



**AUSTRALIAN DEFENCE COLLEGE**  
Australian Command and Staff College



ACSC 2001/7563/1  
ACSC/OUT 182/2009

**See Distribution**

**AUSTRALIAN COMMAND AND STAFF COURSE (RESERVE)  
LAND OPERATIONS MODULE 2009  
JOINING INSTRUCTION**

**Introduction**

1. The Australian Command and Staff Course (Reserve) (ACSC(R)) Land Operations module 2009 (LOPS09) is a key professional development module as part of the ACSC(R) course. The module will be challenging and professionally rewarding. The module is integrated with the full-time Australian Command and Staff Course (Joint) (ACSC(J)).

**Aim**

2. The aim of this Joining Instruction is to detail individual administrative and preparation requirements for Course Members (CM) attending LOPS09.

**Module overview**

3. **Module aim.** The aim of the Land Operations module is to consolidate Service mastery of planning and synchronising land operations in order for Army Reserve officers to effectively fulfill command and staff appointments at the O5 level in single-Service, joint and integrated units and headquarters.

4. **Philosophy.** LOPS09 builds upon the tactical knowledge gained on previous courses and introduces operational warfighting concepts to encourage CM to progressively elevate their level of operational analysis to solve complex warfighting. It does so by encouraging the application and evaluation of operational concepts and ideas to a full-spectrum, coalition warfighting scenario. The module scenarios will challenge CM (either individually or as a HQ staff member) to evaluate and apply contemporary doctrine and innovative warfighting solutions.

5. **Module conduct.** LOPS09 will be conducted over the period 23 Mar – 17 May 09 in two phases with an optional residential period.

- a. **Distance Learning Phase (DLP): 23 Mar – 1 May 09.** The DLP is intended to prepare CM for LOPS09 and is undertaken by CM in their regional locations during the period 23Mar – 1 May 09. The DLP commences with the receipt of a DVD self-paced revision operations package, EX CHONG JU, EX DIG DEEP and a suggested reading list. During the DLP, CM are required to complete all study and exercise activities and are to arrive at ACSC fully prepared to integrate with the full-time course. ACSC(R) has allocated up to eight Army Reserve Training Days (ARTD) for CM to complete all pre-course revision; complete EX DIG DEEP; as well as complete the IPB and Mission Analysis for EX CHONG JU.



- b. **EX CHARLIE GREEN (EX CG) Syndicates.** Each CM will join one of the eight ACSC(J) syndicates for the EX CG series of activities. Typically, up to three ACSC(R) CM will join each ACSC(J) syndicate.
- c. **JMAP Syndicates.** Those CM attending the ORP will join one of the ACSC(J) syndicates.

### Administration

- 12. **Duty course member.** An ARes Duty CM has been appointed for each day of the ORP and MRP. Details of the Duty CM appointment and responsibilities are contained at annex E.
- 13. **Senior course member.** An ARes Senior Course member will be nominated on arrival for the MRP. The senior CM will be informed of their appointment and responsibilities by the Module Manager.
- 14. **Computers.** Laptop computers will be issued to all CM and are required for connecting to the college local area network.
- 15. **Stationery.** Stationery items such as paper, folders and map marking pens are available from ACSC resource rooms. Acetate sheet, templates and map boards will be supplied to CM on arrival. Because of the size of the LOPS09 panel, some templates will be in short supply. Stools and compasses will be issued prior to going into the field. Additional individual TEWT stores and stationary are a CM responsibility.
- 16. **Formal dinner.** The Charlie Green Dinner, is a combined ACSC(J)/ACSC(R) formal dinner which will be held in the ACSC Mess on 8 May 09.
- 17. **Dress.** Requirements are as follows:
  - a. **General.** Dress of the day for the ORP and MRP is DPCU. While headdress is not normally worn inside ACSC boundaries, it will be required for movement elsewhere. Individual cold and wet weather gear will be required by CM. Low temperatures, gusty winds and wet weather are anticipated during field activities.
  - b. **Charlie Green Dinner.** Dress for the dinner is Winter Mess Dress. For those that have not been issued Winter Mess Dress, Summer Mess Dress is acceptable.
  - d. **Sport and PT.** Runners, socks, shorts, T Shirt and towel are required for sport and PT. It is recommended that CM also bring a track suit.
  - e. **HMAS HARMAN.** Dress for march-in and march-out is neat casual attire. All CM will need to pick up their room key from the front gate on arrival. CM are to note that the Ward Room does not hold any room / cabin keys.
- 18. **Travel.** Personnel Movement Co-Ordination Centre (PMCC) (email: [tv1.pmcc@defence.gov.au](mailto:tv1.pmcc@defence.gov.au)) in Townsville (Fax) (07) 4758-7222 is to make all travel bookings for panelled CM: course code 120010, session 0013 - Army C&SC (ARES) - OPS MOD. Travel booking requests for travel between CM home address and HMAS HARMAN, are to be submitted to PMCC Townsville by CM parent/administrative unit as soon as possible after receipt of this instruction. Movement between Canberra Airport and HMAS HARMAN is to be via Cabcharge. Course members posted to ACSC and DS are to arrange travel through the ACSC Travel Centre (contact Ms Emma Anderton) at [EmmaAnderton@defence.adc.edu.au](mailto:EmmaAnderton@defence.adc.edu.au) with an

