



AUSTRALIAN ARMY
Headquarters 3rd Brigade

HQ 3 BDE/OUT/2016/Q6597747

See distribution

**COMMANDER 3RD BRIGADE DIRECTIVE 006/16 - PROFESSIONAL
EDUCATION AND DEVELOPMENT**

Similarly to medicine, engineering or the law, a military professional is distinguished by expertise in a particular area of human affairs, a sense of responsibility that lends an importance transcending monetary rewards to one's work...[and] a sense of community and commitment to members of one's group.

Samuel P. Huntington

References:

- A. LWD 0-0 *Command, Leadership and Management* 2008
- B. HQ 3 BDE TASKORD 005/16 – *3 BDE Professional Military Education – 2016*
- C. *Australian Defence Force Writing Manual* 2013
- D. *Chief of Army's Reading List*, Land Warfare Studies Centre of 2012
- E. COMD 3 BDE & RSM 3 BDE *The Major and Sergeant Major Leadership Team* of 27 Jan 16

GENERAL

1. **Introduction.** Combined arms and joint warfighting are the foundations of all 3rd Brigade professional education and development (PED). 3rd Brigade's cognitive advantage begins with well planned, tailored and executed professional military education. This education includes all elements of the 3rd Brigade plus personnel reinforcing Brigade capabilities. This includes continuous engagement with our paired Army Reserve Brigades, the 11th Brigade and the 13th Brigade. Absorbing doctrine and lessons from the Combat Training Centre and Army Knowledge Group are also important for 3rd Brigade combined arms and joint warfighting capabilities.
2. Ref A articulates the responsibility of individuals and units to seek professional mastery¹ through ongoing development of their intellectual, physical and moral capacity. 3rd Brigade has well established programs to develop physical fitness. This Directive provides guidance for training the intellectual and moral fitness of members of 3rd Brigade.
3. **Aim.** The aim of this Directive is to provide guidance on the conduct of PED in 3rd Brigade from March 2016 to March 2017.

¹ **Professional Mastery** is defined as: The measure of the ability of soldiers to execute their duties; their ability to perform these duties in a range of circumstances; their self-confidence to act autonomously despite risk and ambiguity; and their understanding of the purpose and consequences of their actions. LWD 0-0 *Command, Leadership and Management*, 2008.

4. **Intent.** 3rd Brigade conducts PED for leaders in the Brigade (officers, warrant officers, senior non-commissioned officers, and junior non-commissioned officers) to broaden our understanding of the profession of arms. The training enhances performance in current ranks and roles, and assists preparing leaders for the challenges of future conflicts. PED focuses on:
- a. Enhancing combined arms and joint warfighting culture and understanding
 - b. Developing understanding of the profession of arms
 - c. Developing professional reading and writing skills
 - d. Increasing capacity for employment in unit, brigade and formation HQ appointments
 - e. Increasing understanding of joint, Army, Corps, Brigade and Regimental history
 - f. Enhancing understanding of and proposing improvements to doctrine
 - g. Enhancing individual leadership skills, innovation and resilience.

CONDUCT OF PROFESSIONAL MILITARY EDUCATION

5. **Outline.** 3rd Brigade PED training comprises eight parts, as follows:
- a. Part 1 - Unit PED Training
 - b. Part 2 – Study of Doctrine
 - c. Part 3 – Visiting Lecturer Series
 - d. Part 4 – Professional Writing
 - e. Part 5 – Combat Team Command Tactical Exercise Without Troops (TEWT) Week
 - f. Part 6 – Major and Sergeant Major Leadership Team Seminars
 - g. Part 7 – Historical TEWT and Battle Field Tour with Papua New Guinea Defence Force (PNGDF)
 - h. Part 8 – Professional Military Reading

Part 1 - Unit PED Training

6. Commanding Officers and Regimental Sergeant Majors retain the primary command responsibility for the professional development of all members of their unit. As such, I expect that the majority of professional education in 3rd Brigade is conducted in units as a part of normal unit training and by way of specific unit PED programs. The 3rd Brigade PED training activities in this Directive aim to compliment unit PED programs, to enhance combined arms and joint warfighting training, and to achieve efficiencies in the delivery of PED activities through the conduct of some centralised training.

