, Commander Air Mobility Group, and Deputy Chief of Air Force.

AIRMSHL McDonald has logged more than 5,000 hours of the P-3C and CP-140. In 2015 he was appointed as a Member of the Order of Australia (AM), and in 2020 as an Officer of the Order of Australia (AO).

Source: <https://adbr.com.au/vadm-jonathan-mead-appointed-as-cjc/>

AUSTRALIAN DEFENCE COLLEGE GRADUATIONS

AUSTRALIAN DEFENCE FORCE ACADEMY

The Australian Defence Force's newest officers took part in the annual ADFA Graduation Parade on Sunday 6 December.

Around 300 Navy, Army and Air Force trainee officers took to the ADFA Parade Ground for the final time as the culmination of their three years at the Academy, with the Governor-General, His Excellency General (Ret'd) the Honourable David Hurley, AC, DSC, the Reviewing Officer for this year's Parade. Due to COVID-19 restrictions, the Parade was conducted in a modified format and without the presence of family or friends.

The flypast of the Parade Ground by two RAAF F-35s provided a spectacular highlight to the Parade.

"These midshipman and officer cadets have not been immune to the challenges all Australians have faced this year, from bushfires to COVID-19," Minister for Defence, Senator the Hon Linda Reynolds CSC, said.

"Overcoming challenges, being adaptable and showing resilience in the face of adversity are the hallmarks of good leaders, and in today's graduating class, all our future ADF leaders have shown they possess these qualities."

Graduates will be posted to establishments around Australia or their home country to either continue their training, or commence operational duties.



The ADFA Reflection and Promotion Ceremony is a new part of ADFA's graduation events held at the Australian War Memorial where senior Sailors, Soldiers and Airmen gave their perspective to the new graduates in a very reflective ceremony.

DEFENCE STRATEGIC STUDIES COURSE

The 2020 Defence and Strategic Studies Course concluded on Monday 30 November with 56 Australian Defence Force, Australian Public Service and international students graduating from this year's program.

The Commander of the Australian Defence College, Major General Mick Ryan AM, said the DSSC played an important role in intellectually preparing leaders for the challenges that come with senior command. "The DSSC explores strategic and defence policy and planning, joint warfighting, leadership and management, and security issues of global, regional and national importance – all matters that senior Defence leaders must grapple with," Major General Ryan said.

"Through their hard work over the course of this year, I know that all of today's graduates are well-prepared for their next leadership appointment and the ones to follow."

This year's DSSC program included 23 international graduates from 18 countries. "In meeting the defence challenges of the future, having a history of cooperation and understanding between senior leaders from various nations is an important way to help underpin security in the Indo-Pacific region," Major General Ryan said.



AUSTRALIAN COMMAND STAFF COLLEGE



174 Australian Defence Force, Australian Public Service and international students graduated from the Australian Command and Staff Course at a ceremony at the Australian Defence Force Academy on Friday 4 December. All graduates proudly received their passed staff course (joint) certificates from the Chief of the Australian Defence Force, General Angus Campbell, and most also received an academic qualification in military and defence studies from Professor Grady Venville, representing the Chancellor of the Australian National University.

The Commander of the Australian Defence College, Major General Mick Ryan AM, said the completion of the ACSC marked an important career milestone for ACSC graduates.

"I congratulate all graduates, who have completed the ACSC in a year like no other for the program," Major General Ryan said.

"After arriving in Canberra amidst bushfire smoke in January, the outbreak of the COVID-19 pandemic saw ACSC students for the first time participate in remote education, with lectures and classroom discussions moved online.

"This year's cohort will take on their next posting equipped with the enhanced intellectual capability necessary to lead Defence into the future."

This year's overseas graduates come from the far reaches of the globe, including Mongolia, the Netherlands, United Kingdom, Canada, and many Indo-Pacific nations.

"Beyond the classroom learning, the friendships and connections developed between ACSC students will bring mutual benefit to all participating nations that will be enjoyed for many years to come," Major General Ryan said.

JOINT PROFESSIONAL MILITARY EDUCATION (JPME)

ADC Conducts the Inaugural Joint CO Seminar

The Australian Defence College JPME Directorate conducted the inaugural Joint CO Seminar in the Williams Theatre of the Weston Creek campus on 5 and 6 November 2020. Led and facilitated by AIRCDRE Hayden Marshall and COL Nick Surtees, the seminar was attended by 05/06 ADF Officers who have been selected for a Joint Commanding Officer appointment in Joint Capabilities Group (JCG) in 2021.

Outgoing Commander Joint Capabilities, Air Marshal McDonald, AO, CSC outlined his expectations of a JCG Commander and provided some honest and genuine advice, based on his time as a Commander in both the Air Force and Joint space.



The JCG Chief of Staff, GPCAPT Burgess-Orton, presented the structure and roles of JCG in supporting the entire Defence enterprise. His brief provided the opportunity to highlight the outstanding contributions by the entire group during the challenging year that 2020 has been.

