



# AUSTRALIAN DEFENCE COLLEGE

QUARTERLY ALUMNI NEWSLETTER  
MAY 2020

# ALUMNI

## WELCOME

MAJOR GENERAL MICK RYAN  
COMMANDER OF THE AUSTRALIAN DEFENCE COLLEGE

Welcome to the first issue of our Australian Defence College (ADC) Alumni Newsletter, which is part of the ADC Alumni Program.

The aim of the freshly launched ADC Alumni Program is to strengthen the community of our graduates. They have links across Defence, other Government agencies and international military forces.

We hope to build an active ADC Alumni community that will provide opportunities to establish new people-to-people links, strengthen connections, professional development, and broader opportunities for collaboration. Our global alumni are highly talented, mobile and empowered by the world-class education we deliver. Collectively, the ADC alumni are helping to shape the future, and this will be showcased in the ADC Alumni Newsletter.



## TABLE OF CONTENTS

### Page 2

Georgeina Whelan at ADC for  
International Women's Day

---

### Page 3 & 4

50th Anniversary

---

### Page 5

ADFA and the ACT Bushfires  
War College and ADF TC 1st Birthday

---

### Page 6

ADC's response to COVID-19

---

### Page 7

JPME

'The Intellectual Edge'

---

### Page 8

War College

---

### Page 8 & 9

ADF TC

ADFA

---

### Page 10

CDLE

The Forge

---

### Page 11

CDR

2021 Appointments

---

### Page 12

ADC Appointments

---

### Page 13 & 14

Featured Alumni

---

### Page 15

Alumni Office

# INTERNATIONAL WOMEN'S DAY

ADC students and staff celebrated International Women's Day with a lunch to raise funds for Karinya House, a community group supporting women in the Canberra region. ADC Alumnus ACT Emergency Services Agency (ESA) Commissioner Georgeina Whelan, addressed ADC staff and students, speaking about her career journey through the Australian Army and now as ACT ESA Commissioner.



It was also a pleasure to welcome back on campus ACT Fire and Rescue Superintendent Glenn Brewer.

Glenn was the only non-Defence member to graduate from the Australian Command and Staff College last year. It was lovely to see Glenn proudly wear his Alumni pin.



Commissioner Whelan who attended the Defence Strategic Studies Course in 2012, was presented with her ADC Alumni pin by Major General Mick Ryan.





# 50TH ANNIVERSARY

2020 is the year ADC is celebrating five decades of Joint Professional Military Education (JPME) at Weston Creek.

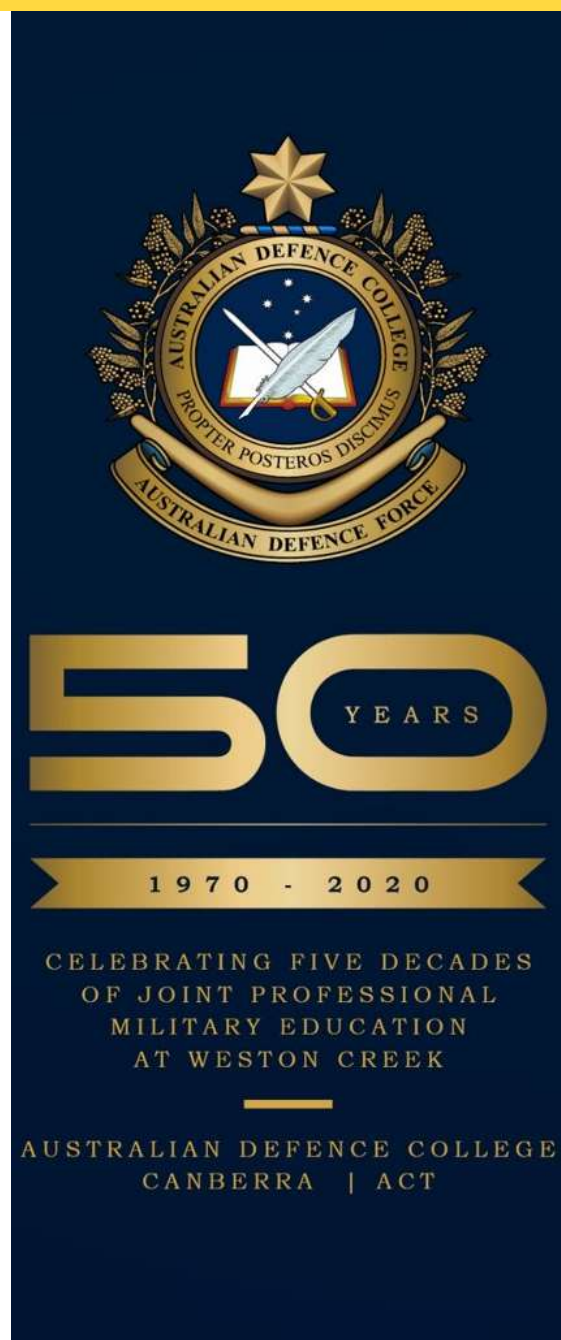
Development of the Weston Creek site commenced in 1956, when Carl Schreiner, a local businessman, was granted a lease to establish what was termed a 'green factory' which would combine facilities for the manufacture of timber, concrete and steel products with onsite residential accommodation for the work force. Only the production facilities were actually completed before the company went into liquidation in 1961. The facilities were purchased by the Department of Interior and made available to other users until 1968, when the site was abandoned.

