



AUSTRALIAN DEFENCE COLLEGE

ALUMNI NEWSLETTER
MAY 2021

ALUMNI

MESSAGE

VICE ADMIRAL JONATHAN MEAD, AO RAN
CHIEF OF JOINT CAPABILITIES

I remember serving at sea in the Middle East in 1996 and reading an article from the then USN Chief of Naval Operations, Admiral Mike Boorda.

He matter-of-factly noted that 'the day you think you have nothing more to learn, is the day you need to leave the Service'.

That had a profound effect, and it's a thought I still carry around with me.



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Alumni Office

CHIEF OF JOINT CAPABILITIES



... Continued

When I returned to Australia, I enrolled in a Masters program. From there I was fortunate to be selected for ACSC in 2002. Not having studied at ADFA (I joined the Naval College in 1984), ACSC was my first chance of working and learning in a joint environment and it opened my eyes to the power of One Defence. Following ACSC I undertook further learning which led to a research thesis. And in 2007 I was posted to New Delhi India where I undertook the National Defence College course and then two years as Defence Adviser. It would be fair to say that my ignorance of regional affairs was brought into sharp relief whilst in India. Notwithstanding that I'd undertaken much study back home, it was through a polarised Australian lens. On that note, I strongly encourage people to look for opportunities to study overseas and in particular those countries in our neighbourhood.

More recently, having spent three years as Commander of the Australian Fleet, I witnessed first-hand the intellectual strength of our officers, sailors, soldiers and aviators. The strength of the ADF comes from the strength of our people and our workforce is gifted because we understand the value of education.

When I was selected for the position as CJC, part of the thrill was the prospect of immersing myself back into the ADC organisation, perhaps to the chagrin of the Commander! And I am focused in ensuring that ADC remains a world-class military educational institute.

As for my priorities, I've always been bemused by the dearth in our foreign language skills, particularly regional. Too many times whilst deployed I've been warmly greeted by counterparts who speak strong English, only to find that the ADF travelling party (ship or other) has no such reciprocal ability. So, I do hold a view that foreign language training should be mandatory for all military personnel studying at ADFA, ACSC and DSSC. That's work in progress.

Finally, I congratulate all staff working at ADC, for their amazing efforts in continuing to deliver first-rate education during the pandemic.

Bravo Zulu.

JOINT PROFESSIONAL MILITARY EDUCATION (JPME)

EVALUATION AND ASSURANCE AT THE AUSTRALIAN DEFENCE COLLEGE

The Australian Defence College (ADC) plays a crucial role in producing Defence capability through development of the Intellectual Edge and mastery in the profession of arms. An essential element in delivering Joint Professional Military Education (JPME) is meeting the requirements of the learner and the organisation and that it is continuously improved based on feedback and emerging needs.

The Defence Learning Manual mandates the use of the five-phase SADL model (Analyse, Design, Develop, Implement and Evaluate) for all Defence learning and development activities. The Evaluation Phase implemented at ADC is based upon the internationally recognised Kirkpatrick 4 Levels of Evaluation:

- a. Level 1 – Reaction. How the learner felt and their personal reaction to the learning intervention.
- b. Level 2 – Learning. Did the learner increase knowledge or intellectual capability. How well did they acquire the knowledge, skills, attributes and behaviours.
- c. Level 3 – Behaviour. Workplace application of learning or extent to which the learners applied the learning and changed their behaviour.
- d. Level 4 – Strategic Results. The effect on the organisation resulting from the improved performance of the learner.



Evaluation underpins all the phases of SADL's processes and outputs while assurance validates that the learning solution meets the aim and objectives. Therefore, the ADC Evaluation and Assurance Team is an important stakeholder in the ADC continuous improvement cycle. It provides the ADC Learning Centres with specialist advice and guidance on Level 1 and 2 Evaluations, and is responsible for the conduct of Level 3 and Level 4 Evaluation and Reporting at ADC.

If you are interested in the outcomes of recent evaluations, please feel free to contact the DJPME Evaluation and Assurance team – jpme.adc@defence.gov.au

AUSTRALIAN WAR COLLEGE



GO TELL IT ON THE MOUNTAIN

Over the periods 22–26 February and 1–5 March 2021, approximately 190 Australian Command and Staff Course (ACSC) course members and 20 directing staff travelled to Thredbo Village for 'CEERT Week' – Community Engagement, Ethics Reflection and Teamwork. The primary components of the five-day program centered on ethics and reflection, with the resort facilities providing an excellent environment for out-of-classroom learning. COVID-19 restrictions have made near impossible the overseas studies tours that have traditionally been the highlight of ACSC, so a week spent in the picturesque village of Thredbo, within Kosciuszko National Park, made for a welcome counterbalance to the significant academic demands of ACSC.

