



ACSC(J) A-Z GUIDE

A STUDENT PERSPECTIVE

**This guide is unofficial and intended as a handy tool for prospective ACSC(J) students only. It is subordinate to Standing Orders, and any information from ADC or ACSC Staff.*

A-Z GUIDE INTRODUCTION

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INTENT

The intent behind this guide is to provide helpful information to future ACSC(J) Course members and their families. It is completely unofficial and is subordinate to any information from Standing Orders or ADC/ACSC staff. It has been put together using information from a number of sources and is largely opinion-based and grounded in the specific experiences of the class of 2018.

LAYOUT

The guide is intended to be quite simple, and it set out to cover basic information in A-Z style.

THE ACSC EXPERIENCE

Most importantly, enjoy your year at ACSC. The readings are long and the study can be tough, but it's a great year to stretch yourself intellectually and meet a bunch of great people in the wider ADF and international community.

Kelly Dunne
Major
ACSC(J) Class of 2018

THE ART OF STAFF COLLEGE...

The Art of Staff College...

Like all jobs in the ADF, life as a Staff College student is absolutely what you make of it. Your initial impressions are likely to depend on your individual work experiences prior to arriving at the College. Some find the first few months extremely intense and daunting, trying to keep up with the sheer volume of readings required to be consumed each evening. Others find the lack of responsibility for 12 months, less hours at work and reliable time at home with family a welcome break from the rigours of unit life.

While there is an undeniable 'deer in headlights' moment where students experience information overload, and are overwhelmed by the course content and somewhat relentless study regime, the discomfort dies down within a few months. After the first few assessments pass and you settle into your own rhythm, everyone seems to adjust to student life. For anyone like me who is terrified that their lack of military history knowledge will be exposed, don't stress. The high-quality lectures and assigned readings will ensure you soon know more about a wide range of wars and conflicts than you ever thought possible (if not a brief Wikipedia scan will often help get you out of trouble for any assumed prior knowledge).

Here are three key points that will help you make the most of your ACSC experience:

THE ART OF STAFF COLLEGE...

1. **Get involved.** There are countless opportunities to get involved in college life. There are a myriad of events and social activities to participate in. As the burden of study and pending assessments builds up, it can be tempting to skip the more social aspects of the course. Avoid it all costs – embrace the rare opportunity you’ve been given to spend time with 150+ peers. So, join a committee or two, push yourself outside your normal comfort zone and get involved with the ACSC course body and wider Canberra community.
2. **Network.** Many students approach ACSC knowing a small collection of single-service peers that they worked with in previous postings. One of the best parts of Staff College is that it provides the perfect platform to expand your single service networks. Not only will you meet some fantastic people from the Australian Army, Air Force and Navy, but you will also meet some great people from the Australian Public Service, as well as a multitude of exceptional Overseas Course Members. You will make friends for life with people across the world during the course, and the networks will prove invaluable for years to come.
3. **Invest in your intellectual capital.** Staff College marks a significant shift in the expectations the Australian Defence Organisation has of you. They are providing you with a world class education with the expectation that students will transition from a tactical focus, to a broader, more strategic outlook. We invest in our physical fitness by going for a run and

THE ART OF STAFF COLLEGE...

working out at the gym, and in our financial future by saving and making sound investments, your 12 months at ACSC is a long overdue opportunity to invest in your intellectual development. The profession of arms is deeply complex, and if we are to succeed in future conflict, we need to take the study of war and its history seriously. Very few people in the world are given the gift of a year to invest in sharpening their intellectual edge and maturing their organisational knowledge. So grab the opportunity with both hands! Regardless of how much study you have done before you arrive, learning as much as you can, while you can, should be your Main Effort during your time at Staff College.

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AUSTRALIAN DEFENCE COLLEGE

The Australian Defence College (ADC) is the headquarters organisation that sits above ACSC. They are primarily located on the upstairs level in the main building on the Weston Creek base. They also have responsibility for ADFA, CDSS, CTMC and several other organisations. The Commander and other headquarters staff are heavily involved in ACSC activities.

AUSTRALIAN COMMAND AND STAFF COLLEGE (JOINT)

ACSC will be your home for the next 12 months. It is headed up by the COMDT and assisted by three directors. 05 level officers from each service form the bulk of the staff, and they are primarily split between the 'online' or directing staff, and the JPME staff. The majority of course members complete the 'enrolled' program, but a select number will complete the 'non-enrolled' program. Weighting of grades is different between psc(j) and ANU, and this is articulated clearly in the assessment schedule you will be provided with.