In 1967, the Chiefs of Staff Committee (COSC) confirmed an urgent need for the integration of the existing single-Service staff colleges and for the creation of an institution focused on higher JPME. The proposal that subsequently evolved was that the existing single-Service staff colleges amalgamate to become the Australian Service Staff College (ASSC) and that a Joint Services Wing (JSW) would be added for senior professional military education (PME). Recognising that it would be some time before a comprehensive facility could be developed, priority was given to finding a temporary site for the JSW.

In 1968 the Schreiner complex was recommended as a temporary location. The proposal was approved by the Minister for Defence in January 1969. Brigadier Ian Geddes was appointed founding Director to set up the JSW at the Weston Creek site later that year. Thereafter it would be under the command of a Commandant filled on rotation by each of the Services.

In January 1970, the first course commenced at the JSW with Australian and New Zealand service and civilian students. In July 1972, with the induction of the first students from other countries, it was renamed the Australian Joint Services Staff College (JSSC).

Major changes were made to the site when the Australian College of Defence and Strategic Studies (ACDSS) was established in 1994.



The ACDSS became the senior institution within the Australian Defence Force's (ADF) system of PME for officers, providing a year-long program of studies for staff at the senior O6/O7 levels in strategy, leadership, defence planning, organisation and management.

The new Australian Defence College (ADC) has its origins in the report of the Defence Efficiency Review (DER) that was issued in May 1997. That report recommended sweeping changes to officer education in the ADF – recommendations which were remarkably similar to the intentions of the late 1960s. Implementation of the DER recommendations led to the replacement of the JSSC and the ACDSS by the ADC in its initial form.

In December 1999 Parliament approved the construction of the Australian Command and Staff College (Joint) at Weston to replace the dispersed single-Service staff college institutions. All of the surviving original JSSC (Schreiner) buildings were demolished in 2000 to make way for the construction of entirely new facilities to allow for the co-location of the three single-Service staff colleges at Weston Creek as the Australian Command and Staff College (ACSC). The former ACDSS/ADC facilities formed the nucleus of the new Centre for Defence and Strategic Studies (CDSS) and Executive of the ADC. In September 2000, the ADC was established as the headquarters for Defence's centre of expertise in vocational and professional education and training, together with related research in areas of Defence interest. The ADC was to command both the CDSS and the ACSC at Weston.



In August 2007, the ADC was re-titled the Joint Education Training Warfare Command (JETWC), before returning to the title of the ADC in August 2011. Under the outcomes of the 2015 First Principles Review – Creating One Defence (FPR), the position of Head Joint Enablers (HJE) was created and allocated to COMADC, establishing COMADC and HJE as a dual-function two-star position. In the creation of the HJE role and function, positions assigned to HQADC were re-roled to support the new Office of HJE (OHJE). The on-site HQADC was effectively dissolved, with ADC branches maintaining their regular business and reporting to OHJE as necessary. A small HQADC footprint was retained, albeit with some duties conducted on behalf of OHJE.

In 2015, the ADF Peace Operations Training Centre (POTC) re-located from Williamstown to Weston Creek. In 2017, it swapped location with the Capability Technology Management College (CTMC) at the Australian Defence Force Academy (ADFA) in Campbell to trial the conduct of the Capability and Technology Management Program (CTMP) alongside the Australian Command and Staff Course (Joint) [ACSC(J)], at Weston Creek. The trial was unsuccessful and the decision reversed for 2018.