The timing of CEERT week, being just after the submission of the first major research paper for the year (on Strategy in Future War) provided students with an opportunity to relax somewhat and get to know their fellow course members. With this in mind the CEERT program is designed to allow course members to truly bond and develop deeper personal and professional relationships, both within their own syndicates and across the wider course body. The highlight of the week in this respect was climbing—or to be more accurate, a chairlift followed by walking—to the summit of Mt Kosciuszko. This activity was conducted in syndicate groups and punctuated the week's theory lectures and syndicate discussions. At 2,228 metres, the summit may not be impressive by international standards, but 'tis nonetheless Australia's highest peak, and provided all with a sense of accomplishment.

CEERT Week's main effort centred on a series of lectures and activities conducted by the Centre for Defence Leadership and Ethics (CDLE). Wing Commander Angeline Lewis and Mrs Anne Goyne provided thought-provoking, and at times emotionally-tiring lessons on topics including ethical theory, culturally intelligent leadership, and the psychology of why 'good people do bad things'. Within their syndicate groups, course members discussed ethical case studies of disastrous Defence events that had resulted in high-level Defence Inquiries. These case studies—HMAS Success (Navy), Brereton Report (Army), and F-111 Reseal-Deseal (Air Force)—all resulted from, in varying degrees, multiple leadership failures, and as such they provided course members the valuable learning opportunity to reflect on how they would exercise ethical leadership when they find themselves in command positions.



Community Engagement was another key objective for CEERT week, with our presence bringing much welcome custom to local Thredbo businesses that had been struggling with the impacts of COVID-19. Thredbo had its origins in the Snow Mountains Hydro-Electric Scheme before being developed into a premier ski resort, and due to its location within a NSW National Park unique governance arrangements are in place. The Mayor of Snowy Monaro Regional Council, Mr Peter Beer, was the guest speaker at the CEERT Week formal dinner and provided his own perspectives and tips on leadership and teamwork. Mr Beer's reflections on the difficulties in dealing with three different levels of government, and seeking consensus across disparate interest groups, provided a valuable juxtaposition against the not too dissimilar challenges of military leadership.

By any measure CEERT Week was an unquestionable success, in no small part to the efforts of Officer-In-Charge, Lieutenant Colonel Brenton Mellor, and administration coordinator, Lieutenant Commander Judith Brace. A testament to the value of CEERT was the feedback received from course members:

CEERT week enabled ACSC students to share and appreciate each other's different perspectives and experiences on both ethical, and unethical, leadership examples. In particular, WO1 Kevin Woods [a previous RSM-A] discussion on the perspectives of ethical leadership was particularly thought provoking.

Lieutenant Commander Stefanie Curic

Highlight for me was definitely getting to know the team better, beginning to identify with them more, translating the syndicate into a more collaborative workplace environment'.

Major David Evangelidis

CEERT week was immensely valuable on two fronts. Firstly, it allowed us to all bond and consolidate our working relationships here at AWC. Secondly, representing the ADF in a local community after bushfires and the COVID19 pandemic impacts of 2020.

Squadron Leader James Best

About the author

Wing Commander Simon Nickson completed ACSC in 2007 and is currently on staff at the Australian War College; he is Personnel Capability Officer, previous Commanding Officer of 23 Squadron, and recently returned to full-time service after a period of living and working in the US.

ADF TRAINING CENTRE



INTRODUCING CAPTAIN THOMAS KARAHURE: PNGDF SECONDED OFFICER AT THE DEFENCE FORCE SCHOOL OF LANGUAGES (DFSL)

Captain Thomas “TK” Karahure (formerly of the HQ-PNGDF Training Branch) has recently begun a secondment to the Pacific Languages (PACLANGS) department at Defence Force School of Languages (DFSL). As one of two seconded officers at DFSL (Mejar Ridzuan of the Malaysian Army also instructs at DFSL), he is predominantly instructing ADF members on the Tok Pisin Operational Engagement (OE) and Joint Tactical Interaction (JTI) courses, as well as assisting with course development and refinement. He will also be instrumental in shaping the in-country training component of the OE courses. The good Captain is an Education Officer by corps and prior to commissioning into the PNGDF was a high-school teacher.