7. PED activities contribute to building *esprit de corps* within units. They also offer excellent opportunities to enhance our combined-arms and focus and to build relationships between units in 3rd Brigade and within our supporting units and flanking formations. Where

capacity exists Commanding Officers are to invite participation by some members of other units in unit level PED activities.

Part 2 – Study of Doctrine

8. Led by Commanding Officers and Regimental Sergeant Majors, 3rd Brigade PED requires all officers and warrant officers to read and conduct annual education activities, on one of the following five pieces of Army doctrine:

- a. Land Warfare Doctrine 1, The Fundamentals of Land Power
- b. Land Warfare Doctrine 5-1-4, The Military Appreciation Process
- c. Land Warfare Doctrine 3-0-3, Land Tactics.
- d. Land Warfare Doctrine 3-1-0 Intelligence Surveillance, Target Acquisition and Reconnaissance
- e. Headquarters Forces Command, Command & Control, Concept of Operations.

9. In addition, all officers and warrant officers in 3rd Brigade are to read and conduct annual professional military education activities on one corps specific pamphlet according to their specialisation (e.g. Land Warfare Procedures – Combat Arms (Dismounted Combat) 3-3-1, Dismounted Minor Tactics, 2010). As a part of this activity Commanding Officers are to select at least one publication to provide formal unit feedback to the doctrine sponsor and Army Knowledge Group by 11 November 2016.

Part 3 – Visiting Lecturer Series

10. Throughout the year 3rd Brigade will invite and host a series of visiting lecturers to address officers, warrant officers, senior non-commissioned officers and junior non-commissioned officers. Audiences for each visiting lecturer will be tailored to target the best learning outcomes. Where possible lectures will be followed by a social gathering in messes to facilitate further professional dialogue.

11. Deputy Commander 3rd Brigade and Regimental Sergeant Major 3rd Brigade are responsible for the arranging the 3rd Brigade Visiting Lecturer Series.

12. A list of visiting lecturers was released at ref B and an updated list is at annex A. Updates and amendments to the program will be promulgated by TASKORD or FRAGO and published on the 3rd Brigade SharePoint. When possible PED lectures are to be programmed for 1430h on Friday afternoons.

Part 4 – Professional Writing

13. **Professional Writing.** Writing allows the development of ideas in a considered way and contributes to professional dialogue in a formal manner. All officers and warrant officers in 3rd Brigade are to submit a piece of professional writing to their Commanding Officer of 5 pages in length. Professional writing pieces are to be in either defence paper or academic writing format IAW ref C. Annex B provides a recommended 'Profession Writing Piece Proposal' to enable Commanding Officers and sub-unit commanders to assist officers and warrant officers to select and develop appropriate topics.

14. Officers may write on any military topic approved or directed by their Commanding Officer. Suggested focus areas are:
- a. Critical analysis of doctrine studied during unit PED (IAW paras 8 & 9), including recommend improvements
 - b. Topics exploring the Australian way of amphibious operations
 - c. Topics furthering understanding of unit or regiment history.
15. **Lavarack Papers.** Each unit is to submit at least three professional writing pieces for consideration for publication in the 2016 *Lavarack Papers*. Submissions for the *Lavarack Papers* are to be provided by email to Liaison Officer to Commander 3rd Brigade by 30 September 2016.
16. **The History of 3rd Brigade Units.** In addition to the annual *Lavarack Papers*, in 2016 3rd Brigade will publish *The History of 3rd Brigade Units*. Each unit is to submit a concise unit history of 2000-3000 words supported by photos or graphics for inclusion in this publication. Units are also invited to submit vignettes of approximately 1000 words in length describing key battles or events in unit history. Submissions for *The History of 3rd Brigade Units* are to be provided by email to S2 3rd Brigade by 30 September 2016.