ADMINISTRATION

Coord is not a Pers Admin Cell. Routine pers admin should be directed to the Customer Support Centre (CSC) or HMAS Harman (Navy). Passing relevant documentation through your

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Guidance Officer or service rep DS (e.g.; Army Admin CO) may be necessary for some forms. However, there are very few admin needs for the majority of students throughout the year, and your staff should be able to assist if you run into any major trouble.

ARMY INDIVIDUAL READINESS (AIRN) OR SERVICE INDIVIDUAL READINESS REQUIREMENTS

There is still a requirement for all ADF members to maintain their individual readiness while completing the course (unless individually exempt). Fitness and weapon handling/shooting requirements are scheduled in bulk by the course program, but students need to book their own medical and dental appointments.

ART OF WAR (AOW)

The Art of War program will be briefed in detail early in the course. All ADF members, APS and OCMs are eligible to apply, provided they meet the entry requirements (currently a Distinction average for Strategy and Ops 1 module). Generally, there are less than 10 members selected, and all applicants interview as a group, with the COMDT and ANU Principle making the final selection.

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AUSTRALIA'S STRATEGIC AND DEFENCE POLICY (ASD) MODULE

The ASDP module covers a broad range of topics that affect the Australian strategic environment, including contemporary issues in the Indo-Pacific region, Asia and South Pacific, as well as a detailed look at the Defence White Paper and other Defence Policy.

AUSTRALIAN NATIONAL UNIVERSITY (ANU)

ACSC functions well because of the close relationship between the military side, and the university staff. You will be spoiled by the quality of lecturers you are exposed to throughout the different modules. As an ACSC student you will also have access to the ANU library (electronic and on ANU campus), and receive a student ID card (enjoy student price movie tickets!)

AUSTRALIAN PUBLIC SERVICE (APS)

One of the great aspects of the course is that you will also have several APS members on the course. They generally bring a different perspective to syndicate discussions and are heavily involved with the committees and social aspects of the course.

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BBQ COMMITTEE

The BBQ Committee is part of the CMAC and supports the sporting activities and other major events. Our committee also did weekly 'banjo' breakfasts every Thursday morning. Any funds raised from the BBQs are rolled back into the course and can go towards graduation ball.

BEVERAGE COMMITTEE

One of the major fundraising opportunities for the course is through the Beverage committee which sits under the CMAC. Our beverage committee worked hand-in-hand with the BBQ committee for many events. We also set up a wine sales component of the committee selling discounted wines to course members that had a small profit for the CMAC (yet still under Dan Murphy's prices). More detailed information will be in the HOTO folders under CMAC.

BASIC FITNESS ASSESSMENT (BFA) OR SERVICE FITNESS TEST EQUIVALENT

There will be a fitness test included in the program roughly in February and August. RAAF and Navy only have to have one recorded during the year, Army need to compete both unless

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they have an exemption. The tests are conducted at the ADFA gym and running track.

BACK BRIEF (AKA SHERIFFS)

The weekly course back brief (AKA Sheriffs) will be explained to the course early in the year. Each Service nominates a representative, as do the OCMs. The point of the back brief is to pass on messages/ announcements to the course, raise some money and maintain morale across the course. Our course prioritized effort towards raising money for charity through the course back brief sessions, and we selected a different charity each month.

BLAMEY THEATRE

Blamey Theatre (BT) is the main lecture room where you will spend the bulk of your time at ACSC. There is a designated seating plan based on syndicate groupings that will be supplied by the staff. If you have an appointment or arrive late for some reason, generally you will sit in the back few rows to avoid disruption to the lecture. There is also a 'crying' room or soundproof room located at the back of the Blamey Theatre from which you can still hear and see the presentations, for any mothers who require the use of this private space.

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COURSE MEMBERS (CM)

One of the main new acronyms to get used to is CMs, referring to course members. Generally, it is used to refer to all students – ADF, APS and all overseas members.

COURSE MEMBER ACTIVITY COMMITTEE (CMAC)

The CMAC is the hub of all activities for the course. The CMAC Executive consists of the: Chair, Deputy Chair, Secretary, Treasurer, Assistant Treasurer, Sports Rep, and OCM Rep. The Executive runs a number of sub-committees that coordinate all the activities for the student body throughout the year. The CMAC is overseen by a supervising officer who will advocate for the student body as required.