Captain Karahure arrived in Australia in February 2021 with his wife and five children (aged between 4 and 16 years old). After spending two weeks in hotel quarantine in Darwin, he travelled through QLD, NSW and SA en-route to Victoria to commence his posting. Captain Karahure intends to visit Tasmania and WA with his family whilst in Australia during the three-year posting as he’s yet to travel to either location. As an avid rugby league follower he has wasted no time in catching Melbourne Storm play South Sydney.

The Karahure family are grateful for the opportunity to live abroad, especially as the position at DFSL is a coveted and competitive posting amongst PNGDF Education Officers. Whilst Mrs Karahure, Rose, is largely kept busy raising five children, she has also made a successful foray into Facebook marketing (a pursuit she hopes to continue whilst in Australia).

When asked directly about some of the differences he’s noted between the PNGDF and the ADF, Captain Karahure notes that they’re both large organisations with their own individual set of challenges. But he cites that one of the main efforts of the PNGDF’s most recent White Paper is expansion and growth of capability, which of course means expansion and growth of personnel. To this end he notes that the PNGDF has taken great strides of late to highlight the organisation as an equal opportunity employer and takes great pride in boasting a larger number of women in both technical and leadership roles.

Captain Karahure is looking forward to contributing to developing ADF capability whilst posted to DFSL, as well as broadening his own experience within the world of military education.

DITC TRANSFORMS DURING COVID-19

Through 2020 and into 2021, Defence International Training Centre (DITC) has moved nimbly and with purpose to maintain its mission in the face of COVID-19. DITC's profile has risen during this period as a result of its committed responses to meeting its education and international engagement IE requirements.

Students

The last students to arrive at DITC came in mid-March 2020. Yet DITC continued to work towards the mission; reach out to students offshore and work remotely with students on base as they waited to go home. All sections at DITC (Preparatory Training Section, Training Support Section, Language Training Section and Teacher Training Section) have transitioned courses to a blend of asynchronous sessions and live support via Guidance Officer (GO) sessions. Asynchronous delivery is vital in facilitating engagement from students across a wide range of time zones around the world. Students are now control the pace of their learning and are able to review and revise their learning.

Courses

All courses have been developed and delivered by DITC training staff, ADF members and International Seconded Officers, who facilitate the design and development as well as the implementation of these courses. The innovative courses include multimedia and multimodal with students engaged in video, audio, and written material. Throughout the courses, students are required to complete quizzes and tasks to check their understanding and they respond via Forums, Discussion Boards and detailed and carefully designed assignments. This is supported by active support from teachers via ADELE, Zoom, Signal and email.

In teacher training, the model for the flagship Methodology of English Language course has been Phase 1 and Phase 2. This model is completed remotely and facilitates the teaching knowledge building portion of the course. Once completed, students would then attend DITC to focus on the teaching skills development portion. The model provides the opportunity to offer room for more remote courses with a shorter face-to-face time at DITC.

More widely, there is now scope for all DITC courses to facilitate pre-arrival learning that has the potential to provide greater flexibility to the training schedule in coming years. In language training, for example, final ADFELPS assessments were successfully run with an online speaking and writing component, and with fantastic support from post, where possible running the assessment in location with the student.

Teachers, ADF members and International Seconded Officers

Teachers, ADF members and International Seconded Officers have risen to the occasion as course writers working on ADELE in unfamiliar formats to produce effective learning sessions. They have developed their online delivery skills over conferencing tools such as Zoom to facilitate live sessions and support the learning of their students. DITC teaching staff are now far more skilled in planning and delivering blended learning. This can be factored into forward planning of training schedules.

Lessons

We have learnt there's possible new ways to operate with our overseas partners / students. If COVID-19 has taught us anything, it's that we need to help our regional partner schools become accustomed to this new 'blended' way of learning so they see the benefits and can fully participate.

Key lessons from this experience are as follows:

- There are many and flexible ways that DITC is able to meet its mission, we may no longer just be a face-to-face organisation.
- The move to asynchronous learning was as a result of deep reflection on the most effective way forward with DITC courses - we need to reflect on ways to do things better, at all times.
- See this time as a chance to innovate and consider if the current way of doing things is still the most effective.

AUSTRALIAN DEFENCE FORCE ACADEMY



DAME INSPIRES ADFA CADETS - BY OFFCDT ZARA NOAKE

Dame Annette King spoke to Australian Defence Force Academy (ADFA) Cadets last week about her career, experiences, and tips she has for aspiring young female leaders.

Inspired by the presentation, Sophie Clark, President of the Sisters in Arms club said, "Her Excellency's speech left me with three clear messages. She told us that as a woman, whatever opportunity comes your way - take it; have the courage to ask questions; and remain true to your values. These three important messages that Her Excellency passed onto the trainee officers will be key to my mindset as a woman and as a future officer in the ADF."