The Seminar included presentations from HQJCG staff, covering the latest information regarding Human Resources, Media, Governance, WHS and Finance processes and reporting. The seminar participants had the privilege of hearing from past and present Commanders, APS and Contractor personnel, in order to better prepare for Joint Command. By sharing their experiences and small pockets of advice, the hope is that the participants will be able to draw on what was shared during their tenure in command.

Participants appreciated hearing from the three Deputy Service Chiefs, who all outlined the unique characteristics and personnel management requirements of their service, and reinforced the importance of JCG and the role Joint Commanders fulfil.

The Seminar was capped off on the final day with an insightful presentation from GPCAPT Callum Brown and Ms Anne Goyne from the Centre for Defence Leadership and Ethics on leadership and management in the joint environment. This presentation was based on an article recently published on the Forge and can be accessed at the following link - <https://theforge.defence.gov.au/publications/how-survive-posting-joint-unit-three-services-cultural-approaches-leadership-and-discipline>.

Overall, the Seminar was delivered in an open and engaging environment that encouraged discussion and networking amongst the participants. As the first of its kind, there was much to take away and improve on for the next iteration, but there is no doubt that this cohort of Joint Commanders are now well prepared and put JCG in a strong position to deliver big for Defence in 2021.

Professional Mastery Journey

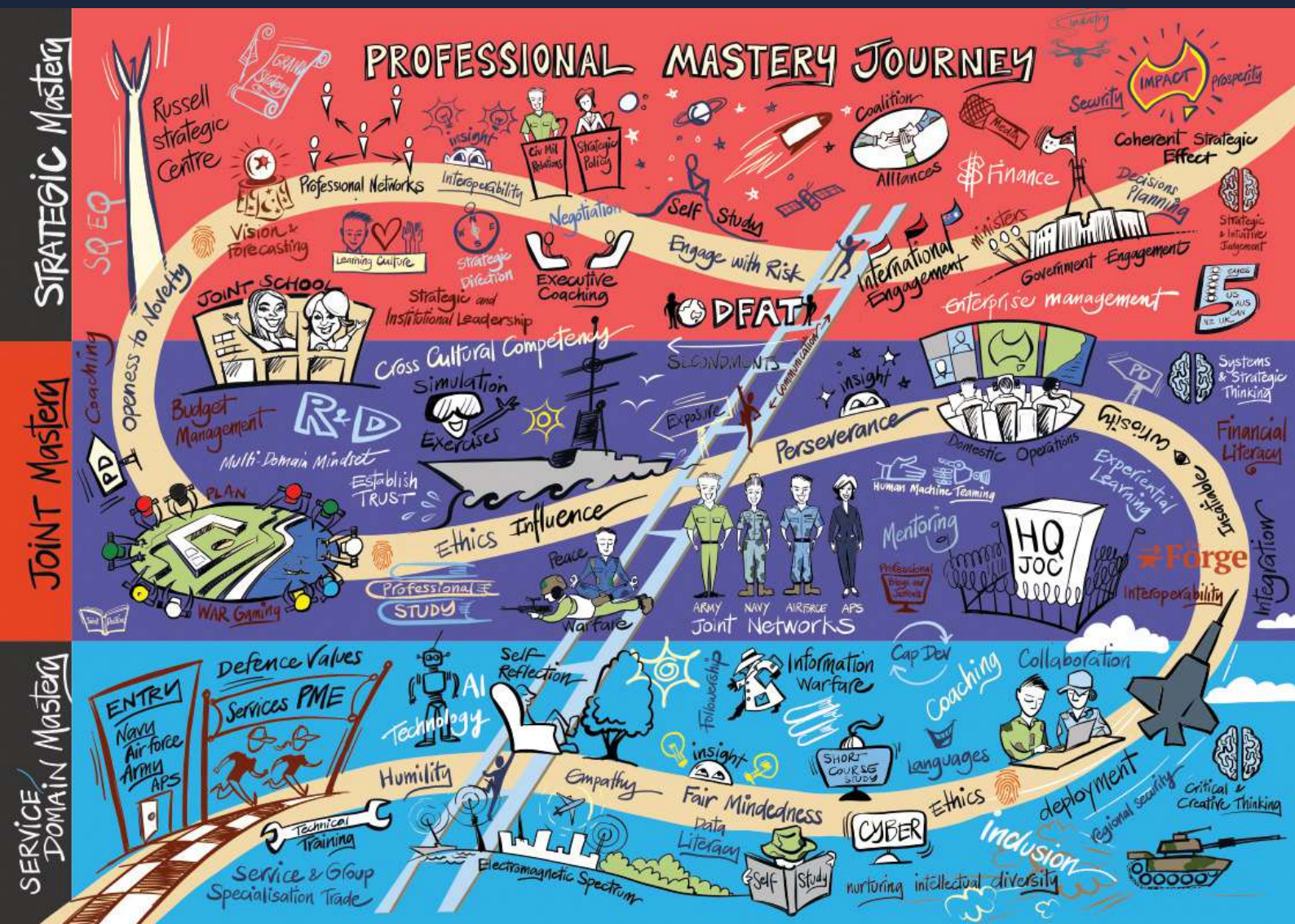
We are closing in on the final version of The Australian Joint Professional Military Education Continuum 2.0, due for release in 2021. In it we outline three different levels of professional mastery – Service/Domain Mastery; Joint Mastery and Strategic Mastery. These categories describe the natural progression through the profession of arms, aligned to career phases.