information copy to LTCOL Rutups. The remainder of CM are to arrange travel through their local unit.

19. CM are to arrive NLT 012100 May 09 and are to report their arrival to LTCOL Rutups or LTCOL L'Estrange at the HMAS HARMAN Ward Room. The release time at the completion of the module is 171200 May 09.

20. Those CM attending the ORP are to arrive NLT 272100 Apr 09 and are to report their arrival to LTCOL Rutups at the HMAS HARMAN Ward Room.

21. There are to be no movement bookings scheduled prior to the formal release time without prior approval from the Module Manager. Upon receipt of confirmation from PMCC, and NLT 9 Apr 09, CM are to notify the ACSC Travel Centre by e-mail of their confirmed travel bookings to Ms Anderton with an information copy to LTCOL Rutups.

22. **Course commencement.**

a. **ORP.** CM are to be seated in the Williams Theatre, Geddes Building, Weston Creek by 280800 Apr 09 under the control of the Duty CM.

b. **MRP.** All CM are to be seated in the Williams Theatre, Geddes Building, Weston Creek by 020800 May 09 under the control of the Duty CM.

23. **Accommodation.** All CM and DS are accommodated at HMAS HARMAN for the LOPS09 module. Each member should bring towels for use after PT/sport activities, and washing supplies as appropriate. A towel is provided at the Ward Room however, CM are likely to be more comfortable if they bring their own personal items. Local CM will be accommodated at HMAS HARMAN and are to advise the MM if they intend to overnight at their residence.

24. **Pay.** All CM are to arrive at ACSC with a completed Reserve Attendance Diary for up to eight ARTD allocated for DLP. Pay sheets will be arranged for all CM and DS for the duration of the ORP/MRP for pay at the conclusion of the MRP.

25. **Allowances.** Any CM based outside Canberra are not eligible for attendance allowance. The administration of movement and allowances is the responsibility of the member, through PMCC. Any meal allowance associated with accommodation will be administered by ACSC. Units should **only pay** allowances for meals and accommodation for the travel component to and from ACSC.

26. **Messing.** Breakfast and evening meals will be in the Ward Room at HMAS HARMAN and lunch is to be provided at the ACSC Mess. Alternative lunch arrangements will be arranged for field activities and weekends. All members are required to sign a register prior to eating at the ACSC Mess and a swipe card system is to be used at HMAS HARMAN.

27. **Transport.** Movement of CM between HMAS HARMAN and ACSC will be by CM self-drive (mini bus) hire vehicles. Selected CM will be nominated as drivers prior to their arrival on the MRP. Nominated drivers will be responsible for collection, control, cleanliness, refuelling (fuel card will be provided) and return of their allocated hire vehicles during the module. Hire vehicles are only to be used for authorised duty tasks.

28. **Medical support.** The ACSC medical facility is open from 0800 – 1600h Monday – Friday with a doctor or registered nurse in attendance from 0800 – 1230h. In the event of an after hours emergency, CM should consult the CAMU at RMC on 02 62659322 or call 000 for an ambulance. Medical support is also available at HMAS HARMAN during specified work hours.