Having been long serving in New Zealand politics, Dame Annette has seen significant changes in regard to female representation in politics of which has had a major impact on female equality in the country. By having a female Prime Minister in her career, she said, "It made a difference in outlook, engagement and involvement of women in politics."

At ADFA, development of female leaders continues to be imperative. She noted that especially in service careers such as Defence or Police, the rise to equality is slower than in other industries.

"You can never have too much development and support," said Dame Annette, "It is important to see women in Defence rising through the ranks and being leaders so equality can be achieved."

One method through which leadership is often developed is with a mentor. Dame Annette had a mentor early in her career that helped propel her into politics and encouraged leadership development. Now she is a mentor to others, being the one who inspires emerging leaders and their professional growth.

Dame Annette said change is important because it will mean that more women can begin to step into a leadership role. "There has been a change in the dynamics of the balance between family and relationships, and work life for female leaders, as the expectations of our roles change".

"Witnessing the change in expectations was one of the things that pushed me into leadership, so I'd like to see that in future for many more women."

King's career progression was never planned; it has always been organic and progressed by unanticipated opportunities.

As a final word of inspiration to the cadets, Dame Annette said, "The biggest piece of advice I can give to aspiring young female leaders is to have a go at every opportunity presented to you. Throughout your career, things will come along that might seem too difficult, but take the opportunities. Challenge yourself and follow the path it takes you down."



ADFA WELCOMES JORDANIAN TRAINEE OFFICER

Officer Cadet Mohammad Makhatrehof the Royal Jordanian Air Force Trainee Officer, is in his first-year at the Australian Defence Force Academy (ADFA), and is also the second Jordanian to train at the academy.

The international community at ADFA hosts cadets from sixteen countries, with Jordan being the newest addition. Although Mohammad receives support from the international community at ADFA, he stepped into this new life with little information or experience passed on to him.

Mohammad joined the Jordanian Air Force in the beginning of 2021 and travelling to Australia soon after to complete his initial military training and begin his degree. Before joining the Air Force, Mohammad was studying Medicine, "I wanted a different kind of challenge, so I started looking at aeronautical engineering."

Aeronautical engineering is a new and exciting industry in Jordan, and Mohammad strived to join the military in this field.

Upon arriving in Australia and beginning Year One Familiarisation Training, Mohammad experienced a significant shock in the change in both lifestyle and culture. "It was challenging to adapt to the military aspects of life such as discipline and routine, and the challenge was widened due to language barriers including slang and cultural differences."

Being the only Jordanian trainee attending the academy, Mohammad also faces these challenges largely on his own.

It is hoped that in the coming years, more trainees from Jordan will attend the academy to undertake the same opportunities as Mohammad. "I'm excited for the opportunity to mentor the future Jordanian trainees and provide them with the information that I couldn't get."

With the chance to be the first to experience a new culture, this will be a unique opportunity for Mohammad to make the future of this exchange even more enjoyable.

Marking the end of initial military training, the Chief of Defence Force Parade is the most exciting and challenging accomplishment Mohammad has experienced at ADFA so far. "When the first-year cohort marched on to the parade ground, there was a shared sense of pride amongst the trainees, and I felt proud to represent my country."

"Completing this degree will probably be the biggest challenge I will face at ADFA, but it's also going to be the biggest opportunity. I now have a clear vision of a career in the military and I'm excited to take on the challenge."



CENTRE FOR DEFENCE LEADERSHIP AND ETHICS

With the wonderful news that Director of CDLE, Dr Heather Skousgaard, had welcomed a baby girl at the end of last year, and WGCDCR Naomi Van der Linden had been awarded the Conspicuous Service Cross, the Centre temporarily farewelled these esteemed members and introduced several new staff for 2021. COL Richard Barrett has taken on a caretaking role as Acting Director while Dr Skousgaard takes leave for the remainder of the year. COL Barrett will be fulfilling both this role and his current appointment as Director of JPME. WGCDCR Angeline Lewis has replaced WGCDCR Van der Linden as Deputy Director RAAF. WGCDCR Lewis comes to us from HQJOC with a rich background in Law, Ethics, Women, Peace and Security and Gender Advisory roles, and is a widely published academic author. CMDR Andrew St John-Brown also joined the team from the Office of the Inspector-General.

The Cross-Cultural Cell welcomes Dr Richard Davis from the University of Western Australia. Dr Davis is an anthropologist and sociologist who specialises in indigenous Australian gender, performance and creativity. MAJ Cate Carter comes to us from the Australian Army Research Centre and the Defence PhD Program having completed a thesis on Australian Civil-Military Relations. Our new members join the firm foundation of course developers, researchers and instructors that CDLE already enjoys.