The Service/Domain level is focused on developing technical and tactical mastery of an employment category, trade or job family within a single service or Group. It is demonstrated through intellectual curiosity, moral and physical development and readiness, and recognises the need to develop habits and behaviours associated with self and social mastery.

Joint Mastery is a critical pivot point in mindset and behaviours for decision making and leadership. It involves applying technical and tactical mastery in a broader context through collaborative networks, integrated workforces and inter-agency environments. It is demonstrated through the intellectual, moral and physical readiness to translate strategic guidance into practice, through teams that contribute to Defence objectives at the operational level. Commitment to self-directed learning and improving one's character are important developmental enablers at this level.

Strategic Mastery builds on joint mastery through activities in whole of government and international geopolitical contexts. It is demonstrated by a continuous honing of wisdom, foresight, intuitive judgement, world-view, emotional and social character and communication skills to inspire followership and exemplify the ethical standards Australia expects of senior Defence leaders. Through experience and significant self-directed learning across a broad range of disciplines, strategic mastery is applied to decisions on highly sensitive, reputational and political matters.

The accompanying cartoon depicts the professional mastery journey in a fun and visual medium, to capture the variety of ways people learn through experience, exposure and education. At the Australian Defence College, one of our mottos is 'Make PME Fun Again' and we think this picture captures that spirit perfectly. What elements do you connect with?



AUSTRALIAN WAR COLLEGE



A YEAR IN REVIEW BY THE DEFENCE STRATEGIC STUDIES COURSE STUDENTS

The Defence & Strategic Studies Course (DSSC) aims to develop in its course members the 'habits of mind, personal mastery and critical faculties to operate in a competitive, complex and volatile environment at the highest level of strategic responsibility.' 2020 has certainly been a complex and volatile year which commenced with bushfires in New South Wales and the ACT and then was characterised by COVID-19 for the remainder of the year.

These challenges certainly affected the class of 2020 but they also built resilience and created some unexpected opportunities. For example, during January we conducted our 'Leadership and Ethics' week in the bushfire-affected town of Tumbarumba as a means of supporting the local community. In return, the course benefitted from the gratitude of the local community and also an insightful presentation from the Snowy Valleys Council Mayor, Mr James Hayes, who passed on some poignant lessons regarding leadership under adverse conditions and the resilience of rural communities. This activity was so successful that it will be continued during future iterations of DSSC and the relationship between the region and the Australian War College will be nurtured for years to come.

In February it became apparent that DSSC 2020 would be impacted significantly by COVID. Once again, despite the constraints that COVID imposed (notably cancellation of our overseas research visits), unexpected opportunities also resulted. A notable benefit was the realisation that we could rapidly transition to an online learning environment when necessary. The online environment, whilst imposing some limitations, also bought benefits – not least of all the opportunity for course members to spend additional time at home connecting with family whilst concurrently achieving the key learning outcomes of the course.

Whilst the inability to visit our regional friends was disappointing, it allowed us to re-allocate the time that would have been spent travelling to additional research, including a 'regional spotlight' week. This activity enabled us to take a 'deep dive' into regional issues which were of specific interest and relevance to course members. We also managed to engage with the region 'virtually' with highlights being an online presentation by Brigadier General Frank Barrera, Commander of the French Forces in New Caledonia, and an online seminar with our sister institution, the National Institute of Defence Studies in Japan. Not surprisingly, the topic covered during this seminar was 'the implications of COVID for future global security'.

The DSSC Class of 2020 included 56 course members from 19 countries. As always, the course bonded as a team and learnt many lessons from each other. Whilst the year did not unfold precisely as expected, all attendees will certainly graduate with an enhanced ability to operate 'in a competitive, complex and volatile environment'!



OUR INTERNATIONAL STUDENTS, STAFF AND THEIR FAMILIES



COMMUNITY SPONSOR, INTERNATIONAL STUDENT, STAFF AND THEIR FAMILIES END OF YEAR FUNCTION



Catching up on lost time, the international spouses have been busy attending three events in a matter of weeks, between late October and late November.

We started the whirlwind of events in sleepy little Bungendore, historically a stock station. We enjoyed a day of shopping and exploring the village, finishing with a lunch at the Lake George Hotel restaurant.

Hot on the tail of this we visited the Canberra glassworks. After exploring the workshop we were lucky enough to watch a team of glass blowers in action, followed by our own tile making experience. The day wasn't complete without lunch from the iconic Brodburger.

Our last tour was to the Cockington Green Gardens, adoring the meticulously crafted miniature buildings from more than thirty countries giving us lots of photo opportunities.

November 2020 brought the events to an end at the International staff, student, and Community Sponsors family end of year function.

It was great to see the community come together to share a meal within the ADC courtyard.

The pure excitement and laughter the spouses brought to every event will be missed by all.



INTERNATIONAL SPOUSES TOUR



So...is ACSC an art or a science? No preparation we might have undertaken before arriving at Weston Creek in January could prepare us for the roller coaster ride we have experienced.