29. **Mess accounts.** All CM will be levied a small fee for additional messing during their period at ACSC. A nominated Duty Course Member will be responsible for collection of the fees and for making payment of course mess fees to the Mess Clerk before departure. CM will not have access to a chit system due to the short duration of the MRP. Individual members are responsible for settling Ward Room fees prior to departure.

30. **Telephones.** Use of mobile phones is restricted to non-working periods. Mobile phones are to be switched off during work periods and are not to be taken into the theatres.

31. **Postal address.** The postal address for CM is:

Rank, Initials, Name  
C/- ARES LAND OPERATIONS MODULE  
Australian Command and Staff College  
Australian Defence College (Weston)  
Department of Defence  
CANBERRA ACT 2600

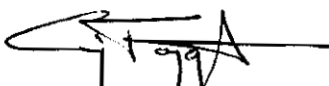
32. **Contact numbers at ACSC.** Some contact numbers are listed at annex F. The ACSC Reception/Switch on 02 6266 0611 can be used for messages during normal working hours. All CM will be allocated an email address while at ACSC. The e-mail address naming protocol at ACSC is <firstnamelastname>@defence.adc.edu.au. Note the names are all one word and all lower case, and do not have a separator between first and last names. This e-mail address will become active shortly before the MRP.

33. **Security.** The ACSC is an unclassified learning environment in order to facilitate foreign CM. ACSC(R) CM are to be cognisant of the ACSC learning environment and ensure that material classified Restricted (such as the LOPS09 CD Rom and DVD) is protected. Classified electronic material is not to be operated using the ACSC local area network / open student network.

34. **LOPS 09 point of contact and acknowledgement.** The point of contact for LOPS09 is the MM, LTCOL Rutups at james.rutups1@defence.gov.au . All CM are to acknowledge receipt of this joining instruction to the MM NLT 31 Mar 09.

## **Conclusion**

35. LOPS09 will focus on joint warfare through single service professional mastery and prepare CM for command and staff appointments at the 05 level in future war fighting and peace time environments. All CM should strive to make the most of their time whilst attending ACSC and maximise the opportunities to develop professionally and personally with peers and colleagues. Attendance will be demanding, challenging and rewarding.

  
**C. TAGGART**  
Lieutenant Colonel  
Chief Instructor ACSC(R)

15<sup>th</sup> Mar 2009

**Annexes:**

- A. Outline Program (DLP and RP).
- B. Module Content and Assessment
- C. 2009 LOPS – Course Member Panel
- D. Example Posting History
- E. Duty Course Member Roster & Responsibilities
- F. Useful Phone and Fax Numbers

**Distribution:**

**Internal (e-copy):**

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DSG Site Services Mngr  
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Study Tour Support  
Customer Service Centre  
Publishing and Printing  
ADCLS  
AV/IS  
IT Support  
ADC Medical  
SSDS  
Mess Manager

**External (e-copy):**

PMCC  
Course Member Panel

ANNEX A TO  
 ACSC 2001/7563/1  
 DATED 15 MAR 09

**LOPS09 RESIDENTIAL PHASE  
 OUTLINE PROGRAM**

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
27-Apr	28-Apr	29-Apr	30-Apr	1-May	2-May	3-May
ORP CM arrive	JMAP	JMAP	JMAP	JMAP MRP CM arrive	March In admin Joint Presentations	Ex Chong Ju
4-May	5-May	6-May	7-May	8-May	9-May	10-May
LOPS Presentations Joint Presentations	LOPS Presentations Joint Effects	LOPS Presentations Ex Charlie Green 1 Recons	Ex Charlie Green 1	Ex Charlie Green 1 Formal Dinner	Ex Broken Bridge	Ex Broken Bridge
11-May	12-May	13-May	14-May	15-May	16-May	17-May
Ex Charlie Green 1	Ex Charlie Green 1	Ex Charlie Green 1	Ex Charlie Green 1 stands	Ex Apple Orchard	Ex Apple Orchard	Course Admin March Out

## MODULE CONTENT & ASSESSMENT

### Distance Learning Phase (DLP)

1. **Pre-module study and other course preparation.** All CM are to ensure they are prepared both personally and professionally for the MRP prior to their attendance at ACSC. The program during the MRP is busy, and there will be very limited opportunity for under-prepared CM to catch up. During the DLP, CM are required to:

- a. study relevant reference materials in order to complete DLP deliverables and prepare for the MRP;
- b. complete EX DIG DEEP, a self-paced exercise intended to revise and enhance knowledge of operational terms and concepts; and
- c. complete IPB and Mission Analysis for EX CHONG JU .