The team has provided input to several courses including Community Engagement, Ethics and Reflection Week of the Command and Staff Course, Navy's LCDR Promotion, CO/XO Designate and Staff Acquaint Courses, Army's CAPT and MAJ Promotion Courses, and Air Force's Professional Military Education Level 4 Course. The Centre's long-term task - creation of end-to-end continua for Ethics, Leadership, Character, Culture and Laws of Armed Conflict training across Defence - has broad engagement with partners within and outside Defence. The Centre has also made important contributions to international research with the completion of the Australian component of the NATO Ethical Leadership study, led by Anne Goynes. With a busy and constructive year ahead, CDLE is excited to meet the challenges ahead.



Thinking About Strategic Thinking

Developing a more effective strategic thinking culture in Defence

Major General Mick Ryan



Last month saw the launch of a new academic occasional paper series produced by the Centre for Defence Research at ADC. As its title suggests, The Vanguard Occasional Papers aim to be at the forefront of the intellectual edge. The series will provide scholarly research and analysis to Defence decision-makers and offer new insights and perspectives on contemporary defence and security issues.

Leading the way is MAJGEN Mick Ryan with his paper Thinking About Strategic Thinking: Developing a more effective strategic thinking culture in Defence.

This paper presents COMADC's response to the challenges and opportunities raised by the 2020 Chief of Defence Force question: 'how do we nurture and build better strategic thinkers?' This is done firstly by identifying broad gaps in how Defence has traditionally approached strategic thinking skills in its people. Before demonstrating that these challenges are also opportunities and providing a framework for considering and assessing ways forward.

See the full issue at:

www.defence.gov.au/adc/publications/the-vanguard/ or follow @ADC_Australia for the latest information and links.

The Vanguard considers original, academic research and analysis papers between 8,000 and 15,000 words on subjects of relevance to contemporary Australian defence and security policy debates.

Enquiries should be directed to cdr.publications@defence.gov.au

JOINT STUDIES PAPER SERIES NO. 4 - FIGHTING ARTIFICIAL INTELLIGENCE BATTLES

The fourth instalment of the Joint Studies Paper Series, Fighting Artificial Intelligence Battles: Operational Concepts for Future AI-Enabled Wars, was released in February.

In his paper, Dr Peter Layton considers the potential AI has in future sea, land and air combat operations. With its machine learning, AI is excellent at finding items hidden within a high-clutter background; but there remain numerous uncertainties and this requires it to still be carefully teamed with humans.

This paper provides a starting point from which to begin thinking about human-machine teams operating on the envisaged AI-enabled battlefield of the future and ways to resolve some of these uncertainties.

Fighting Artificial Intelligence Battles

Operational Concepts for Future AI-Enabled Wars



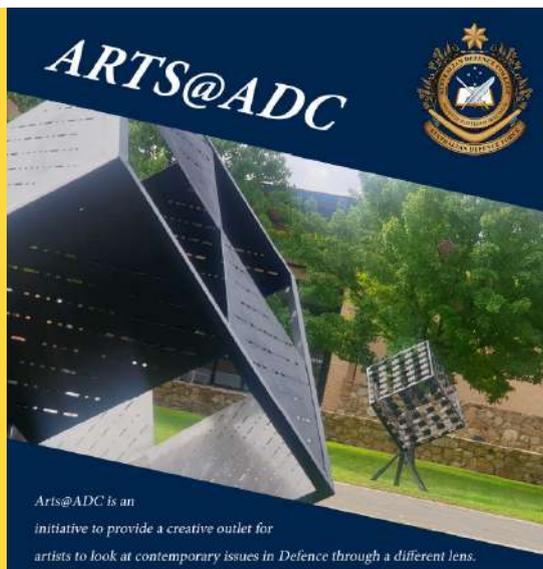
Joint Studies Paper Series No. 4
Peter Layton

Fighting Artificial Intelligence Battles is available to download now at https://www.defence.gov.au/ADC/Publications/Joint_Studies.asp along with the first three papers in the Joint Studies Paper Series.

ARTS@ADC

Arts@ADC is a new program for ADC staff, students, alumni and members of the community to engage with contemporary Defence issues in a creative way. Each month, an artist will display their work in the grounds or buildings at ADC and speak about their work.

