



Australian Command and Staff College

DEPARTMENT OF DEFENCE, CANBERRA ACT 2600
Phone: (02) 626 60611



ACSC(R) 2009 course members

AUSTRALIAN COMMAND & STAFF COURSE (RESERVE) COURSE MEMBER GENERAL INSTRUCTION 2009

Reference:

A. ACSC Standing Instructions

Introduction

1. War fighting in the 21st Century remains violent, dangerous and unpredictable. Army graduates of the Australian Command and Staff Course (Reserve) (ACSC(R)) must be equipped to deal with this complexity, be able to conceptualise and analyse current and future Defence issues and be trained to be decisive within the limits of their delegated authority. Army graduates of the Australian Command and Staff College (ACSC) must be prepared for the short term (their next appointments) and long term as Army's future generation of leaders. In particular, ACSC(R) graduates should be prepared to command Reserve units and undertake staff appointments at the O-5 level.

Aim

2. The aim of this instruction is to detail course member administration for attendance at ACSC(R) in 2009.
3. Specific guidance for attendance on learning modules will be issued separately, prior to commencing each module. This Instruction should be read in conjunction with ACSC Standing Instructions (SI) at reference A which can be viewed at <http://www.defence.gov.au/adc/>.

Mission

4. The ACSC(R) course is to prepare Active Reserve (AR) officers for command and staff appointments at the O5 level in future war fighting and peace time environments.

ACSC(R) Intent

5. Graduates of ACSC must be capable of leading in the joint environment; demonstrate superior individual leadership qualities and characteristics; analyse complex Defence issues; and be adaptive to war fighting and peace time environments. The achievement of these behaviours will be supported by enabling skills including effective writing, speaking and listening skills; operational planning and mastery of own service.
6. The Chief Instructor (CI) ACSC(R) philosophy is attached at annex A.

ACSC(R) Course

7. **Status.** The ACSC(R) course is one of three courses sponsored by ACSC and is formally recognised by HQ TCA and DRCM-A. Successful completion of the ACSC(R) will entitle graduates to use the post nominal, psc(r). The other ACSC courses are the full-time ACSC (Joint) (ACSC(J)) and part-time RAN Staff Acquaint Course (RANSAC).

8. **Duration.** The ACSC(R) course may be completed within a single 14 month period whereby officers are posted to ACSC(R). Otherwise the course is generally completed part-time over two consecutive years while officers remain posted to their parent unit. Completion of ACSC(R) comprises approximately 36 days of residential course work (one four day and two 16 day periods) and 51 days of distance education.

9. **Conduct.** The ACSC(R) consists of three learning modules:

- a. Military History (MH09);

The module consists of a seminar and written assignments over a 12 month period involving the study of campaigns from different eras with an emphasis on research and analysis. The three day seminar will be conducted during the period 9-11 Oct 08.

- b. Land Operations (LOPS09) 25 Apr – 10 May 09;

The module consists of 16 day residential and distance learning phases involving the application of land operations at brigade level, within a divisional setting.

- c. Command, Leadership and Training (CLT09) 12-27 Sep 09;

The module consists of 16 day residential and distance learning phases involving the research, analysis and delivery of a unit training directive and command study.

10. **Module management.** A module manager (MM) is assigned responsibility for the conduct of individual modules. Directing Staff (DS) are assigned to support the separate modules as required.

11. **Learning.** The emphasis within ACSC(R) is on individual learning – not teaching. Course members (CM) (not students) are required to undertake significant amounts of prescribed and further study and research. Individual learning will include preparing for and contributing to syndicate activities and individual assessments and presentation. Where ever possible, e-learning concepts have been incorporated to promote learning. Assigned DS and Guidance Officers (GO) are available to assist with learning for all residential and non-residential phases.

12. **Waivers.** Applications for recognition of prior learning and current competencies will be considered on a case by case basis. Applications should be discussed in the first instance with the CI, who will provide preliminary advice and a recommendation. An ACSC panel will determine the extent of RPL/RCC to be recognised IAW SIs.

13. **Withdrawal.** Requests to withdraw from the course or a module are to be forwarded to the CI for recommendation to DRCM-A as the course panelling authority. Course members

should be cognisant of any impact on their military career and discuss the situation with their GO and career advisor initially.

14. **Residential Modules.** Residential modules of the ACSC(R) enable CM to integrate with other part-time CM and with full time CM during normal working hours.

15. **Accommodation.** The ACSC has no residential accommodation on campus as full time course members 'live out'. Course members who attend ACSC(R) residential modules are normally accommodated locally in the Canberra area in service facilities.

16. **Assessment.** The assessment for CM consists of Personal Attributes (PA) and academic results; and generally follows the same conditions and standards as the ACSC(J) course. Assessment duties are rotated through DS to ensure CM assessment is equitable. At the end of each module, a Module Performance Review Board (MPRB) will be held; and module reports completed and issued.