2. **EX DIG DEEP.** Exercise DIG DEEP is a directed study exercise of joint and land doctrine. Failure to submit EX DIG DEEP will disadvantage preparation for the module and reduces individual pre-module ARTS bid to four days. Failure to submit the assignment will also have an adverse effect on CM Personal Attributes assessment. The following matters relate to DLP requirement for EX DIG DEEP:

- a. **Assignment Deliverable.** EX DIG DEEP is included in the LOPS09 CD package.
- b. **Time requirement.** Each CM should allocate up to four days to complete all requirements for EX DIG DEEP.
- c. **Submission process.** All CM are to complete the assignment by electronically inserting their responses in the provided MS Word document and emailing it to the ACSC(R) submissions centre at ACSC at [acscars@defence.adc.edu.au](mailto:acscars@defence.adc.edu.au) with a copy to LTCOL Rutups at [james.rutups1@defence.gov.au](mailto:james.rutups1@defence.gov.au). The file naming protocol to be used by CM is: DIGDEEP\_<coursememberslastname>.doc.
- d. **Due Date.** Electronic copies are to be submitted NLT 1700 hrs 1 May 09. DS support. DS support to CM during the DLP is available from Guidance Officers (GO) and LOPS09 MM.

3. **EX CHONG JU.** The following matters relate to DLP requirement for EX CHONG JU: Assignment papers. Exercise papers for EX CHONG JU are included in the LOPS09 CD package.

- a. **Assignment Deliverables.** All CM are to have completed an IPB and a Mission Analysis for the exercise and are to be prepared to discuss these in syndicate discussions on 2 May 09.

- b. **Time requirement.** Each CM should allocate up to four days to complete all requirements for EX CHONG JU.
  - c. **Maps.** An e-version of the maps required for the EX CHONG JU has been included on the LOPS09 CD package in addition to paper copy maps. Individual CM may wish to obtain a NSW road map as most versions provide sufficient information for the preparatory stage of the problem.
  - d. **Talcs.** Talcs for DLP work are to be provided by CM. Talcs for TEWT work conducted during the MRP will be issued at ACSC.
4. **DS support.** DS support to CM during the DLP is available from GOs and LOPS09 MM

#### **Main Residential Phase (MRP)**

5. During the MRP, CM are required to:
- a. prepare and deliver two, BDE level, individual assessed TEWTs: EX BROKEN BRIDGE and EX APPLE ORCHARD. Both TEWT problems are based on Brigade Combat Teams (BCT); and
  - b. participate in the EX CHARLIE GREEN ONE JMAP Div Level exercise, integrated with ACSC(J) course.
6. **EX CHARLIE GREEN ONE (EX CG1): 7 – 14 May 09.** The EX CG1 scenario is based around a divisional offensive operation within a corps setting in the vicinity of NE CANBERRA. This syndicate exercise will be conducted as a DS directed JMAP and is designed to formatively develop CM understanding of the preparation of a CONOPS for a divisional offensive operation that contributes to a corps scheme of manoeuvre.
7. **EX BROKEN BRIDGE and EX APPLE ORCHARD.** Detailed arrangements for the conduct of EX BROKEN BRIDGE and EX APPLE ORCHARD will be advised upon arrival at ACSC. In outline, these exercises will be conducted on the middle weekend and the Friday/Saturday of the last week of the MRP. Both EX BROKEN BRIDGE and EX APPLE ORCHARD are assessed TEWTs. Initial briefings and TEWT preparations will be held at ACSC with CM conducting reconnaissance using sub-syndicate vehicles and completing individual preparation of solutions prior to presentation of their CONOPS brief the following day.