The year started so innocently, characterised by a feverish look ahead at the schedule to judge when we needed to surge on assessments and when we could get that desired break we thought ACSC would offer.

Some focused on the academics, with a desire to learn and a faith in their essay writing ability. Others on networking, selecting just the right mix of sports clubs and committees to get a cross-section of the course they can call on in the future.

Amongst all this was the debate on the best notetaking and referencing system to get us through the dreaded exams.



COVID changed how we learnt, socialised, and prioritised. Seemingly overnight, some of us became primary and high school teachers. In contrast, others lived scenes from Tom Hank's Castaway trapped in their Kingston and Braddon apartments. Through it all, we maintained our spirit using the many and varied Zoom backgrounds we found to express our personality and mood. COVID showed us the value of social interaction. Being back at the College in the second half of the year ensured even the most introverted of us made the most of it.

We embraced sports as COVID restrictions relaxed, with our overseas course members crucial to the cricket and rugby teams. At the same time, the Australians taught them Aussie Rules for an entertaining match between staff and students and a charity match against a local club.

The restrictions on international travel did not stop us from engaging with other nations in the region or receiving the best in academics by visiting lecturers. We engaged with French forces in New Caledonia, the École de Guerre (French staff college) and the Japanese Air Self Defence Force Staff College via video conference.

So...art...science, it doesn't matter. ACSC in 2020 was much the same as in previous years. We bonded over shared challenges, learnt from each other and formed friendships. We had fun despite the challenges, and we continue our service rearmed and prepared to meet future challenges.

Anthony Lawson, Course Member Activity Committee Chair

ADF TRAINING CENTRE

IN-COUNTRY LANGUAGE TRAINING IN A COVID-19 CONTEXT



Without doubt the highlight of a long language course at the Defence Force School of Languages (DFSL) is the In-Country Training (ICT) component. The ICT activity is a two-week immersive study block in a target language country, occurring in the latter stages of all DFSL long courses. Alas, like so much of our lives and work, the COVID-19 pandemic restrictions had a considerable impact on the conduct of DFSL ICTs for all languages in 2020. The unprecedented circumstances of this year called for an extraordinary response by DFSL staff and students in order to plan and execute an Australian-based (AB) ICT which not only satisfied the course requirements but also provided a rich and meaningful experience for students.

From the very outset of the pandemic, non-academic and teaching staff collaborated to develop contingency plans for the conduct of AB ICTs scheduled for later in the year. The challenge was not only to adapt the curricula of multiple languages for the conduct within Australia, but to develop activities which are heavily reliant on external agencies and partners, during a period of constantly changing circumstances and restrictions within Australia and target language countries. In planning for the AB ICT, every possible means to achieve the learning outcomes was considered, shared, refined and trialled before execution. Given the restrictions, particularly within Victoria, the range of approaches to the conduct of AB ICT have been remarkably diverse.



DFSL Portuguese class meeting with the Portuguese Ambassador in Australia who spoke about NATO, UN and Portugal's role in these organisations.

Throughout 2020, DFSL support staff and language departments employed their creative juices and worked tirelessly to build multiple AB ICT programs which integrated as many unique and stimulating learning experiences as feasible; all of which maximised blended-learning principles with a mixture of delivery modes, settings, multimedia platforms and learning environments.

Most ICTs involved online interaction with language partners based in Australia and overseas. For numerous languages, this included interaction with partner overseas military personnel, as enabled/facilitated by overseas ADF personnel (Australian embassy staff), most of whom are previous DFSL graduates themselves. Opportunities to partner with Australian-based overseas military staff were also utilised; such as the support provided to the Vietnamese department by the Vietnamese Seconded Officer based at Defence International Training Centre. Finally, considerable effort was made to identify local target language communities within Australia. In doing so, language departments resurrected old relationships and developed new connections (largely enabled by partner agencies and organisations) with various language community groups within Melbourne, Brisbane and Canberra. In some cases, even experienced teachers were surprised by the number and organisation of their own language communities within Australia.

Clearly, the AB ICT of 2020 can not match up to the learning value and quality of conducting training in-country. There is simply no substitute for the immersive nature of being in an environment where the target language/culture, in all its weird and wonderful forms, demands that students initiate, respond and interact for day-to-day survival.

In particular, students missed out on the diverse cultural aspects associated with the immersive experience; those unscripted and unpredictable scenarios where you have no alternative but to find a way to process the situation, overcome notions and also trust your training to communicate in an authentic setting. In the words of one of DFSL's Heads of Wing, 'the in-country experience is one of stress, distress and survival', but it is an experience which consolidates learning and builds confidence and motivation like no other activity could possibly achieve in such a compressed timescale.

Japanese Minister of Defence and Army Chief of Staff observing an online Japanese language exchange activity between students of the Japan Ground Self-Defense Force (JGSDF) Kodaira Language School and DFSL Japanese class students.



DFSL Spanish class student meeting with the Spanish Attaché at the Spanish Embassy, Canberra.