CALENDAR (G-SUITE)

Making sure you have your g-suite sorted out is one of the top priorities when you arrive at staff college. The calendar/program will run your life and is very reliable in terms of being able to plan your life around it. While there are some inevitable last minute changes (largely around senior officer/VIPs schedules), generally the schedule is reliable months in advance, so you can make plans with families, etc.

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Be sure to get the calendar app on your phone, as well as on your computer.

COFFEE/CAFE

Coffee is the lifeblood of the college. Generally, you can either choose between the free options in the mess or the kitchen. Alternatively, there is a coffee cart where you can purchase good quality coffee on base. Sadly there is no café on base, but there are a few places you can duck off base to have lunch at a few café's that are within a few kilometers of ADC.

COOKBOOK COMMITTEE

There is a tradition that a cookbook is put together for the OCM families of ACSC. It is primarily based on the recipes from food at International Day, with a few additional recipes thrown in. It is a small gesture from the class to the OCMs and their families and is put together by the Cookbook committee under CMAC.

CHARLIE GREEN DINNER

This is the Army single service dining-in held in honour of LTCOL Charlie Green. The committee is fairly independent and have their own supervising officer to coordinate the activity, but technically it also sits under the CMAC organisation. It is generally the first of the single service dining-ins for the year.

CAPABILITY AND THE AUSTRALIAN DEFENCE ORGANISATION (CADO) MODULE

Primarily consists of a broad range of joint capability, acquisition and sustainment topics. It involves multiple presentations from senior ADF officers, as well as a capability week schedule of visits interstate.

CHARITY CONTRIBUTIONS

Each ACSC class is free to decide how much of how little they wish to contribute to various charitable causes. Our class chose to prioritise charity fundraisers and contributions as we placed great value on our ability to give back to the community and support causes that were personally connected to course members. Ultimately raising money for charity will affect how much money is dedicated to internal course activities, so it is a decision for each class to make for themselves as there is no directed tasks related to charity support.

COMMUNICATIONS MODULE

There is no formal assessment during the communications module, however it is designed to help students improve their written and verbal communication skills across each of the assessed modules. It is weaved throughout the program to ensure students are taught the appropriate communications skills prior to relevant assessments.

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DAILY ROUTINE

Outside of the JOP module, generally the course hours are 0830-1430h. This allows for multiple 'Assessment Preparation & Research' (AP&R) periods to be scheduled later in the day which is designed for you to use to complete assigned readings for the next day. Generally, you will also have an AP&R day scheduled before any major assessments. There is 30 minutes scheduled for morning tea each day, and one hour scheduled for lunch.

DRESS STANDARDS

Most days, the dress of day is civilian attire unless otherwise specified in the program. Collared shirt & slacks/skirt or dress (mess appropriate attire) – no polo shirts or denim. No need for a tie – but you will need a lot of coats/jackets/jumpers for cold winter mornings.

DRN/DPN

There are a handful of DRN terminals you can use if you need to in the ACSC library. Almost all your paperwork and administration is conducted on G-Suite systems, not DRN/DPN – so make sure you put your out-of-office on, as it's unlikely you will be checking it regularly.

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DAYS TO GO BOARD

It is the responsibility of the syndicate which is located in the room closest to the days to go board to update the board each day.

DEFENCE ENTREPRENEURS FORUM (DEF)

One of the ACSC responsibilities on behalf of the COMDT is to run the 'forum' part of DEF in conjunction with the DEF Executive. The forum is generally run late in the year and is either based out of ADC or ADFA, pending availability. There are detailed instructions/HOTO for DEF in the CMAC folders on the drive, it will require forward-leaning, innovative volunteers to ensure the event is a success.

DIRECTORS

Each service has an O6 officer appointed as the 'Director of Studies' (DOS) for that particular service, with one acting in as the overall 'Director of ACSC.'

DENTAL

There are no dental facilities on base at Weston Creek. The sponsor dental facility for ACSC students is Russell Dental Centre.

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EMAIL ACCOUNT (G-SUITE)

Your 'adele' email account hosted by g-suite will be your main source of official correspondence on the course. Be sure to get the app for your phone, in addition to having it on your computer.

ESSAYS

The deliberate essays that form part of the course are often the most heavily weighted assessments. As a standard guide, you are permitted to submit your outline plan to your syndicate DS for guidance/feedback before you start the main body of your essay. After the first essay, you are also able to book in with ANU staff to go through essay drafts with. Be sure to follow the essay guide for structure, referencing info, etc.