#### **Optional Residential Period (ORP)**

8. An optional residential period is offered to all CM from 28 Apr - 1 May 09 to undertake a JMAP course with the ACSC(J) at Weston Creek. The JMAP course is part of the ACSC(J) Joint Operations (JOPS) module.
9. An email detailing the ORP has been sent to all CM previously. CM who wish to take up this option and have not already indicated their intention to LTCOL Rutups need to do so immediately.

### **Personal attributes**

10. During the MRP, CM will be assessed on their PA and their contribution to both ACSC(J) and ACSC(R) syndicate activities. Personal Attributes forms a significant component of the LOPS09 module CM report and ACSC(R) CM End of Course word picture and final grade. All CM should seek opportunities to demonstrate their competency and contribute positively to the module.

### **Assessment.**

11. Individual assessment for LOPS09 will be based on formal operational deliverables and demonstrated personal attributes (PA). Assessment of activities conducted in syndicates will include components related to the standard of syndicate deliverables and an assessment of individual CM contribution to each syndicate deliverable. The following are the key elements of the course assessment and their respective weighting within the LOPS09 module:

- a. EX BROKEN BRIDGE 40%;
- b. EX APPLE ORCHARD 40%; and
- c. Personal Attributes (PA) 20%.

12. CMs must successfully pass **both** assessed TEWTS in order to pass the module. Each CM is to receive a module report indicating their overall assessment grade and their performance throughout the module period. Assessment of TEWTS is to be focused on a CM's ability to undertake complex problem solving and being able to communicate their ideas.

13. Exercises DIG DEEP, CHONG JU and CHARLIE GREEN are non-graded development activities, but will contribute to individual PA assessment.

### **Reference material**

14. A LOPS09 resource DVD with relevant course materials will be forwarded to CM home address. These materials provide an extensive information resource which will assist CM during the preparation and conduct of the MRP. Any additional materials will be issued to CM during the MRP. CM need to refer to current extant doctrine in the use of their materials. Any questions that arise from these references are to be addressed to the Module Manager.

**COURSE MEMBER PANEL AS AT 15 MAR 09**

<b>SERIAL</b>	<b>PMKEYS</b>	<b>RANK</b>	<b>SURNAME</b>	<b>FIRST NAME</b>	<b>CORPS</b>
1	8510732	MAJ	AITKEN	RHOGAN	RAINF
2	8251266	MAJ	ANG	ANTHONY	RAINF
3	8235005	MAJ	BAKER	JAMES	RAINF
4	8249379	MAJ	BALL	ROBERT	RAINF
5	8225064	MAJ	BRENNAN	ROBERT	RAINF
6	8239901	MAJ	BROWN	NEVILLE	RAEME
7	8249133	MAJ	CAMERON	JAMES	RAAC
8	8224579	MAJ	COOPER	JAN	RASIGS
9	8255290	MAJ	CORREIA	DEAN	RAAOC
10	8216930	MAJ	DAVIES	TREVOR	RACT
11	8253434	MAJ	DEVINE	TONY	RAAC
12	8270372	MAJ	HOYER	ANTHONY	RAINF
13	8213645	MAJ	HUDSON	KRISTY	RAAOC
14	8260809	MAJ	MIDDLETON	PAUL	RAINF
15	8257660	MAJ	MOLNAR	JOHN	RAAC
16	8262624	MAJ	PATTINGALE	IAN	RAINF
17	8218513	MAJ	SEE	DHUGALD	RAA
18	8260582	MAJ	SELMAN	JASON	RAE
19	8215551	MAJ	THOMAS	NICHOLAS	RAINF
20	8250878	MAJ	THOMAS	MICHAEL	RAINF
21	8256472	MAJ	THUAUX	PETER	RAA
22	8232665	MAJ	WHEATLEY	ANDREW	RAEME