Notwithstanding the paradigm shift forced by COVID-19 and the shortcomings and challenges of conducting an AB ICT, through considerable creativity, flexibility and perseverance by both staff and students, the 2020 DFSL AB ICT achieved the prescribed learning outcomes. Furthermore, it is certain that a number of the teaching approaches, methods and networks established during the 2020 experience will endure and be integrated into the language learning landscape for future courses.

By MAJ Jono Powell, Training Systems Officer, Defence Force School of Languages

As for almost everyone, 2020 hasn't panned out quite as originally imagined for the Australian Defence Force Warfare Training Centre (ADFWTC). By the time we were locked down and had commenced work from home, ADFWTC had delivered only one of its core Introduction to Joint Operations (IJO) courses.

IJO is a course in high demand. In a usual year, we deliver six courses to an annual audience of 450 personnel from across the Defence Organisation. However, its popularity is such that we can't keep up with the demand, which is forecast to continue increasing. There are both push and pull factors generating this. The Services see such value in the course, it has been incorporated into professional military education continuums and aligned with pay progression or substantive promotion. But as often as not, people want to attend because the content is relevant, interesting and current and the delivery is engaging and polished. Regularly described in student feedback as 'the best course in the ADF', the nugget to be found is the opportunity for members from different clans of the one tribe to come together, exchange ideas, wrestle with concepts for which there are no definitive answers and engage in the most productive learning environment for an adult student - learning from other adult students.

So here we were at the beginning of a lock down with an unknown time horizon and the prospect of no face to face instruction for the foreseeable future. A scan of training schools within and outside our own organisation revealed a variety of engagement levels with online, remote and blended learning - everything from 'nothing' to universal. We were in the nothing department. Prior to COVID, an ongoing conversation was being had internally around the need to improve accessibility of IJO, but our fundamental problem was how to reconcile the gains of improved access with the 'loss' of richness and engagement inherent in personal interaction. While we were not resisting, we weren't charging ahead either. Now, our hand was forced. Guidance from the boss was that any training was better than no training. And with that we set about putting IJO online.

But where to start? We had no experience in online development or access to online tools. To me, Moodle was a breed of designer dog and Adele is who you see at the top of your Google search. Fortunately, we have talented and committed people who were prepared to throw themselves into learning as we went along. After one day of face to face planning time, we retreated to our homes and got to work. The brief was simple. Get 'something' out there as soon as possible. The team was given a launch date of 1 July - 3 months. While developing content was one thing, understanding the back end of Moodle was another. How were we going to host, deliver and administer this course to best effect? It was a matter of getting in, playing in the system and seeing what it could do. We weren't alone, the ADC Adele team provided excellent support and encouragement and patiently answered all the dumb questions. We were fortunate to have had the opportunity to test the product on a small group of students prior to its release. This proved invaluable as it identified a number technical issues that we could fix immediately and improvements to work through in slower time. The course was set free into the wild on 1 July as promised.

The target audience for a traditionally delivered IJO are SNCOs and O3-O4 Officers, but we could not afford the overhead of controlling access to the online course in this manner, so enrolment was open to anyone wishing to complete it. We knew there would be an initial surge in demand driven by those needing the proficiency for career advancement, but after that it was anyone's guess and the course would have to stand on its own merits. Now, only four and a half months since release, IJO Online has just ticked over 4,000 enrolments and continues to rise at a rate of about 100 new enrolments per week. The completion rate has settled in to around 75%.

Since its release, ADFWTC instructors and IT staff have continued to develop their knowledge and skills in online and remote delivery design and development through both formal and informal training. We have continued to improve the IJO Online course, taking it from a rudimentary narration of power point files to interactive videos and other interactive elements that improve the learner experience and keep the learner engaged. Student feedback is strongly positive and the numbers don't lie. Quality, engaging and up to date content that can be 'consumed' at a time and pace of the learner's own choosing is not so much desired, but expected.

The creative disturbance of the COVID 19 crisis gifted us an opportunity that will have a lasting effect on our organisation and we have learned much on the journey. However, the training transformation in online delivery does not constitute revolution; it is more about the different ways of using technology to achieve a learning outcome, including embracing the benefits while acknowledging that it is not a silver bullet. Good design, up front, is essential to achieving blended learning solutions that put the student at the centre of the experience through imaginative, innovative creation and curation of quality content. Finally, up-skilling teaching staff to be expert in alternative delivery methods, to build competence and confidence, is essential.

Having crossed the Rubicon into online enabled learning, we are now thinking hard about where our courses fit in the continuum of remote delivery options and how best to achieve that 'sweet spot' between accessibility and peer to peer learning. The door to the possible has been opened to ADFWTC and we have just walked through it.

AUSTRALIAN DEFENCE FORCE ACADEMY



ADFA DUO TAKE ON CHALLENGE FOR LEGACY AUSTRALIA

From 0600 Saturday 26 September through to 1830 Sunday 27 September, MIDN Jazz Agius-Jones and OCDT Tom Fisher challenged themselves to complete a 36-hour continuous walk at the Australian Defence Force Academy, Canberra, in order to raise funds for Legacy Australia.