EXAMS

Exams are a source of a lot of stress for many CMs, but you will learn to adjust to them quickly. You generally have 30 minutes reading time, followed by 4 hours to write your essay in (minimum 2000 words). The key for most people is having structured, well prepared notes (from the readings and lectures) and adequate search functionality to take into the

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exam, so that you can refer to them quickly when the question is uploaded.

ETHICS WEEK

One of the best weeks on course! Our class went away for 5 days and had a great time discussing fairly deep ethical issues and sharing experiences. It's a great bonding experience for everyone. The CMAC Exec is responsible for putting on a trivia night for one of the evenings. Unless you go on an overseas trip, this should be the only period away from home during the course.

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FACEBOOK

It is up to the course whether or not they establish a Facebook group, but ours was a great way to establish connections and share social/event information. There is a semi-formal ACSC Partners and Families group which is used fairly extensively by spouses. Generally, the administration responsibilities for the page are shared between staff and the CMAC Chair. We used it to share upcoming event information as well as photos from the various course activities to keep the families involved/informed with what we were up to.

FUNDRAISING

The fundraising committee sits under the CMAC and is responsible for coordinating a series of fundraising initiatives to raise money towards functions and graduation. Some of our most simple and successful fundraising activities were using exam days as an opportunity for 'relaxed' dress and asking CMs to provide a gold coin donation for the privilege. Also linked to exams, we generally had the fundraising committee organize for post-exam lunch pizzas as a way to socialize and unwind after the assessments and raise some funds.

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FINANCES

The CMAC finances are managed under NPMA regulations. Each class is directed to leave \$10,000 in the CMAC account for the following class as a startup fund. The CMAC treasurer and assistant treasurer from the previous year are required to conduct a physical HOTO of accounts, audit of records and changing signatories once the new CMAC is formed at the beginning of the following year. This is very important as the new class cannot access their accounts until the treasurer HOTO takes place.

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G-SUITE

During week 1 you will receive instruction on setting up your G-suite. It is absolutely crucial to get this set up and tested straight away, otherwise you can fall behind quickly if you are wrestling with IT duties while trying to complete readings, etc.

GIFTS FROM CLASS

Our class followed the example set by previous classes and decided not to present the college with an official gift.

GIFTS FROM OCM'S

It is standard practice that the OCMs get together and put together a small combined gift to ACSC at the end of the year, rather than presenting individual gifts from each nation.

GUIDANCE GROUPS

Your guidance group is your term 1 syndicate, and you complete both term 1 and 4 together. You also complete the leadership module and all sporting competitions with your guidance group (although you will have a different syndicate composition for term 2 and 3 modules).

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GUIDANCE OFFICER (GO)

Your GO is the DS for your initial guidance group and you remain connected to them from a mentoring and administration perspective throughout the year, regardless of who your DS is for term 2 and 3.

GRADUATION BALL

The graduation ball is the responsibility of the graduation committee. As your event is generally competing for space against high school formals and other large ceremonies, the venue will need to be booked and paid for early. Subsidising the graduation ball tickets is often the main effort of all the various CMAC fundraising initiatives. Traditionally the event is attended by members and their partners (generally 2 tickets per course member are subsidised, the remainder are sold at full price), however guest numbers are not normally restricted, so course members can bring additional guests if they choose. Dress for the event is black tie/evening gown or formal mess kit (optional). The HOTO for the graduation ball is contained within the CMAC folders.

GRADUATION CEREMONY

The graduation ceremony is held the morning prior to the graduation ball, and is centered around the academic ceremony and awarding of degrees and academic prizes. The

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formalities of this ceremony are organized by the staff, and there is no requirement for students to make arrangements for the event. Traditionally, this event is attended by partners, children and any wider family members who are available for the ceremony, as it is free to attend. Course members will wear uniform to this event, and it is generally held at either ANU or ADFA.

GYM

There is a gym available on base at Weston Creek for all CMs. There are also many running trails in the local area. CMs are generally prevented from using gym facilities at Duntroon and ADFA unless it is booked in advance.

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HANGOUTS (G-SUITE)

Google Hangouts (a messaging app) is used pretty extensively while on course. The benefit is you can set up syndicate groups and committee groups and use it for faster, less formal communication, rather than using emails which will rapidly fill up your inbox.




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INTERNATIONAL DAY

International Day is one of the best and biggest functions on the ADC calendar. Its sits under the CMAC organisation, and is the first major function of the year, so as a class you will need to start organizing it very early in the year. It is centered around the OCMs where each nation represented puts together a stand where they share national dishes for all the families and VIPs. The event is largely commonwealth funded (so you won't touch CMAC funds), and many OCMs will get additional support through their embassies. It is held on a Saturday, and there are numerous national dance and cultural displays, as well as plenty of entertainment for the kids. As a general guide, attendance is generally over 1000 strong, so there is a lot of work involved early in the year bringing the function together.