Under the *ADF Headquarters Review*, an activity that followed on from the outcomes of the FPR, a Chief Joint Capabilities (CJC) position was established in place of HJE to command the new Joint Capabilities Group (JCG) with a new HQ staff. With the formation of the JCG and CJC, the COMADC function was re-established as a discrete position, with an associated HQ staff, located at the ADC Weston Creek campus from 01 April 2017. The Defence Education and Training Domain (DETD), previously known as the Defence Learning Environment (DLE), was also formally stood up as the J7 for individual Education and Training across the organisation and relocated to Weston Creek, with COMADC dual-hatted as the Defence Education and Training Technical Authority (DETA).



To capitalize on the opportunity afforded by the August 2018 COSC approval of a new JPME Continuum, on 26 October 2018 the CDF approved the re-organisation of the ADC around a proposed model that changed the extant command structure to focus on overseeing and delivering the functions of JPME, and joint individual training. This included the amalgamation of the CDSS and the ACSC(J) to form the Australian War College, and reallocation of training centres to form the ADF Training Centre (ADF TC). The DETD was also re-named the Defence Education Learning and Training Authority (DELTA) to reinforce the role as the ADF's Strategic J7. On 15 February 2019, the Minister for Defence Personnel officially opened the new Australian War College and ADF TC at Weston Creek.



# ADFA'S CONTRIBUTION TO ACT BUSHFIRES EFFORTS

Like many other areas of Defence, ADFA played its role in supporting Operation Bushfire Assist.

In the midst of the busy Year One Familiarisation Training (YOFT) period, ADFA found itself hosting hundreds of resting Queensland firefighters, transiting ADF personnel and even children evacuated from a local childcare centre when bushfires burned in the ACT during February.



The ADFA gymnasium was set up to accommodate up to 350 people, while the Mess made sure the weary emergency services personnel had a warm meal awaiting them when they returned from fighting fires in the local area, no matter the time of day they got back to ADFA.

ADFA trainee officers were utilised to provide a central point of contact for the guests in addition to helping ADFA staff with the 360 first year trainee officers taking part in YOFT.

When children from the local Majura Park Childcare Centre evacuated to ADFA when bushfire approached, ADFA's Physical Training Instructors (PTIs) quickly sprang into action, making sure the kids were entertained while waiting to be picked up by their parents.

Worried parents arriving to pick up their young ones found them laughing and enjoying themselves while playing games like basketball with the PTIs, turning what could have been a scary time into one filled with laughter.

In addition, the ACT HQ for Operation Bushfire Assist was temporarily relocated to the ADFA Headquarters building when nearby fire forced the closure of their base at HMAS Harman.