The duo walked a total of 123km across the 36 hours, allowing a combined 30 minutes for breaks along the way. This feat was both mentally and physically challenging for both Jazz and Tom, however their hard work and determination paid off. So far, the pair have fundraised over \$7000 online for Legacy Australia, nearly doubling the original goal of \$3600.



This challenge, initiated by MIDN Agius-Jones, was created due to the COVID-19 pandemic negatively affecting donations towards Legacy, which left many of their sponsored families at risk.

Legacy is a charity which provides services to Australian families suffering after the injury or death of a spouse or parent, during or after service in the ADF. Legacy currently cares for 48,000 beneficiaries throughout Australia.

"I saw a news report explaining that COVID-19 had impacted Legacy's 2020 fundraising so I decided I would challenge myself to try and help as much as possible. Also, some of my mates didn't think I could finish it, so I wanted to prove them wrong," MIDN Agius-Jones said of his reasoning behind undertaking the challenge.

With unfavourable weather prevailing over the weekend, a further layer of difficulty was added to the walk.

"The first 12 hours weren't too bad, but the overnight leg of the walk was less than average. Once we hit the 100km mark on the last day, the struggle really kicked in."

"Having my mate Fish with me for the entire walk helped a lot, to know someone else was going through the same thing, just as tired and sore as I was."

Along with the help of Tom, supporters from ADFA's Alpha Squadron Wolfpack were constantly down on the oval supporting the pair, bringing food and much needed caffeine and morale boosts.

MIDN Agius-Jones and OCDT Fisher have now recovered from their efforts, but their peers and staff across the Academy are still incredibly proud of the achievement.

EX WEARY DUNLOP HELPS COMMUNITY

Digging gardens, building play equipment and fixing fences were the orders of the day as some of ADFA's trainee officers conducted community work for Exercise Weary Dunlop.

Conducted between Thursday 15 October and Sunday 18 October 2020, Exercise Weary Dunlop saw more than 300 first and third year trainee officers take part in community service work at 25 sites across Canberra and the surrounding region. Collectively, over 2,000 hours of community service were completed.

Split into small teams, Exercise Weary Dunlop participants spent time at a number of local primary and high schools, charity groups such as St Vincent de Paul, and at not-for-profit organisations like the Girl Guides.

Officer in charge of Exercise Weary Dunlop, MAJ Tobias Raimondo, said the Exercise was important to promote the value of Service amongst the trainee officer cohort.

"Community work such as that done through Exercise Weary Dunlop helps instil in our trainee officers the necessity of putting others before yourself," MAJ Raimondo said.

"Over the four days, the trainee officers spend time reflecting on the importance of Service, the importance of supporting the local community, and demonstrating selflessness of character to place the needs of others ahead of their own."



One Exercise Weary Dunlop activity was conducted at Canberra College, where ADFA trainee officers built gardens and constructed play equipment for the College's CCCares program, which helps more than 150 pregnant and parenting students attain secondary school and trade qualifications.

At Canberra College, Army trainee officer, OCDT Ciska Roodt, said Exercise Weary Dunlop provided an opportunity to leave a lasting mark on the Canberra community.

"As members of the ADF we will move around Australia throughout our careers, and leaving something behind for the community is great," Off Cdt Roodt said.

"I think it's really important that we take every opportunity to give back to our local community."

Exercise Weary Dunlop is conducted in partnership between ADFA, local community groups, and VolunteeringACT, and the CEO of VolunteeringACT, Jean Giese, thanked ADFA for providing support to local community organisations that have been hard hit by the COVID-19 pandemic.

"2020 has been a challenging year for volunteering with over 70 per cent of organisations in the Canberra region forced to stand down their volunteers due to COVID-19," Ms Giese said.

"This year's Exercise Weary Dunlop has delivered thousands of volunteer hours, enabling organisations to undertake critical projects that would not otherwise be possible."

CENTRE FOR DEFENCE LEADERSHIP AND ETHICS

INTRODUCING THE CDLE CROSS-CULTURAL CAPABILITY CELL (CCC)

While 2020 will not be remembered fondly by most of us, there was one shining light in all the gloom, the launching of the CDLE Cross-Cultural Capability Cell (CCC). Under the guiding vision of Dr Heather Skousgaard, Director CDLE, the CCC program launched an ambitious program of cultural development across the ADF. Initially, the plan had been to run a series of face to face courses throughout the year aimed at Defence personnel working in international relations. However, as we now know, that was never going to happen in the year of Coronavirus.

In March, the inaugural Cultural Intelligence for Defence Engagement Course was run here at ADC with marked success. Director CDLE found she had tapped a well of interest in all things cultural. The desire for greater cultural understanding in Defence had very much arrived! New staff were interviewed and courses were planned, and then the pandemic shut down occurred and everything slowed, but never stopped.