Founder of Arts@ADC, COL Richard Barrett has led by example by exhibiting two of his sculptures in the grounds at Weston Creek. The first piece *Homo ex Machina* is a recycled steel cube mounted on its vertex. Plasma-cut into its panels are the articles of the Universal Declaration of Human Rights – depicted in morse code. The work signifies the need to ensure that science, artificial intelligence and computing power serve human needs, and that when we design these systems we need to ensure individual rights are represented. The second sculpture, *Redacted*, engages with allegations of war crimes in Afghanistan. The black squares of the internal pattern recall the blacked-out redactions within the Brereton Report, and the repetitive motif within the cube samples the aniconic geometric patterns in Islamic art.



Richard Barrett, Homo ex Machina (foreground) and Redacted, Plasma-cut steel, 2020

In March–April, Arts@ADC will feature an exhibition of charcoal and chalk drawings by another CDLE member, Anne Goyne. The exhibition is titled *Through Different Eyes* and depicts various images of people, including Anne’s own father and grandfather, involved in war. The overarching theme is that war is a frequent visitor in our lives and we have a right to defend ourselves and our way of life; however, the sacrifice of those sent to fight must be both just and warranted.

In May–June, Brisbane artist Kathryn Brimblecombe–Fox will exhibit some of her paintings in the ADC Mess. Kathryn’s work engages with autonomous systems, drones and surveillance and the military geographic space of the electro-magnetic system. Kathryn will be speaking about her work in the second week in May, but you can also see it here:

<https://kathrynbrimblecombeart.blogspot.com/>

Arts@ADC encourages creative thinking, collaboration and expression, and contributes to the JPME continuum by championing behaviours such as reflection, curiosity, perseverance, courage, collaboration, empathy, humility, novelty and diversity. If you would like to feature your art at ADC or know someone who should be featured, please contact MAJ Cate Carter on cate.carter@defence.gov.au.

FEATURED ALUMNI

CAPTAIN SHAUN FOGARTY, MNZM, RNZN DEFENCE ADVISER

ACSC 2005 graduate

Captain Fogarty is currently the New Zealand Defence Adviser in Canberra (also accredited to India). He is a graduate of ACSC (J) in 2005 and former Commandant of the New Zealand Command and Staff College. His most recent appointments have included Director Strategic Engagement HQNZDF, and New Zealand Defence Attaché for France and Belgium.



Kia ora koutou katoa (Greetings, Hello to you all)

In May 2006 I found myself back in Timor Leste that had again fallen into conflict. I had first been in Timor Leste in 1999 as a Military Liaison Officer to monitor the Independence referendum and found myself working with ADF, NZ Police, AFP, MFAT, DFAT, and other international NGOs and partner nations.

Now in 2006, as part of an advance operations planning group, I was once again serving with the ADF to help restore peace and security. A key difference this time was that I had only recently completed the Australian Command and Staff Course (ACSC) in Canberra, and wouldn't you know it but a good number of staff officers within the Joint Task Force Headquarters in Dili were my old course mates. When you arrive at Staff College you hear that connections are one of the greatest outcomes from the Course and this has certainly proved true for me. As a result of those connections made at Weston Creek, I was able to discuss, negotiate and achieve better military effects for the NZDF forces deploying to Timor. And who would have thought that tool called the Joint Military Appreciation Process was actually going to come in handy!

The Anzac spirit was strong in Timor Leste, and I recall the feeling of pride in serving alongside Australians like my two great uncles who had both served and had been killed at Gallipoli over 100 years ago. That spirit has carried on in the modern day context with our Defence Forces having recently operated together in Iraq, and who continue to work alongside each other in places like the Sinai and South Sudan.



Anzac House Photo taken in 1999 at Passabe Village, Timor Leste (with CAPT Glenn Kerr, RAN, currently Provost Marshal ADF).

Just recently many of us had the privilege to attend events for the 100th anniversary of the Royal Australian Air Force. As I attended the fantastic fly-past, and read the facts, figures and proud record of the RAAF, it was notable to me of how many conflicts and operations over past decades that my own Air Force had likewise been involved with. It almost goes without saying that when there is a need to deploy forces overseas, New Zealand and Australia are often committed alongside or near each other. However this is not always the case. Australia sent ground forces to UN operations in Rwanda (1994), while New Zealand committed to UN and NATO-led operations in the Former Yugoslavia during the same period. These are political decisions that countries, whilst like-minded, will make independently.