IT

Whether you are in the PC camp or MAC camp doesn't really matter - ACSC is set up for both. There is a capable IT section which can help with minor issues. The most important thing is to pick an operating system and stick to it - don't try and switch throughout the year or it will be a nightmare. Same goes for which referencing/note-taking system you use.



EndNote vs. Mandalay, OneNote vs Evernote – all have positives and negatives, so the sooner you can lock yourself in to one system over the other, the easier it will be. The biggest lesson learned from classes gone by is to pick a system early, and then stick with it.

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JOINT OPERATIONS PLANNING (JOP) MODULE

JOP teaches course members to implement ADF doctrine to plan at the operational level. It is delivered in two parts. Part 1 is a series of presentations designed to introduce joint planning and demonstrate the context of national-strategic and military-strategic decision making, interagency collaboration, and key strategic considerations for operational-level planners. Part 2 is a series of staff planning exercises that apply the Joint Military Appreciation Process (JMAP). During the 6 week JOP module, CMs wear AMCU (service equivalent), and you can expect the hours required physically at ADC to be much longer than the other modules conducted throughout the year.

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KITCHEN FACILITIES

There are multiple kitchen facilities for students to use. There are bulk fridges and microwaves for student use – so you can certainly BYO lunch and rely on the ability to heat it up if needed. One of the fridges in the main kitchen is normally reserved for mess supplied milk and the CMAC shop filled with soft drinks, chocolates, etc.

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LEAVE

There is one main official leave period for the year, in the July mid-year break. You will be required to submit annual leave to cover the two-week period. There are sporadic AP&R periods you may be able use to get away on occasion, but the mid-year break is the main period you will be able to make plans for in advance.

LIBRARY

While you will be provided countless online resources, the on-base library at ADC is an excellent resource. The librarians know the course content well and will go above and beyond to put books aside for you in the relevant content areas for each assessment. It's also a quiet study haven if you want to take advantage of the AP&R periods to complete readings during the day.

LAPTOPS

ACSC has a BYO Device policy, so you can bring in whatever device you like to the classroom. Most people find iPad/tablet size devices don't give the functionality you need for study, but some manage to make it work. For exams, many people bring

in a second screen so they can work more easily within the compressed timeline, but it's completely up to you.

LEADERSHIP MODULE

The leadership module is weaved throughout the year amongst the other modules. It also incorporates the Leading Through Influence (LTI) program that consists of a 3 day workshop to improve communication techniques and leadership skills. From a student perspective, the leadership module (in particular Leadership Theory) is very different to any leadership experiences you have been exposed to in the past. Speaking as an Army course member, it can be difficult to set aside traditional notions and opinions of leadership during the module. The best advice is to cast aside opinions based on practical experience, and just embrace the leadership theory, even if it contradicts the bulk of what you've been taught about leadership up until that point.

LECTURES

As a standard guide, lectures are 90 minutes long. 60 minutes of lecture content, and 30 minutes of questions. Each lecture is recorded and if the presenter uses PowerPoint, you will be able to access the slides (generally they are uploaded just prior or during the beginning of the lesson). Each day there is a designated 'duty syndicate' and they are responsible for handing out microphones for questions – if there are no

questions from the rest of the class, the duty syndicate must ask questions until the designated end time of the session. The Duty syndicate is also responsible for hosting any VIP guest speakers on the day and providing any introductions and thankyou announcements required.

LOCKERS/CAGES

Each student has a small assigned locker for books, etc. There is no space for DP1/field gear at work, and there are not enough change room lockers for everyone, so if you intend on changing at work or using the on base gym, make sure you get in early and request a change room locker.

LOCAL GUIDE

Some of the ACSC course members put together a 'local guide' which was stored on the shared drive. It is a list of things to do in Canberra, ideas, tourism opportunities, package deals and events that CMs and their families might wish to head along to. It's primarily aimed at OCMs and those new to Canberra, but was useful for the entire course to see what events were on the horizon.

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MAIL

There are pigeon holes for student mail beside the lockers.

MESS

Mess membership is compulsory for CMs, and this will cover all the normal privileges associated with mess membership. There is also a position available on the mess committee for one representative of the course. Bar hours will be advertised. The mess was kind enough to allow us to run our own CMAC bar in the mess in addition to the standard mess bar, provided we don't undercut their prices and sell at the same price they do while in the mess.