**EXAMPLE POSTING AND COURSES SUMMARY**  
**(For submission by email by 31 Mar 09)**

**Name:** MAJ Whoever

<b>Year</b>	<b>Rank</b>	<b>Unit</b>	<b>Posting</b>
2006		LWC - NSW	MILOPS Instructor - ACSC Ops Module
2005		LWC - NSW	MILOPS Instructor - ACSC Mil History
2004		IAR	Extended Leave - Study
2003		ASSG	Infantry Centre – Small Arms Wing
2002			IOC
2001		SUR	OC Trg Spt Coy / SI MOD 2b, SI 1b
2001		HQ 4 BDE	SO2 Plans
2000			Staff Operations Cse
1999	MAJ	4/3 RNSWR	OC Rifle Coy – Prom MAJ
1998			ROAC/ Grade 2 LWC
1996		RTC NSW	RCSC (Intermediate) Student
1996			
1995		2/17 RNSWR	MOR Pl Comd MOR OFFR
1994			Basic Mor Cse - Inf Centre
1993	CAPT	2/17 RNSWR	PROM CAPT - 21C Rifle Coy
1992		RTC NSW	MILOPS Instructor
1991		RTC NSW	RCSC (Basic Cse) Student
1989		1. 17 RNSWR	2. PL Comd - ROBC Inf Centre
1988		3. 17 RNSWR	4. PL Comd
1987	LT	5. UNSWA	Graduated RMC/UNSW
1986	SCDT	6. UNSWA	7. Enlisted ARes

**DUTY COURSE MEMBER ROSTER & RESPONSIBILITIES**  
(Correct as at 15 Mar 09)

<b>Duty Date</b>	<b>Rank</b>	<b>Name</b>
28 Apr 09	MAJ	DAVIES
29 Apr 09	MAJ	M. THOMAS
30 Apr 09	MAJ	DEVINE
1 May 09	MAJ	HUDSON
2 May 09	MAJ	BALL
3 May 09	MAJ	BAKER
4 May 09	MAJ	MIDDLETON
5 May 09	MAJ	MOLNAR
6 May 09	MAJ	PATTINGALE
7 May 09	MAJ	SELMAN
8 May 09	MAJ	CAMERON
9 May 09	MAJ	COOPER
10 May 09	MAJ	BRENNAN
11 May 09	MAJ	WHEATLEY
12 May 09	MAJ	SEE
13 May 09	MAJ	N. THOMAS
14 May 09	MAJ	THUAUX
15 May 09	MAJ	HOYER
16 May 09	MAJ	ANG
17 May 09	MAJ	CORREIA

**General**

1. An ARes duty CM is appointed each day during residential modules held at ACSC.
2. The change over of the duty CM is to occur at 1800 hrs daily. Both incoming and exiting members are to report to the MM for handover.

**Role**

3. The role of the ARes duty CM is to provide an interface between DS and the other CM on administrative matters to ensure that relevant issues are actioned in a coordinated and timely manner.

**Responsibilities**

4. Responsibilities of the ARes Duty CM include:
  - a. ensuring that the course member body is accounted for and seated in preparation for central presentations;
  - b. dissemination of information to the course member body from DS;

- c. coordination of travel between service accommodation and ACSC, including responsibility for ensuring that all CM are accounted for prior to departure for any journey;
- d. residential administration on a daily basis, including liaison with Ward Room staff at if required, ensuring that all fees and charges are settled by CM prior to departure, and that room keys are returned;
- e. daily co-ordination of activities between full-time and part-time CM; and
- f. co-ordination with full-time duty course member.

**CONTACT NUMBERS**

**ACSC Weston Creek**

Prefix in-dial from an outside line: 02 626, then the last five digits. Front desk duty hours is 02 6266 0711.

From inside a Defence PABX in Canberra, dial the five-digit extension.

<b>STAFF</b>			<b>GENERAL</b>		
<b>Name/Position</b>		<b>Mobile</b>	<b>Name/Position</b>		<b>Mobile</b>
<b>CI ACSC(R)</b> LTCOL Craig Taggart		0418 738000	<b>Travel Centre</b> Emma Anderton	60367	
<b>LOPS Module Manager</b> LTCOL Jim Rutups	60590	0413 082404	<b>Mess Manager</b> Rene Antonas	60771	
<b>Assistant Module Manager</b> LTCOL Sean L'Estrange	60590		<b>Co-ord</b> Agi Niewiada	60313	
<b>Syndicate DS</b>	60590		<b>Library</b> Meegan Ablett	60761	
			<b>Weston Creek Medical Centre</b>	60304	
			<b>Gym</b>	60750	

**Other Contact Numbers**

Defence Canberra Switch (office hours) – dial 9

Directory assistance from any Canberra Defence PABX – dial '0' for an outside line, then 1223.