Like Australia, Aotearoa New Zealand has always prided itself on its independent foreign policy and record for taking a position on important issues, which whilst sensitive, are based on the values and moral compass that reflect us as a South Pacific nation. New Zealand makes its own assessment. Sometimes we express our views through an independent statement that clearly defines New Zealand's position. On other occasions this will be done alongside close partners, as was the case recently with two A-NZ statements on human rights abuses in Xinjiang, and electoral changes in Hong Kong. Then there will be some areas on which it's useful to coordinate through the Five Eyes platform or look to build a broader coalition of countries to take positions on issues of common interest (at the UN, or ADMM+ etc). In today's context of increasing geo-strategic competition, the need for a nation state to voice their independent view is as important as ever. I reflect on the recent words of PM Morrison.

"Pursuing Australia's national interests in the midst of strategic competition between the United States and China is not straightforward. It is made more complex by the assumptions sometimes cast on Australia's actions. Our actions are wrongly seen and interpreted by some only through the lens of the strategic competition between China and the United States. It's as if Australia does not have its own unique interests or its own views as an independent sovereign state. This is just false. And worse it needlessly deteriorates relationships. Greater latitude will be required from the world's largest powers to accommodate the individual interests of their partners and allies. We all need a bit more room to move." (Nov 2020)

Wise words indeed. You could easily replace 'Australia' with 'New Zealand' when considering the challenges we face across the Tasman, and the room needed to manoeuvre in a complex global environment.

The next decades will bring challenges that New Zealand and Australia may face jointly, together with multiple international partners, or on our own. Maintaining a good appreciation of the lens through which each country views the world will be as important as it has ever been over the past 100 years. That's the beauty of Professional Military Education (PME) like a Staff Course. Reflecting back on my time at ACSC, it gave me the opportunity to see the world through a strategic lens, and think outside my default 'Kiwi view on things'. I congratulate the Australian Defence College for continuing to excel in delivering PME. I will always be grateful for the expertise I was exposed to, but more importantly the women and men I met and have served alongside. Many of whom I remain friends with today.

Ki te kahore he whakakitenga ka ngaro te iwi
(Without foresight or vision the people will be lost)



BRIGADIER GENERAL FAZAL BIN ABDUL RAHMAN COMMANDANT OF MALAYSIAN ARMED FORCES STAFF COLLEGE

DSSC 2018 graduate

I received my early cadet training at the Royal Military College (RMC) of Duntroon, Australia in 1993. I was lucky to be back down under again for the Australian Defence College for the Defence Strategic Studies Course (2018). I am grateful to be a Fellow of the Centre for Defence and Strategic Studies (CDSS), Australia. Presently, I am the Commandant of Malaysian Armed Forces Staff College (MAFSC) at the National Defence for Centre Studies (NDCS), Malaysia.



As I am sitting at my office at MAFSC, it reminds me of the journey I went through during my stay in Duntroon and recently at Weston Creek. I am very grateful to the Malaysian Armed Forces (MAF) for providing me with the opportunities to attend those prestigious courses at some of the world's finest and most respected military training institutions.

My path and journey during CDSS were tremendous. I found the training and courses to be very challenging but rewarding. CDSS has provided an ideal blend of practical military ethics with the important science of the military. The continuous learning and engagement on strategic issues was the fundamental substance and bedrock of CDSS. I had many instructors and training staff during my stay there who inspired my best efforts and who helped me greatly. My experiences as both a cadet and most recently as a student of CDSS prepared me well for my role as an instructor and teaching staff in the MAF training institution. I applied the knowledge and skills I learned into my daily military routine and tasking.

When I was the Chief Directing Staff (CDS) at MAFSC, I shared and imparted my knowledge and experience during my stint in Australia into the teaching and learning for the Directing Staff and course participants. I assumed the moderating role between the Commandant and Directing Staff regarding training. Things were put into the right perspective by blending the 'Malaysian Way' and 'Australian Way' of training into the Malaysian Command and Staff Course (MCSC) held here at the MAFSC.

Now, as the Commandant, I have been given the opportunity to participate in the College's

academic program with the National Defence University of Malaysia (NDUM) and obtain a full breadth of the various fundamentals facets of academic education and military training. This focus on the fundamentals has led to my participation in developing and innovating training at MAFSC through the Crawl-Walk-Run methodology. It is an exciting time for this method to be used because the main focus at MAFSC is on the operational level and a brief overview of the strategic level.

In my current role as a Fellow of CDSS, I was able to assist in building strong collaboration between Malaysia's National Defence Education Center (NDEC) and ADC due to my continuous engagement with our Australian counterparts since my younger days. My close engagement and relationship with the Australians not only provided me with an opportunity to create a working platform between MAF and Australian Defence Force (ADF), but also with the civilian section and agencies at Ministry of Defence (MOD) Malaysia.