MORNING TEA

Morning tea is supplied each day in the mess and is a great chance to meet new people on the course as well the wider ADC.

MID-YEAR FUNCTION

The mid-year function is an optional event run by a sub-committee of a CMAC. We chose to have a simple, low-cost on base function to save money and put it towards graduation.

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Previous classes had more formal events, almost like a mini-ball – it's completely up to the class what type of function you want to have, or if you even want to have one at all.

MEDICAL

There is a small medical facility on base which is open 3 days per week (currently Monday, Wednesday and Thursday). The closest defence hospital ward is at Duntroon.

MELBOURNE CUP

Our class wasn't able to host the Melbourne Cup function as we were travelling with the CADO module at the time. Previous classes have hosted the function on base on behalf of ADC, CDSS and CTMC.

MERCHANDISE/SHOP

The Merchandise/shop sub-committee as part of the CMAC does a fantastic job in generating a bunch of different products for the wider course. There is a bunch of policy to work through in terms of ADF Branding, and you will need to have sufficient funds to outlay for stock but it's great to have a few mementos for the class to take away from the year.

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NAVY DINNER

Similar to the Army's 'Charlie Green Dinner, the Navy course members and staff attend a single-service formal dinner on base in the later months of the year.

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OVERSEAS COURSE MEMBERS (OCM'S)

The diversity brought to the course by OCMs is by far one of the greatest aspects of the course. They are a bunch of legends who bring different experiences and perspectives which help the ADF members of the course look more broadly at global issues. Each of the OCMs will provide a scuttlebutt presentation on their national day (or the closet Thursday to it) to help educate the wider course on the traditions and customs of their respective countries.

ORAL PRESENTATIONS (BRIEF ORAL PRESENTATION)

Throughout the course there will be a number of oral presentation assessments during different modules. As a guide, they go for 10 minutes, with 5 minutes of questions from the assessors. You can have PowerPoint (or similar visual aid) or choose to go with no slides, whatever you are more comfortable with.

OVERSEAS TRIPS

There were three international trips that CMs were able to apply for in our class. The trips were held over the mid-year break which was unfortunate timing, but those who went on the trips had a great time.

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OPS 1 MODULE

The Ops 1 module primarily focused on WWI, the Interwar period and the South West Pacific campaign in WWII. You will be exposed to a wide variety of lecturers and course content that will set the tone for the remaining Ops modules.

OPS 2 MODULE

The Ops 2 module covered the Central Pacific campaign in WWII, small wars, the Cold War and Korean War. This is the module where the Art of War students drop from the regular course on to their own program.

OPS 3 MODULE

The Ops 3 module covered the Vietnam War, the Falklands campaign and the Iraq War(s). Ops 3 takes you up to the (well-deserved) mid-year break and represents the bulk of the ANU academic coursework being completed.

OPENING HOURS

The current Weston Creek base opening hours are: 0630-2130 weekdays, 1000-1700 on weekends and public holidays. DCAC is required to gain access to the base, and you will be required to sign in on weekends.

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PHOTOGRAPHY COMMITTEE

The photography sub-committee of the CMAC perform a vital function for the course. They provide their own cameras, and take turns attending each of the functions to capture images for each. The images are primarily for the yearbook at the end of the year, but we also tried to share them on Facebook pages so that the families could benefit from them also.

PHYSICAL TRAINING

There is no scheduled routine physical training in the program, so maintaining fitness is your own responsibility. There is occasionally sport scheduled into the program, but this is generally used for either sporting club training, or inter-guidance group competitions.

POSTING ORDERS

Posting order information for psc(j) positions comes in drips-and-drabs throughout the year across all services. However, most should find out roughly by early July where they are headed in their new roles.

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PERSONAL ATTRIBUTES (PA'S)

In addition to the academic aspects of the course, students are also graded on their personal attributes which form part of their overall score for the year. Each term, students are required to complete a self-assessment on their performance, and this is followed by their syndicate DS/guidance officer debrief on their overall performance. The exact method for calculating PAs isn't entirely clear from a student perspective, but it largely seems to be based on contributions to the wider course and participation in a variety of extra-curricular and volunteer activities.

PERRY GROUP

The Perry Group is a new initiative as at 2018 sponsored by the Commander. The Perry Group work on projects and write papers for the ADF senior leaders. It's a great opportunity for those who are future focused and want the opportunity to tackle projects that can impact wider defence.