17. **Assignments.** All assignments should be written as if they were for COMDT ACSC (one star officer equivalent) and assume a general level of subject knowledge by the reader. Assignments required to be submitted electronically, are to be forwarded to ACSC at acscares@defence.adc.edu.au with a carbon copy (cc) forwarded to individual guidance officers. Assignment due dates will be advised in module joining instructions. Assignments submitted electronically are to be saved IAW prescribed naming conventions.

18. **Re-submission.** Course members are graded *Resubmit* on terminal assignments when a mark of 49% or less is achieved. Course members are only allowed one attempt to resubmit. Due dates for resubmissions will be determined by module managers.

19. **Requests for Extension.** Requests for extensions are to be sought from guidance officers prior to any assignment due date. Assignments received after the due date will incur a late penalty up to 10% of maximum marks. Requests for extension beyond 14 days are to be deferred to the CI for decision IAW reference A.

20. **Academic appeal.** Course members are encouraged to resolve academic issues at the earliest availability through GO and DS. Details of the academic appeal process are at reference A.

21. **Plagiarism.** The use of others works without appropriate acknowledgement and referencing is plagiarism. Course members guilty of plagiarism will be expected to show cause why they should not be dismissed from ACSC.

22. **Collusion.** Course members are encouraged to work collaboratively, if they have the opportunity, and it is appropriate for a particular assignment. Submitting the same final version of a piece of work for assessment is, however, regarded as collusion. Collusion is a deliberate attempt to defraud and cheat. If course members are concerned about similarities in their written work because they have collaborated with others in the process, a statement to that effect should be attached to the assignment as a precaution. If in doubt, Directing Staff should be consulted before submission.

23. **End of Year Performance Review Board (EYPRB).** Upon completion of all modules, CM results are presented to the EYPRB for determining final individual results and recommendations. The EYPRB recommendations are presented to DOS-ARes and COMDT

ACSC for approval.

24. **Graduation.** Course members successfully completing ACSC(R) will be invited to attend the combined ACSC Graduation, at their own cost. Travel costs for prize winners will be funded by ACSC. Graduation is generally held in the first week of December.

Administration

25. **Personnel Management.** Course members posted to ACSC(R) for 12 months are expected to complete all modules within the period. It is inherently difficult for ACSC(R) to administer posted course members and arrangements have been made with regional APAs to assist. Posted course members are discouraged from providing individual support to units during their posting to ACSC. Posted members are recommended to:

- a. secure personal documents;
- b. liaise with local APAs to maintain AIRN; and
- c. inform GO of their personal and administrative situation.

26. **Pay.** Pay for all modules is sponsored by ACSC. For distant learning elements of modules, CM are to submit a pay diary to ACSC Training Coordination at ACSC Fax No (02) 6266 0450 upon completion of assignments IAW module joining instructions. Pay for residential modules is managed by module staff. Course members are to use the attached pay diary and codes at annex B.

27. **Travel.** Posted CM are to arrange travel upon receipt of module joining instructions with the ACSC Travel Cell. Other CM are to use local units for arranging travel. Session numbers for the course modules required by PMCC will be included in separate module joining instructions. The PMCC will fund course travel and allowances.

28. **Messing.** Messing arrangements during residential modules will be a combination of mess dining and meal allowance depending on accommodation arrangements. Meal allowances will be determined separately and paid on attendance. Course members will be required to pay nominal mess fees during residential modules. Any requirement to attend Regimental dinners and other mess functions will be advised in separate module joining instructions.

29. **Readiness.** Course members are responsible for maintaining AIRN at their home location. Posted members are to submit pay diaries for AIRN to GO.

30. **Performance Assessment Reporting (PAR).** Course members posted to ACSC will receive a course report in lieu of a PAR. Course members not posted to ACSC are to receive PAR from unit CO.

Command

31. **Course Paneling Authority.** The paneling authority for ACSC(R) is DRCM-A. Course members are recommended to inform their career adviser of their availability to attend modules.

32. **Points of Contact.** Course members are to use GO as their primary point of contact. Administrative staff at ACSC can be contacted during work hours on (02) 6266 0611.

33. **Guidance Officers.** Guidance Officers provide personal guidance and coaching to course members on their conduct and performance; and assist them to satisfactorily complete the ACSC(R) course. The GO / CM allocation will be notified separately.

Conclusion

34. Attendance at ACSC is demanding, challenging and rewarding. Course members will be exposed to a broad yet balanced curriculum that focuses on strategic studies, command, leadership and warfighting with an emphasis on adaptive thinking, critical analysis and quality communication skills. The ACSC(R) course will focus on joint warfare through single service professional mastery and prepare graduates for command and staff appointments at the 05 level in future war fighting and peace time environments.



C. TAGGART

LTCOL

CI

craig.taggart1@defence.gov.au

20 Sep 08

Annexes:

- A. CI ACSC(R) philosophy
- B. Pay diary