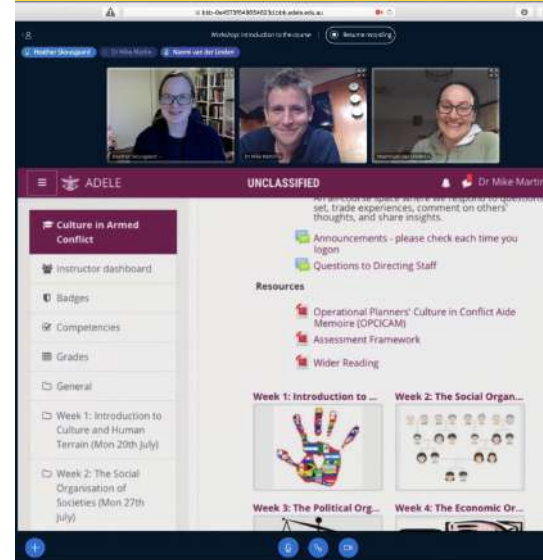
Even though Heather had many other things on her mind at the time, the determination to bring a world class culture capability to Defence never abated. When it became clear there would be no face-to-face courses for a very long time, she explored an array of online training options. ADC already had the Adele online learning system and international contractors were able to tap into this easily. One of the first cabs off the rank was the rather singular Dr Mike Martin.

Mike is an ex-British Army officer who developed a Cultural Advisor program for the British military. He is a fluent Pashto speaker who served in Helmand Province Afghanistan and wrote the book *Why We Fight*, a fascinating insight into the business of warfighting. He travelled to the Southern Hemisphere in his boat and was contacted by Heather to run a course titled *Culture in Armed Conflict* as he sailed around the coast of North QLD. When the pandemic struck he found himself stuck in our beautiful shores (there are worse places), and the option to run more courses became a possibility.

As anyone who has seen Mike giving his Zoom seminars out in the open sea, hoisting his mobile phone up a mast, he is an extraordinary presenter. He is able to engage interest and build enthusiasm for a topic that was almost invisible in Defence until very recently. CDLE is now onto the third iteration of Mike's courses and interest only continues to build. The Culture in Armed Conflict course this has even begun to develop its own legendary status.

Sometimes, in the midst of disaster something truly amazing happens and the 2020 CCC program has certainly been that for ADC, CDLE and Defence as a whole. In addition to Dr Martin, the dedicated team from Common Purpose ran a program aimed at developing culturally intelligent leadership attracting a huge audience. Beasley Intercultural also ran a purpose designed cultural development program for Defence Attaches that, based on the feedback provided, clearly filled a need for greater cultural expertise amongst this population.

To date over 250 military and civilian personnel have completed CDLE sponsored virtual culture programs and the interest continues to grow. This is a 2020 success story and the accolades belong to Heather and her dedication to get the CCC up and running. Expect to see more happening in this space in 2021 and beyond. Cross-cultural learning has definitely arrived and found a home at CDLE and ADC.



CENTRE FOR DEFENCE RESEARCH

APOLLO FUTURE WAR ANALYSIS COURSE

After four weeks of studying online, the 25 participants in the 2020 Apollo Future War Analysis Course undertook their residency week at ADC from 16 to 20 November.

Developed in 2014 by Professor Michael Evans, General Sir Francis Hassett Chair of Military Studies, and facilitated by the Centre for Defence Research, the course brought together interagency personnel from across the Defence and national security community—including the Australian Federal Police and Department of Home Affairs. Apollo provides a unique opportunity to intensively study contemporary and future war concepts, drawing on historical analysis, strategic studies concepts, and the corpus of modern futures studies.

The week of face-to-face tuition included a number of notable international and domestic scholars in futures and strategy presenting in person and via video teleconference. In addition to the Zoom lectures we have become accustomed to, thanks to the hard work of our education and training team assistant Mr Chevaan Aroun, this year's Apollo course blended traditional and online learning with the introduction of virtual syndicates. This allowed visiting lecturers to remotely lead and participate in student discussions by entering and switching between zoom breakout rooms via the four syndicate classroom laptops.

The Apollo Course is conducted annually in late October or November. It comprises pre-course online reading and exercises, followed by the five-day residential component. This is an executive professional development course that is aimed at senior AP6/EL1 and senior O4/O5 ADF Officers who are currently employed in, or posting into, a futures role.

AUSTRALIAN JOURNAL OF DEFENCE AND STRATEGIC STUDIES VOL. 2 NO.2

The latest issue of Defence's flagship academic journal, the Australian Journal of Defence and Strategic Studies (AJDSS) was released earlier this month.

In this issue, we present a transcript of Prime Minister Scott Morrison's address, delivered at the Australian Defence Force Academy, to launch the 2020 Defence Strategic Update and 2020 Force Structure Plan, introduced by Major General Mick Ryan. Greta Nabbs-Keller highlights the contending domestic and international imperatives of Indonesia's China challenge and Jeffery Meiser seeks to bring greater clarity to the concept of strategic leadership and its practical importance to our professional literature. In our commentary, Scott Dewar explains the power of GEOINT, Jason Thomas questions the grand strategy debate and Shane Halton considers two perspectives on the future of military command and control in the battlespace of the future.