Part 5– Combat Team Command Team TEWT Week

17. The ongoing tactical development of sub-unit commander and sergeant major teams is an important area of focus as 3rd Brigade enters the READYING phase of the Force Generation Cycle. Sub-unit commander teams rightly spend most of their time training and developing their subordinates. Commanding Officer 2nd Cavalry Regiment is to coordinate the conduct of Combat Team Commander Team TEWT week from 08-12 August 2016. In addition to developing the tactical prowess of 3rd Brigade's sub-unit commanders and warrant officers this activity aims to enhance mission command by developing mutual understanding and to enhance combined arm relationships.
18. This is a key activity in the 3rd Brigade training calendar, and I expect full participation from sub-unit commanders and sergeant majors across all combat, combat support and combat service support roles. Personnel from reinforcing Brigade elements are also invited to attend.

Part 6 –Major and Sergeant Major Leadership Team Seminars

19. Ref E defines my and Regimental Sergeant Major 3rd Brigade's expectations for Major and Sergeant Major leadership teams as sub-unit command teams, trainers, educators, enablers and staff. Regimental Sergeant Major 3rd Brigade and I will lead quarterly seminars of all Major and Sergeant Major Leadership Team to reinforce our expectations and to examine the challenges of leadership at the sub-unit level.
20. Major and Sergeant Major Leadership Seminars will be conducted in the Daly Officers Mess at 1430h on the dates listed at annex A. The 18 November 2016 Major and Sergeant Major Leadership Seminar will discuss the doctrine and historical readings prescribed in paragraphs 8, 9 and 25 of this Directive.

21. Liaison Officer to Commander 3rd Brigade is responsible for coordination of administrative arrangement for the Major and Sergeant Major Leadership Seminars through unit Adjutants.

Part 7 – Historical TEWT and Battle Field Tour with PNGDF

22. As a part of 3rd Brigade's enduring relationship with the PNGDF the conduct of a combined 3rd Brigade / PNGDF historical TEWT and battlefield tour in Papua New Guinea is to be scoped for conduct during the 2016/17 training year. This activity is likely to occur in September 2016.

23. Deputy Commander 3rd Brigade is to lead planning for this activity with the aim of conducting a historical TEWT and battlefield tour for 12 junior officers from 3rd Brigade and 12 junior officers from the PNGDF. This activity is designed to foster relationships between junior officers in 3rd Brigade and the PNGDF while developing tactical knowledge.

Part 8 – Professional Military Reading

24. Professional Military Reading is essential to enhancing knowledge for military professionals. I encourage all members of 3rd Brigade to read widely and commend *The Chief of Army's Reading List* (ref D) to you as a guide to assist in selecting readings. This can be accessed on the DPN <http://www.army.gov.au/Our-future/Publications/Chief-of-Army-Reading-List>

25. In addition to the mandated reading of doctrine, I require every officer and warrant office in 3rd Brigade to read at least one of the following books this year:

- a. Ulysses S. Grant. *The Complete Personal Memoirs of Ulysses S. Grant*.
- b. Field-Marshal Sir William Slim. *Defeat into Victory: Battling Japan in Burma and India, 1942-1945*.
- c. Admiral Sandy Woodward. *One Hundred Days: The Memoirs of the Falklands Battle Group Commander*.

ADMINISTRATION

26. **3rd Brigade SharePoint.** The 3rd Brigade SharePoint site contains up to date information on 3rd Brigade's PED activities. Where possible units are link their unit PED programs to this site. The 3rd Brigade PED SharePoint page can be accessed at: <http://legacy/TeamWeb2010/ARMY/forcomd/3BDE/SitePages/3%20Brigade%20Professional%20Education%20and%20Development.aspx?WikiPageMode=Edit&InitialTabId=Ribbon.EditingTools.CPEditTab&VisibilityContext=WSSWikiPage>

27. **TASKORD / FRAGO.** 3rd Brigade Headquarters will continue to issue TASKORD and FRAGO as required for individual PED activities.