PARKING

Car parking is at a premium at ACSC – there are not enough spaces if everyone drives. Do your best to carpool if you live in close proximity to others.

PAY WAVE

Our class invested in a pay wave machine to make payments and fundraising easier where people increasingly don't carry cash. This will be gifted to subsequent classes to save the initial outlay costs. There will be a detailed HOTO in the CMAC folders.

PRE-COURSE

Officially, there is no assigned pre-course for ACSC, as ADC recognises that most people have been in busy jobs immediately prior to their arrival and they want you to have a rest before an intense year of study. If however you have some time on your hands and are nervous about preparing for study, then there are a few things I would recommend. Firstly, check out the Cove (www.cove.org.au - see 'Break In' section), and flick through the various content areas and articles. Secondly, for those who don't mind reading, read Book I and VIII of *On War* by Clausewitz (for exposure so that ACSC isn't the first time you see it), and *Makers of Modern Strategy* by Peter Paret. There are hundreds of others that would be useful, but you can't go wrong with those two. Finally, if you can't stomach reading a book, but don't mind watching a video, check out these options (most available via Netflix or online): World War II in Colour, The Battle of Chosin (Korea), The Vietnam War: A film by Ken Burns, The Emperor in August, The Fog of War. [*note personal opinion only]

PHOTO DAY

In the second half of the year, the course holds the official photo day, which is organized by the staff and is in service dress (equivalent). These photos will form a crucial part of the yearbook, and include a whole course photo, single service photos, OCM group photo, guidance group photos, and club/committee photos. An option to consider is the photography committee has the opportunity to set up for individual portrait photos for course members while everyone is dressed in formal uniform, if people need the photos for official biographies, etc.

PRIZES

At the graduation ceremony, a number of academic and military prizes are awarded to ACSC students. These include the 3 single service prizes which are awarded to the individual service members who achieve the best overall result in attaining psc(j). There are also 7 joint prizes including:

- **Governor-General's Prize:** awarded to the officer whose psc(j) performance and achievements in the fields of military academic endeavour and personal qualities most epitomizes the professional military officer.

- **Chief of Defence Force Prize:** awarded to the officer who demonstrates the most outstanding leadership qualities in attaining psc(j).
- **Secretary of Defence Force Prize:** awarded to the officer who demonstrates excellence in strategic thinking.
- **Chief of Joint Operations Prize:** awarded to the officer who achieves the best combined results for the Operations modules.
- **Principal's Prize:** awarded for military academic excellence in the Military and Defence Studies Program.
- **Overseas Course Member Prize:** awarded to the international officer who is adjudged by the ACSC Executive to have made the greatest contribution to the international dimension of the course.
- **Commander ADC Prize:** awarded to the officer who has made the greatest contribution to the course throughout the year.

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QUARTERLY MEETINGS

At a minimum, the CMAC Executive and committee OICs are required to meet quarterly (IAW Standing Orders) to fulfil audit requirements. The CMAC President is then required to back brief the wider course on any major outcomes, primarily focused on the financial position of the CMAC.

QUESTIONS

The ITO and duty syndicate are responsible for the free flow of questions at the completion of each presentation (generally lessons will be 60 minutes long, with an additional 30 minutes for questions) for the entire duration of assigned period in the ACSC program. If questions are being taken from the floor, students are required to stand up state their rank, full name and service prior to relaying their question, and then resume their seat once the lecturer begins to answer the question.

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RYDER CUP

Ryder Cup is the OCM vs Australian sporting competition held just prior to graduation. The competition must have golf and soccer as compulsory sports, with at least one other non-contact sport, ideally chosen by the OCMs. The event is co-run by the CMAC Sports and OCM rep.

REGIMENTAL AID POST (RAP)

See entry under 'medical.'

RAAF DINNER

Air Force course members and staff attend a single service formal dinner or cocktail party similar to the Army and Navy single service dinners. In the latter months of the year.

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SCUTTLEBUTT

Scuttlebutt is a series of announcements and light-hearted 5 minute presentations coordinated by the Deputy-Director ACSC. It is generally held each Thursday morning and is a great way to maintain morale across the course. If there are any medals or other awards to be presented, scuttlebutt is generally the time that occurs.

SHERIFFS

See entry under 'back brief'.

SYNDICATES

Syndicates change every quarter (although you maintain the link with your guidance group throughout the year for various activities). Most case studies will have syndicate discussions attached to them, and there are generally questions assigned that students prepare for in advance. Most syndicate discussions are held on base in syndicate rooms, but can be held off-base if arranged in advance. Within syndicates each term, students are required to fulfil a variety of appointments including: syndicate leader, OCM buddy, social rep and WHS rep.