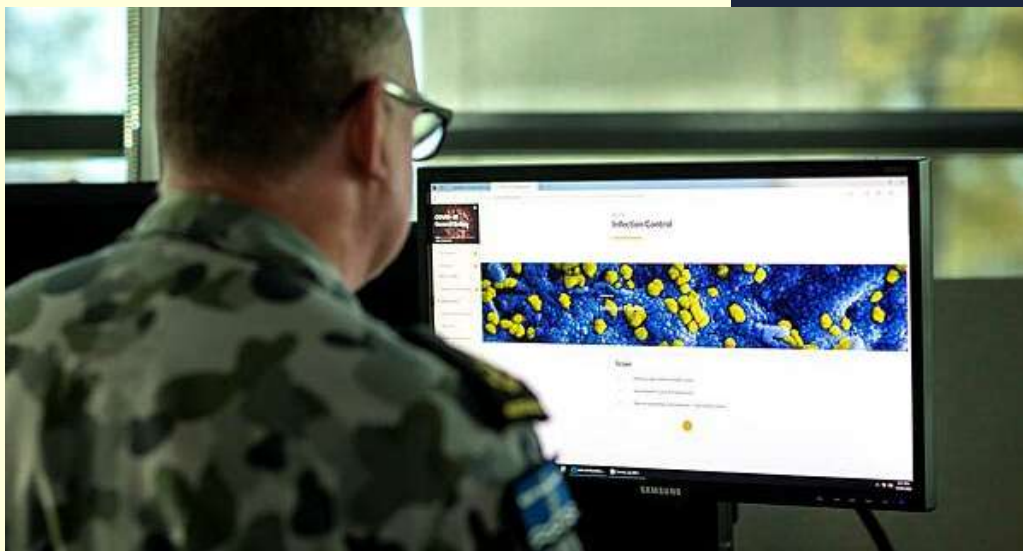
## THE WAR COLLEGE AND THE ADF TRAINING CENTRE TURNED ONE

ADC held a morning tea in February to celebrate the first birthday of the establishment of the Australian War College and the ADF Training Centre, with Commodore Richard Boulton, Commandant of the War College (left) and Captain David Luck, the Commandant of the ADF Training Centre (right) doing the honours of cutting the cakes.



# ADC'S CONTRIBUTION TO THE AUSTRALIAN GOVERNMENT RESPONSE TO COVID-19

The Australian Defence College (ADC) has played a leading role in supporting Defence's response to COVID-19, Operation COVID-19 Assist. Commander Australian Defence College, Major General Mick Ryan, said the support had seen ADC staff work in conjunction Joint Health Command and the Services to quickly roll out online training packages to prepare personnel for deployment. "In a matter of just a few days, a suite of six online training courses were developed and released to Defence personnel, ensuring those tasked to support Operation COVID-19 Assist had the latest information and the necessary skills to perform their duties," Major General Ryan said. "ADC's Joint Professional Military Education (JPME) team and Defence Education Learning and Training Authority (DELTA), in collaboration across Defence, worked tirelessly to ensure these courses could be delivered as quickly as possible in a rapidly changing environment."



The courses were made available through Defence's unclassified online learning platform, the Australian Defence Education Learning Environment (ADELE) managed by DELTA, which saw over 10,000 requests for enrolment in the 24 hours after the courses went live on 30 March 2020. As at 30 April 2020, more than 200,000 completions of COVID-19 training courses had occurred, with over 63,000 Defence personnel enrolling in the COVID-19 program.

Following the roll out to Defence personnel, the courses have been made available to Australia's international military partners, including translation into languages other than English. "Through the hard work of staff at the Defence Force School of Languages, Defence's COVID-19 general awareness course has now been translated into Indonesian and Vietnamese, enabling our partners to train their people in their own language," Major General Ryan said. "This is a terrific example of regional cooperation."

In addition to supporting the surge in ADELE enrolments, ADC's team has also supported the move of Australian War College programs to a fully online delivery model. "While the work to halt the spread of COVID-19 continues, it is important that the business of Defence continues wherever possible, and the education of our people is crucial to the success of our mission," Major General Ryan said.

"The hard work of ADC staff has ensured a seamless transition to online learning, which in turn means our people will be prepared to face the challenges of the future."



# JOINT PROFESSIONAL MILITARY EDUCATION (JPME)



The Joint Professional Military Education (JPME) Directorate at the ADC was established in 2018 and is responsible for JPME analysis and evaluation across the whole of the Australian Defence Force (ADF).

At the end of 2018 the JPME team developed The Australian Joint Professional Military Education Continuum – a document that sets out the structure of learning at all levels within the ADF and defined four key study areas: National Security Policy and Strategy; Command, Leadership and Ethics; Joint Warfare; and Capability and Technology. The Continuum was the first time a holistic learning structure had been designed for the ADF, and identified the requirements for service delivered training to be synchronised with the broader ADF educational requirements.

This year the JPME team is updating the continuum, and the intent is to outline an approach which brings the key elements – the five JPME levels, four Areas of Study as well as the defined Joint Behaviours and Attributes together in a way that better balances knowledge with attributes and mindsets and behaviours.

Further, we have emphasised the importance of how we think – the critical, creative, intuitive and ethical aspects of thinking which maximise cognitive ability and agility. Significantly, the update will include a refined definition of the 'Intellectual Edge', along with a new concept and model for how our education continuum contributes to building it, based on intellectual development. Due for release at the end of 2020, the new version will also incorporate non-commissioned/enlisted personnel into the continuum for the first time, further define the role of civilian employees in the joint force, and outline a glide path for intellectual development.