See the full issue at
www.defence.gov.au/adc/publications/ajdss/or
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FEATURED ALUMNI

CAPTAIN HUMPHERY TAWAKE CHIEF OF NAVY, REPUBLIC OF FIJI

DSSC 2020 graduate



MY DSSC 2020 EXPERIENCE

The 2020 Defence Strategic Studies Course (DSSC) year at Australian War College (AWC) would be remembered as a year of many challenges due to the impacts of the COVID-19 global pandemic and the disruptions and changes it made to how the AWC operated. The strong leadership and bold decisions made by the AWC senior leadership which allowed the DSSC to proceed and adapt under the strict COVID-19 must be commended. As part of the Overseas Course Member (OCM) cohort, these early command decisions by AWC in a way reassured my personal aspirations of pursuing my academic and professional development but more importantly creating, understanding and establishing a network of new personal and professional friends.

The course year was absolutely rewarding in particular the quality of the academic visiting fellows and subject matter experts from within Australia and abroad in delivering their professional insights on various aspects of the course. These learnings allowed me to enhance my knowledge and understanding on national power in developing military strategy, policy, operational plans and concepts to address contemporary national security challenges and opportunities. Coupled with these was understanding the importance of interagency and the whole of government approach in any national crisis or in addressing any global issue. The other interesting and rewarding aspect of the course is the interaction and engagement amongst course members from across the three services and from the OCM. This level of diversity within the course provided me the added value to examine strategic issues objectively from an array of lenses.

The participation and commitment Australian Government, Australian Private Enterprise and the Australian Defence Force senior leaders is admirable which provided me with a better understanding of Australian foreign and defence policy priorities. As a Fijian, understanding the Australian strategic policy context is very important in my future engagements.

The 2020 Canberra family experience will be a lifetime story for Serana and my girls. Despite the restrictions imposed by the COVID-19 pandemic from the second quarter of the year, it was a rewarding experience. The winter season was quite a challenge for all of us however we were able to pull through. The family amenities, shopping and essential services available within reach from our Defence Housing accommodation at Featherstone Heights was really convenient. The various support provided by the AWC and in particular Ms Lily Gilroy and her International Liaison Office staff in addressing our welfare and schooling needs for our children throughout the year is worth mentioning. The AWC organized spouses' field trips and engagements allowed Searan to meet and make new friends. My daughters Kalesi, Jima and Ruth have made life-long friends at school and with the other OCM's children. The support of my Syndicate Director JJ and Syndicate 6 members who were always at arms length to render support when ever required to my family have forged stronger relationships. These are fond memories that will remain with my family forever.

Vinaka vakalevu to the AWC for a challenging but rewarding year.

WHERE ARE THEY NOW?

MR DAVID LOBDEN

ACSC 2002 graduate



25-YEAR U.S. NAVY OFFICER TAKES FLIGHT AT BP: DAVID'S STORY

In the transition to reimagine international oil giant BP, David plays a pivotal role training employees, supporting competency programs and improving human performance. In his 25 years in the U.S. Navy, David built a distinguished military career. Flying tactical aircrafts like the F-14A in combat, David accumulated over 4,200 flight hours and 920 carrier landings. He served as commander of Training Air Wing One and under his leadership produced more than 350 Student Naval Aviators.

David, or known as his call sign "Beaker," loved the thrill that came with every minute spent in the skies. In 2013, facing a shift in roles that would land him back on the ground and into an administrative and leadership function, he found himself reflecting on his next career path.

"Asking myself, 'what's next?', I realized that I was ready to transition to something new," David reflects.

As a graduate of the U.S. Merchant Marine Academy, David was able to attend the Service Academy Career Conference. It was here that he first connected with BP and discovered how his experience in the military could translate to the energy industry.

Championing safety through military precision

David was hired into BP's competence assessment program, where he trains employees in the wells group on effective decision-making and communication skills and teaches them how to navigate crises. This ensures they have the skills and training they need to move through the energy transition. In aviation, one key component to avoid

making repeat mistakes is 'critical self-assessment and debriefing.' The energy industry is adopting this approach to improve its organizational learning and embrace human performance aspects that improve safety and reliability. David enjoys winning over people who are initially skeptical of the training exercises. By the end of the week, their eyes light up.

He says, "It's rewarding to know my efforts, along with those of my team, are having a great impact."

He cites his work as an example of the many ways BP looks externally and internally for best practices. In this current transition to reimagine BP, the company is embracing fresh perspectives, which he thinks will help BP to reinvent itself. Leadership in the military consists of taking care of your troops and sailors. The mothers and fathers of America are trusting you with their kids, so if you are putting them in harm's way, you need to give them the best opportunity, the best training and the best resources to do their job successfully. It is the same at BP.

A new mission: fighting a global pandemic

In addition to working remotely for BP during the coronavirus pandemic, David is volunteering with the Civil Air Patrol in a new safety mission. Over the summer, he has flown COVID-19 samples from Houston to the Texas Department of Emergency Management in Austin.

David has completed nearly 20 missions and says, "I still really enjoy flying, and it's great to put my skills to use for a good cause - while also being able to continue my work for BP."

Source: <https://www.bp.com/en/global/corporate/careers/life-at-bp/our-stories/davids-story.html>



ADC

ALUMNI

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WATCH THIS SPACE

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 images by emailing the ADC Alumni Officer Gaelle Gallois-Marks directly.



50 YEARS

1970 - 2020

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