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STRATEGY MODULE

The strategy module is the first module of the program. In a lot of ways it 'hits you like a ton of bricks.' With volumes of readings required to be read each night, it can be pretty exhausting if you haven't completed much prior study at the post-graduate level. Many students feel quite overwhelmed throughout the strategy module as your brain is pumped full of new information. Our only advice is to stick it out, it gets better and you will learn to cope in your own way with the volume of reading required.

SPORTING CLUBS

There are a multitude of sporting clubs you are able to join during your time at ACSC. Running club, Aussie Rules, Rugby, Indoor Cricket, Soccer, and softball were just some of the sports available during our year. It is very flexible, and you can pretty much start whatever sporting club you like.

SPORT (INTER GUIDANCE GROUP)

The CMAC Sports rep coordinates the inter-guidance group sporting competition. Essentially, once per month a different social sport is chosen, and guidance group teams battle it out for 'champion syndicate' honours.

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TWITTER

There is an ACSC twitter account (handle is @acsc_j) for use by the student body for semi-official communications with the wider defence community.

THEMES

Course themes run throughout the entire year, and are often a sensible way to structure essays and exams. The course themes in 2018 were: nature and character of war, the political objective, unity of effort, strategic and military culture, resourcing and sustainment, learning and adaptation, geography and operational environment, leadership and command, and joint operational planning.

TURNITIN

All written assessment is submitted through 'Turnitin' software. It checks for plagiarism, and is a useful tool for students to double check they have referenced correctly prior to final submission. It will be explained in detail by ANU staff early in the course.

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UNIFORMS

The standard dress of day is civilian attire, but generally if you have a visiting lecturer of 3-star or above presenting, you will wear poly's. The staff will confirm these requirements via the calendar in advance. During the JOP phase you will also wear DPCU/AMCU/DPNU throughout.

U NUMBER

The university will issue you with a 'u' number for website access and assessments. Due to the blind marking policy, you are not permitted to include your name on any of your assessment submissions – you submit everything under your u number to maintain the integrity of the system.

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VISITING LECTURERS

Throughout the course you will have duty syndicate responsibilities which will include hosting visiting lecturers and having one member of the syndicate act as the Introduction and Thanking Officer (ITO). The ITO will need to provide a short biography of the VL as an introduction prior to the lecture, as well as a short vote of thanks at the completion of the lecture. They are also responsible for ensuring the visiting lecturer gains smooth access to the base, and facilitating questions from the class during the assigned question period.

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WEBSITE

The ACSC website is a great source of information. All of the admin forms you will need throughout the year are all provided through links on the website.

WEEKLY SITREP

The CMAC Chair is responsible for submitting a weekly SITREP to the CMAC Supervising officer on behalf of the course body. Primarily it is a brief summary of sub-committee updates and progress reports, but it is also an opportunity to raise any concerns on behalf of the course or pass on generic issues to the staff.

WTSS

WTSS will be booked twice per year for all members who need to maintain their individual rediness. It is held at the ADFA/Duntroon WTSS facility.

WATTLE

Wattle is the ANU website which you will use every day. It has all the readings, lecture recordings and PowerPoint presentations on it. It is also the portal that you submit all

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assessments through, and it is where your grades will be released. It provides links to the ANU electronic library if you wish to use those resources.

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XMAS PARTY

The Christmas party is another sub-committee responsibility of the CMAC. It is hosted by ACSC for the entire campus (CDSS, ADC, CTMC) as the final family friendly function for the year.

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YEARBOOK

The yearbook committee works tirelessly throughout the year to pull together the class yearbook. It is important that it goes to print early IAW the publisher's timelines. The yearbook production is funded by the unit and students/CMAC are not required to pay for any element of the yearbook.

Approximately 3 weeks after official photos are taken (see entry under 'photo day'), the yearbook draft should be finalised and once complete, handed over to the staff for the final in-confidence entries related to prizes and awards, etc. You will need to give the production company plenty of time to arrive prior to graduation itself, because with everyone starting psc jobs and flying across the country (and world) the following day, it is impossible to mail out all the yearbooks. Make sure you build in enough fudge to get them in time before everyone departs.

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ZERO DAYS TO GO

That's it ladies and gents, the moment you've all been waiting for – graduation day! See entries under 'graduation ceremony' and 'graduation ball.'