**The continuum can be found in English and Bahasa Indonesia here:**  
<https://theforge.defence.gov.au/publications/joint-professional-military-education-jpme>

If you would like to provide feedback on the continuum so we can make it even better, please send your thoughts to the JPME team by 30 June:  
[jpme.adc@defence.gov.au](mailto:jpme.adc@defence.gov.au)

*submissions close  
3 July  
2020*

**Go here for inspiration and to submit your article:**

<https://theforge.defence.gov.au/jpme-connect-series-topic-1-intellectual-edge>

## WHAT IS THE 'INTELLECTUAL EDGE?'

**The new JPME Connect Series is now up and running on our online PME platform, The Forge.**

The first topic is a discussion on the Intellectual Edge: What exactly is it? Can it be achieved or is it merely a lofty aspiration? Can we measure it? We invite contributions from all fields, ranks and academic disciplines.

Anyone can make a submission, and we are seeking to publish as many ideas as possible.

# AUSTRALIAN WAR COLLEGE



## OUR INTERNATIONAL STUDENTS AND THEIR FAMILIES

Our international students provide a fantastic diversity of experiences at ADC. We are a much better College because of them.

DSSC and ACSC international students, their families and sponsors attended a welcome function at the start of the year for their 2020 courses.

Families recently enjoyed a tour of Canberra, including a fantastic view across Lake Burley Griffin from the top of Mount Ainslie.

Whilst COVID 19 has required a shift to remote learning across the College, the Commandant of the War College, CDRE Richard Boulton is extremely proud of the way the entire course body has responded by supporting each other in these uncertain times.

We are looking for opportunities to resume social activities when conditions are deemed suitable so that our international partners can experience as much Australian hospitality as possible during the remainder of the year.



# ADF TRAINING CENTRE

## UN PREDEPLOYMENT TRAINING COURSE

The Peace Operations Training Centre ran the UN Predeployment Training Course at Weston Creek late February. They welcomed students from Bangladesh, Indonesia, Thailand, Kenya, Malaysia, Pakistan, the Philippines, Rwanda, Sri Lanka, Timor-Leste, Vanuatu, Vietnam and the Australian Defence Force (ADF).

The course was a great opportunity for ADF and personnel from 12 international Defence Forces to come together and prepare for upcoming roles with the UN.





## PNG MINISTER FOR DEFENCE VISIT DFSL AND DITC

The Defence Force School of Languages (DFSL) and the Defence International Training Centre (DITC) were honoured to have the Papua New Guinea Minister for Defence, the Hon Saki Soloma MP, and PNG CDF, MAJGEN Gilbert Toropo, visit in February.

During the visit, COMDT ADFTC, CAPT David Luck, was able to present both MAJGEN Toropo and COL Mark Goina, PNG's Defence Attache to Australia, with their Alumni pins.

MAJGEN Toropo attended the inaugural ACSC(J) course in 2001 and returned to complete DSSC in 2007, while COL Gaina attended DSSC in 2010. It was great to welcome back these members of the ADC family.



**Tenkyu tru to all for your visit!**

# AUSTRALIAN DEFENCE FORCE ACADEMY



## CHIEF OF DEFENCE PARADE

More than 330 future Australian Defence Force (ADF) leaders were formally welcomed on Saturday 22 February to ADFA at the annual CDF Parade.

The latest group of Royal Australian Navy midshipmen, Australian Army and Royal Australian Air Force officer cadets were put through their paces on the ADFA Parade Ground, in front of the reviewing officer, the Chief of Defence Force (CDF), General Angus Campbell, AO, DSC. General Campbell said the CDF Parade was an important milestone in the young careers of ADFA's first year midshipmen and officer cadets. "Today's parade marks the culmination of the initial military training period for midshipmen and officer cadets which, over the last four weeks, has seen them undertake physical and adventure training, drill and ceremonial procedures, as well as weapons handling and military fieldcraft," General Campbell said. "Over the next three years, the trainee officers will combine military training with university study that will give them the ethical, intellectual and physical skills needed to be outstanding future leaders of the ADF. "ADFA is just the beginning of their journey, but the hard work they put in here will set them up for success, no matter where the future may take them."

This year's ADFA intake includes 19 international military personnel from 10 countries, who will train and study alongside their Australian counterparts. The international trainee officer cohort includes representatives from Papua New Guinea, Fiji, Tonga, Thailand and Indonesia. "The personal and professional relationships developed between Australian and international trainee officers at ADFA will benefit the ADF, our neighbours and allies for decades to come," General Campbell said. "The ability to work together with people from different linguistic and cultural backgrounds is vital to the success of any mission, and ADFA instils that knowledge in its trainee officers from the very beginning."