Besides the academic engagement, CDSS provides the opportunity for a close interaction, family bonding and social engagement which in turn contributes to a strong camaraderie among all the graduates. My family and I will cherish our stay in Australia forever. Our heartfelt appreciation to all the Teaching and Faculty Members of CDSS, staff from International Liaison Office of ADC, fellow coursemates and their families as well the international residents of Weston.

Overall, I am proud and honoured to be an Australian military institution alumnus and the training and knowledge I have received have shaped my career and the person I am today! Thank you and stay safe.

THE ACSC CLASS OF 2014 - FROM STUDENT TO DIRECTING STAFF (AND CHIEFS OF STAFF)

BY GROUP CAPTAIN JO BRICK, CHIEF OF STAFF ADC

Alumni - ACSC 2014 & War College Directing Staff 2019

I graduated from the Australian Command & Staff Course in 2014. It remains one of the most demanding courses I have completed in my Service career. Writing two 3000 word papers over six hours in exam conditions (no talking - even during the intensely supervised lunch break in the courtyard) is the stuff of nightmares for me! Yet, that experience is tempered by the joint and international network of friends and colleagues that I gained along the way. One of the most rewarding aspects is reconnecting with classmates who have returned to the ADC over the last few years in various roles. Commander Simone Franklin is the Chief of Staff, ADFA, while Commander Ian Naphthali, Lieutenant Colonels Phil Baldoni and Mark Mankowski; and Wing Commander Nick Pausina are Directing Staff at ACSC. Between them, these officers held some key command and roles since graduating from ACSC, including Maritime Planner at HQ JOC, Navy Workforce Manager, Futures in J5 JOC, Military Assistant to CJOPS, Commanding Officer 16 Aviation Regiment, Commanding Officer 9 Force Support Battalion, and Commanding Officer No. 31 Air Operations Squadron. A few of them also deployed on Operation Highroad - one as an Air Advisor to the Afghanistan Department of Defence, and another as a staff officer in the Train Advise Assist Command - Air.

All of us have had the benefit of a retrospective consideration of our careers since graduating from ACSC and reflect on how the course has helped us in various staff and command roles. When I asked them about how ACSC contributed to their careers, two key themes underscore their answers - the first relates to the development of a peer network, and the second is about broadening career pathways.

Commander Naphthali reflected on the number of people from the Class of 2014 that he has worked with during his posting to HQ JOC, and his deployment to Afghanistan on Operation Highroad. He said of his role as SO2 Risk Approach, HQJOC: '... got to actually use a lot of the knowledge from ACSC, plus the network from the course there was almost a reunion as there were more than a few of us at JOC in 2017'. ACSC also enabled Commander Naphthali to 'jump well outside of the normal career path for a Navy Aviation Engineer. Without ACSC, I doubt I would have had the opportunity to work within HQ JOC J5 and to deploy to Afghanistan (embedded into a USAF unit, advising the Afghan Air Force)'. Commander Franklin also noted the importance of the relationships she developed on the course: 'The networks just make work so much easier. I recall a situation where a potentially time consuming trail of emails, minutes and briefs was completely avoided when a former syndicate colleague picked up the phone and said "mate, this is what we want to do, are you happy?" That's when I realised why you do Staff Course'.



Both Lieutenant Colonel Mankowski and Wing Commander Pausina were posted into staff officer and military assistant roles immediately after graduating from ACSC. The peer connections they developed during the course provided them with immediate advantages.

Lieutenant Colonel Mankowski was posted as a Staff Officer at Forces Command. He said, 'The ability to collaborate and consult is vital to the success of a staff officer. The networked I developed over the year at Staff College was vital to the three different jobs I had in the headquarters. It gave me instant access to other organisations, trusted advice, and diverse opinions.' Wing Commander Pausina was posted the Military Assistant to CJOPS after graduation. He said, 'Most other senior officer Staff Officers and Military Assistants were 2014 graduates. This made coordinating appointments and passing on critical correspondence much easier. Having a relationship with these people meant they were more likely to squeeze in the 15 minute appointment that your principal needed, but more importantly getting the much sought after signature on a time sensitive brief'.

For me, the course provided the broadening I needed to form the basis for the next stage of my career. I have no doubt that the opportunities I have been given are due largely to my completion of that course (and a bit of timing and luck!). But by far the best part is coming across old classmates over the years. From working together as staff officers at Russell or Bungendore, seeking guidance and expertise from classmates, and connecting with international friends on travels around the region, this network has proven its worth many times over in the years since graduating from ACSC. It is always awesome working with old friends!



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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 Gaëlle Gallois-Marks directly.