CONCLUSION

28. This Directive provides guidance on the conduct of PED in 3rd Brigade. PED in 3rd Brigade is founded on combined arms and joint warfighting and aims to build the cognitive advantage that will allow the Brigade to defeat complex enemies on the battlefield.



CA Field CSC
BRIG
COMD 3 BDE

Tel: (07) 4411 7128

30 Mar 16

Annexes:

- A. Timeline of 3rd Brigade Professional Education and Development – 2016
- B. 3rd Brigade PED Writing Piece Proposal Form

Distribution

DCOMD
S1
S2
BM
DQ
SHO
BDE LEGAL OFFR
OC HQ 3 BDE
OC SRC
CO 1 RAR
CO 2 RAR
CO 3 RAR
CO 3 CSR
CO 3 CER
CO 4 REGT
CO 3 CSSB
CO 2 CAV REGT

For information

COFS HQ FORCOMD
DGT HQ FORCOMD
MAJGEN Krause
COFS HQ 1 DIV
DCOMD SOCOMD
COMD 1 BDE
COMD 6 BDE
COMD 7 BDE
COMD 11 BDE
COMD 13 BDE
COMD 16 AVN BDE
COMD 17 CSS BDE
COMD CTC
COMDT CATC
COMDT ALTC
COMDT AA_{vn}TC
COMDT AKG
COMDT DCSTC
COMDT RMC
COMDT ARTC
DGSP-A
CO 5 AVN
CO 10 FSB
CO JHC-NQ
CO JLC-NQ
OC APAC NQ
SO1 Doctrine AKG

(Attn: COL C. Smith)

**ANNEX A TO
COMD 3 BDE DIRECTIVE 006/16
MAR 16**

3RD BRIGADE PROFESSIONAL EDUCATION AND DEVELOPMENT – 2016

DATE	OFFICERS, WARRANT OFFICERS & SENIOR NON-COMMISSIONED OFFICERS	JUNIOR NON-COMMISSIONED OFFICERS
Wed 06 Apr 16	Lecture: Chief of Airforce – Plan Jericho 1300h-1500h	
Fri 15 Apr 16	Lecture: Mr Greg Tonner – CEO Cowboy's	
Fri 22 Apr 16	Lecture: Dr. John Blaxland – History of Australian Army since Vietnam	
Fri 29 Apr 16	Workshop: LTCOL Davis, CO 2 CAV. Combined Arms Live Fire	
Fri 06 May 16	Lecture: CO & RSM 2 RAR Lessons from OP FIJI Assist	Lecture: TBC
Thu 12 May 16	Lecture: Dr. Michael Evans	
Fri 13 May 16		Lecture: TBC
Fri 13 May 16	1430h - MAJ /SGT MAJ Leadership Seminar (Daly Officers Mess)	
Fri 27 May 16	Lecture: BRIG Ashgar – Pakistan Defence Attaché (DTG TBC)	Lecture: RSM 3 CSSB
Fri 03 Jun 16	Lecture: LTCOL Follett, CO 3 CSSB. CSS CONOPS	Lecture: Mr. Michael Lyddiard (Date TBC)
Fri 05 Aug 16	Lecture: LTCOL Wunsch CO 3 CSR. Digitisation and Cyber in the all corps environment	Lecture: CPL Daniel Keighran VC
08-12 Aug 16	Combat Team Command TEWT Week	
Fri 12 Aug 16	MAJ /SGT MAJ Leadership Seminar (Details to be confirmed with Combat Team Command TEWT Week)	
Fri 26 Aug 16	Lecture: Mr. Libby Davis – CEO White Ribbon Presentation: SEMPRO	Presentation: SEMPRO (Likely time 1300h)
Sep 16 (Dates TBC)	Historical TEWT and Battle Field Tour in PNG (12 junior officers)	
Fri 30 Sep 16	Units submit at least three professional writing pieces for <i>Lavarack Papers</i> to LO to COMD 3 BDE	