# CENTRE FOR DEFENCE LEADERSHIP AND ETHICS

## CULTURAL INTELLIGENCE FOR DEFENCE ENGAGEMENT SHORT COURSE

In March, ADC hosted its first short course on 'Cultural Intelligence for Defence Engagement'.

Attracting over 60 Defence personnel from across Australia, the course brought together a dynamic group of people who are passionate about building Defence's ability to engage effectively with people from other cultures.

Over two days, the group developed their cross-cultural communication skills and explored the concept of 'cultural intelligence' (CQ): the ability to engage effectively with a diverse range of other cultures. As such, the course did not focus on delivering 'do's and don'ts' about specific cultures, but rather sought to develop participant's ability to learn about and effectively engage with any new cultural group they may encounter.

This cross-cultural agility is key to achieving the regional engagement goals set out in the Defence White Paper 2016, and lies at the heart of the new Cross-Cultural Capability Cell that ADC is establishing in 2020.



**Further cross-cultural courses are currently being finalised, so keep an eye on the ADC Alumni page for updates on how to join this exciting new community of interest!**



**2020 has been an extremely busy and productive year thus far for The Forge.**

For those not familiar with The Forge, it is an online hub providing ADF stakeholders with anytime, anywhere access to Joint Professional Military Education (JPME) professional learning content.

The site is designed to help build and hone the Intellectual Edge for those engaged in the Profession of Arms via four core study areas: National Security Policy and Strategy, Command Leadership and Ethics, Joint Warfare, and Technology and Capability.

In late 2019 we launched The Forge 2.0 - a maturation of

the site to provide a more expansive JPME Professional Learning experience. In synergy with our key function to publish articles and essays contributed by our online community, The Forge was bolstered with an Open Learning function - an area within the site where users can access unclassified learning content such as the **JMAP Lite Learning Package**.

The Forge is also home to the hugely popular ADC Science Fiction Writing Competition - winners and honourable mentions were recently announced... Check them out here.

Further to these examples is the JPME CONNECT Series where you're invited to join the conversation on various JPME topics of interest. Topic One is the Intellectual Edge - what is it, how it is defined, and is it in fact a 'thing' or a lofty aspiration?

And finally, one of the principal recent additions to The Forge is, of course, the ADC Alumni Hub! If you're receiving this e-Newsletter it's likely you have already registered to be part of our Alumni community. If not, **REGISTER NOW!**

As the ADC Alumni project evolves, you'll be able to keep up-to-date with everything from the latest news, ADC events to Alumni stories and the ADC Alumni LinkedIn account (coming soon).

**For further information on The Forge check out our FAQs at:**

**<https://theforge.defence.gov.au/frequently-asked-questions>**



# 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.*

For information about submitting research proposal applications for the 2021 Fellowship, contact Dr Cathy Moloney, Head of the Centre for Defence Research via [cdr.enquiries@defence.gov.au](mailto:cdr.enquiries@defence.gov.au)

## CHIEF OF DEFENCE FORCE FELLOWSHIP 2020 AWARDED TO LIEUTENANT COLONEL MAURICE YOUNG



Lieutenant Colonel Maurice Young is this year's Chief of Defence Force Fellow at the Australian Defence College for 2020. The Fellowship is the premier academic appointment for military researchers. The year-long program is a unique opportunity that encourages Defence members to professionalise and develop their strategic thinking and supports research that aligns with the CDF Research Priorities. Maurice is dedicating his Fellowship to conducting research on sovereign state control of resources in the Indo-Pacific.

## CALL FOR SUBMISSIONS FOR THE AUSTRALIAN JOURNAL OF DEFENCE AND STRATEGIC STUDIES

The flagship journal of the Australian Defence Force, the Australian Journal of Defence and Strategic Studies (AJDSS) is calling for submissions for its third issue to be published in late 2020.

The AJDSS is seeking peer reviewed scholarly articles, commentary and reviews that consider strategic and defence concerns facing Australia and the Indo Pacific. Launched last year by the CDF and Secretary, as part of a reinvigoration of ADC academic publications, the second issue of the AJDSS will be published in June.

CDR also recently published the third in its series of Joint Studies Papers, Design Thinking: Applications for the Australia Defence Force, edited by Dr Aaron P. Jackson.



### Submission deadlines extended

Vol 2. No. 2 – 31 August 2020

Vol 3. No. 1 – 31 November 2020

For further information and submission guidelines see the ADC Publications website:

<https://www.defence.gov.au/ADC/publications/AJDSS/submissions.asp>

## 2021 APPOINTMENTS

Congratulations to **Rear Admiral Jonathan Mead, AM, RAN** who will be appointed as Chief of Joint Capabilities (CJC) from November 2020, replacing Air Marshal Warren McDonald, AM, CSC, who will be retiring after almost 42 years of service.

We are excited to announce that **Major General Mick Ryan, AM** has been extended in his position as Commander of the Australian Defence College (COMADC) until December 2021.



# NEW ADC APPOINTMENTS

## COMMODORE RICHARD BOULTON, COMMANDANT OF THE WAR COLLEGE

It is an honour to have assumed command of the Australian War College. It's great to be back at the College and to see so many familiar faces on the staff. I firmly believe that the provision of education and networking skills are the most valuable tools we can arm our people with to deal with the challenges they will inevitably face throughout future careers. Fostering relationships between all Australian Defence personnel, international course members, and interagency partners is a core business of the College.

This year has been unique – I am extremely proud of the way that Staff (Defence and our Academic Service Providers) and Course Members have been able to adapt to the challenges arising from COVID 19 – I believe our actions have been amongst the best in the world but we need to ensure we remain flexible and able to adapt quickly to any change in this environment. Let's hope that the situation in Australia will continue to improve and we can make up some ground on lost social opportunities during the second half of the academic year.



ACSC 2004 graduate  
and Staff Alumni

## GROUP CAPTAIN JO BRICK, ADC HQ CHIEF OF STAFF

I feel incredibly privileged to have been posted into the position of Chief of Staff ADC. This college is where I started my intellectual development in the profession of arms. While I have always been interested in warfare and strategy, I never really read or wrote much about it. I had my 'epiphany' as a student on the Australian Command and Staff Course in 2014. I found that course to be the most challenging I had done in the ADF at that point – it really sparked my interest in strategy and the military profession. ACSC is where I started engaging in the 'miltwitter' and online PME community, which has brought me many opportunities to contribute chapters to books, and to contribute through various blogs like The Strategy Bridge and The Central Blue.

I came back to ACSC as one of the Directing Staff in 2019 and it is one of the most rewarding postings I have had. The college and the course has evolved so much since I was a student – it is a much better place for education and development as it is an environment that truly encourages intellectual pursuits. Now, as the Chief of Staff in Major-General Ryan's headquarters, I get to see the entirety of ADC and all the hard work of the people here to provide joint professional military education and training to the ADF and international partners. I work with an amazing team and with a commander who is driven and passionate about the profession of arms and education. As a self-confessed 'nerd', I wouldn't want to be anywhere else!



ACSC 2014 graduate  
and Staff Alumni

## WING COMMANDER TONY PECK, COMMANDING OFFICER OF THE DEFENCE INTERNATIONAL TRAINING CENTRE

I am excited to be the Commanding Officer of the Defence International Training Centre (DITC), and to take carriage of our long-standing mission of providing quality reception and preparatory courses, and English language and English language teacher training, to our international students under the auspices of the Defence Cooperation Program.

DITC also has the pleasure of hosting most of the international students prior to their attendance at ADC courses in other parts of Australia.





# FEATURED ALUMNI

## COLONEL SCOTT CLINGAN

ADFA 1986, ACSC(J) 2001 and DSSC 2010 graduate



***Colonel Scott Clingan, has the distinction of being the first Army Officer to complete the Australian Joint Military Professional Education (JPME) Continuum, having graduated from ADFA in 1986, the ACSC(J) in 2001 and DSSC in 2010. In 2019, after a 35 year career in the Regular Army, which included numerous operational deployments and overseas assignments, he transferred to the Army Reserve. Currently, as a reservist, he still supports Defence as a consultant working on strategic engagement and international events and projects.***

Over my career there have been many highlights, however, the one that stands out was my final posting to Europe as the Defence Attaché – Commemorations. Here, for five years, I was responsible for planning and coordination of Australian Defence Force contributions to the WWI centenary commemorative events on the Western Front. In this role I was honoured to attend all of the international commemorative ceremonies, host and meet numerous family members of WWI soldiers, guide and brief Australian and international political and military leaders and conduct burials and headstone rededication ceremonies for fallen Australian WWI soldiers.