Fri 30 Sep 16	Units submit at unit history and vignettes to S2 3 BDE for publication in <i>The History of 3rd Brigade Units</i>	
Fri 04 Nov 16	Address: RSM-A (LCPL – WO1 Only)	
Fri 11 Nov 16	Units have provided formal feedback on selected doctrine publication to the doctrine sponsor and Army Knowledge Group	
Fri 18 Nov 16	All Officer and Warrant Office have completed directed doctrine reading (paras 8 & 9) and readings by Grant, Slim or Woodward (para 25)	
Fri 18 Nov 16	1430h - MAJ /SGT MAJ Leadership Seminar (Daly Officers Mess) Discussion of directed doctrine reading (paras 8 & 9) and readings by Grant, Slim or Woodward (para 25).	Two Week Bull Ring (part 1); RSM 2 CAV; RSM 4 REGT; RSM 3 CER; RSM 3 CSR
Fri 25 Nov 16	Lecture: TBC	Two Week Bull Ring (part 2); RSM 2 CAV; RSM 4 REGT; RSM 3 CER; RSM 3 CSR
Feb 17 - TBC	Lecture: TBC	Lecture: TBC
Fri 04 Mar 17	1430h - MAJ /SGT MAJ Leadership Seminar (Daly Officers Mess)	
Mar 17 - TBC	Lecture: TBC	Lecture: TBC

Notes:

1. Lectures are at 1430h unless specified otherwise. Locations will be advised through unit ADJT and RSM.

2. An up to date version on this Annex is maintained on the 3 BDE Sharepoint site. <http://legacy/TeamWeb2010/ARMY/forcomd/3BDE/SiteAssets/SitePages/3%20Brigade%20Professional%20Education%20and%20Development/3RD%20BRIGADE%20PROFESSIONAL%20EDUCATION%20AND%20DEVELOPMENT%20-%202016.doc>

CORRECT AS AT: 30 March 2016

3 BDE PED WRITING PIECE PROPOSAL

1. **Proposed Topic:**
2. **Proposed Thesis Statement:** (In less than 50 words outline the key argument or point of your piece)
3. **Main points to be discussed:** (In dot point format list the key points to be considered)
4. **References / Sources:** (List the books, article, interviews, doctrine etc you will draw on to develop your piece.)
5. **Estimated length:** (How many words do you anticipate writing?)
6. **Format to be used:** Defence Paper / Academic Writing Format / Other (Select One)
7. **Points for Clarification / Guidance:** (List any areas you feel you need assistance with from your CO/OC)

Notes / Tips

1. The above format is to be used to submit a typed **one page** proposal to your CO/OC.
2. Para 4 (References) may be attached as an annex if you have an extensive list or have already started to format a bibliography / reference list.
3. If you intend to write in a format other than the ADF Writing Manual Defence Paper or Academic Writing format you are to seek permission from your CO/OC. This may be approved if you are writing with the aim of being published in a specific publication which has established formatting rules.
4. Engage with your chain of command early to ensure that you are submitting a workable proposal.
5. The Defence Library Service is an excellent place to start with your research and the librarian can help you to find additional information.
6. Putting effort into developing a considered proposal will make the completion of your professional writing piece much easier.

Note: A word version of this Annex can be downloaded from the 3 BDE SharePoint Page at:
<http://legacy/TeamWeb2010/ARMY/forcomd/3BDE/SiteAssets/SitePages/3%20Brigade%20Professional%20Education%20and%20Development/3%20BDE%20PED%20WRITING%20PIECE%20PROPOSAL.doc>