I believe the opportunity to complete a 'joint' military education gave me a solid foundation for my military career, allowing me to understand the other Australian services and agencies and effectively preparing me to operate in a joint environment.

This knowledge was key over my career especially during my time at Headquarters Joint Operations Command, International Policy Division and during overseas representational and operational appointments. Another benefit of the training was the opportunity to interact with a diverse range of international course members, which allowed me to appreciate international perspectives and understand trans-national issues first hand. This opportunity, when combined with the number of 'joint' Australian classmates that I interacted with, gave me a ready-made network of contacts in Australia and around the world. Aside, from the benefit of later serving with a number of these friends, I also unexpectedly crossed paths with some of them at major events throughout my career. For example: one of my junior ADFA cadets commanded a RAN ship that provided critical assistance to my unit during East Timor operations in 1999; a Canadian ACSC classmate walked into a Shura that I was attending in a remote village in Afghanistan in 2010; and in 2015 an Australian Federal Police Australian Defence College classmate attended an Anzac Day Ceremony I was coordinating in France.

One of the strengths of the ADC Alumni Community is that it allows you the opportunity to maintain your network of contacts. By simply ensuring your contact details are up to date you have the ability to remain connected to lifelong friends and classmates who have a shared 'joint' experience.

## LIEUTENANT COMMANDER MARGOT LYONS, RAN

ADFA 1990 & RANSAC 2010 graduate and Staff alumni



***“If you wish to succeed (or even be able to take some leave) – Train your successor”.***

These wise words came from my first supervisor and first mentor, CMDR Warren Milfull, RANR. He was the last Training Commander of HMAS Nirimba, the RAN Apprentice Training Establishment, before its closure in 1994. Sadly we lost him in 2016, but these words have had a profound influence on my career since my first instructional role in 1992 as a very young and inexperienced Sub-Lieutenant.

As both an ADFA and RANSAC graduate, my association with ADC has been long, varied, slightly unusual, and occasionally challenging but always interesting. I have undertaken a number of different ADC roles, from teaching the ADFA Joint Military Communications Program to Trainee Officers in 1995 to working as an ACSC Education Designer from 2005 to 2009. Before completing my permanent service and transferring to the reserve in 2009, I was honoured to be awarded a Vice Chief of the Defence Force Commendation from the then Commander Australian Defence College, Rear Admiral James Goldrick RANR, in recognition for my work with ACSC.

Since 2009, I have evaluated the ADFA Joint Military Education and Training Program and elements of the DSSC as an APS Research and Development Officer with the (then) Directorate of Joint Education and Training Services, and from 2010 to 2019 as a Navy Reserve, I was the RANSAC curriculum designer and course logistics officer. Since November 2019 I have served on CFTS as the Senior Training Systems Officer in the ADFTC HQ for the five joint training schools.

Ensuring that I train my successor/s well and leave each role in a better condition than I found it has been a continuous goal throughout my Defence career. How could I add value to the organisation in each new role? As both an ADF and APS member, I provide professional development opportunities to my teams and my students. I have shared my knowledge and trained many but I have learnt so much more from others in the process. Providing opportunities for individuals to: be challenged and challenge others, stretch beyond their comfort zone, take risks, suggest new ideas, test their assumptions and collaborate to create solutions has given me some of my most rewarding experiences. We can all upskill, mentor, coach, teach, guide, facilitate, evaluate, network, listen, read and (very) occasionally write something worth sharing with others.

In a recent discussion with another influential mentor, CMDR Rod Harrod, who is currently directing staff for CDLE and RANSAC, the question was asked – “What professional development opportunities do we provide junior leaders to help them become ethical decision-makers?” An alumni network has an opportunity to offer professional development to current students by sharing its collective wisdom. It enriches their learning experience and helps them gain a competitive intellectual edge. As leaders, we have a responsibility to train those who will come after us and we don’t need to be in a dedicated training role to do it. We can all train our successors.





ADC

ALUMNI

## CONTACT US

ADC Alumni Office  
Gaelle Gallois-Marks  
[adc.alumni@defence.gov.au](mailto:adc.alumni@defence.gov.au)

## 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 upload your pictures [here](#). OR contact the ADC Alumni Officer Gaelle Gallois-Marks directly.

