

## **PROGRAM 7: JOINT EDUCATION AND TRAINING**

### **OBJECTIVE**

To provide joint education and training policies for the Defence organisation and develop a joint education and rationalised training organisation for the Defence Force.

### **DESCRIPTION**

The Joint Education and Training Program directs the development and implementation of joint and integrated education and training policies and strategies for the Defence organisation. It provides joint officer education through the Australian Defence Force Academy, the Joint Services Staff College, and the Australian College of Defence and Strategic Studies. The Program Manager is the Head Joint Education and Training. The Program comprises two Sub-Programs: Education and Training Policy; and Joint Officer Education.

### **PROGRAM SUMMARY**

Significant progress was made on a number of Joint Education and Training initiatives over the past year. Major achievements include agreement to establish a new Australian Defence College in January 1999 as the coordinating structure for Defence and ADF educational institutions, and the development of two new higher Defence courses, the Defence Staff Course and the Defence Strategic Studies Course, commencing in 1999. These courses will replace those previously offered at the Joint Services Staff College and the Australian College of Defence and Strategic Studies. Development of joint and single-Service components of a collocated ADF staff college, which will replace the existing single-Service colleges, is well under way with a ministerial decision pending on its location.

As part of the Defence Reform Program initiative, the Program has been actively pursuing a wide range of training rationalisation studies in concert with the Services Training Commands, and Defence Estate and Corporate Support Programs. The outcome will be common modular course structures across the ADF and Defence organisation with coordinated skills and competencies for similar modules across ADF institutions for performance of similar tasks.

Coordination of schools and systems will allow Defence to make better use of the national and vocational education and training system. Greater emphasis will be placed on outsourcing the supply of education and training services and on the utilisation of flexible and distance learning techniques. Career mobility for ADF and Defence civilians will be improved through skills and competencies recognition into the national training framework and higher education system.

A Defence education and training accreditation and articulation model has been developed and distributed as the overarching framework for through-career learning. It provides for structured career education and training as well as self-initiated development and workplace learning. The model is a Defence initiative that encompasses the structure of both the vocational and education training higher education sectors. It is believed that no other organisation has gone as far in ensuring a seamless structure for the through-career learning of its personnel. Another outcome of the model will be to link Defence processes with larger national training systems and to offer incentives for those systems to respond cost-effectively to Defence needs.

The new Academic Statement of Requirements for the Australian Defence Force Academy, which is close to completion, will provide the ADF with greater flexibility in the delivery of undergraduate education. The statement of requirements will cover the courses Defence wants delivered and the number of students to be educated each year. The first version will capture the present academic services provided by the University College to Defence to establish a baseline. Future iterations will set out what Defence wants from the college and the measures Defence will use to assess whether its requirements have been met.

## PERFORMANCE MEASURES FOR 1997-98

The Joint Education and Training Program's performance is measured by the extent to which:

- a. the conduct of common training and civilian development programs met Defence, Program and individual requirements;
- b. the training and educational objectives of the Defence colleges and academy were met; and
- c. the planning phase for the rationalisations under the Defence Reform Program was completed and implementation has commenced.

## 1997-98 PERFORMANCE AGAINST FORECAST

*More efficient use of training resources through better training needs analysis to ensure that training programs are customised to meet the needs of the organisation and individuals*

The Joint Education and Training Executive initiated a number of projects during the year aimed at achieving this performance forecast and at improving the overall efficiency and effectiveness of ADF and Defence education, training and development systems. Major policy guidelines and frameworks have been raised for education and training in the future and these are being advanced through consultation with other Programs. The emphasis is on providing through career education and training focusing on providing people with the right skills and knowledge at the right time.

Outcomes against the forecast include the development of the Australian Defence College, collocation of the existing single-Service staff colleges, and the Defence Management Diploma Program and the rollout of a Defence Education and Training Accreditation and Articulation Model as a framework for through-career learning.

The endorsement of the ADF Officer Education and Training policy by the Chiefs of Staff Committee establishes a system of officer education and training that ensures officers acquire the professional competence to meet ADF operational requirements. The policy links officer education and training to officer career management and, together, they comprise an officer's professional military development.

A number of other reviews currently in progress include logistics education and training, strategic education studies, leadership training and study assistance. Program staff are also working closely with the staff from other Programs in the development of a human resource development plan and in the development and future delivery of equity training.

*Effective delivery of educational and training programs and civilian staff development programs in accordance with performance agreements negotiated with client Programs*

A number of initiatives aimed at improving client service and ensuring that existing education and training services are meeting client expectations and departmental needs were implemented, including a review of the Graduate Development Program, the development of a Graduate Resource Officer Program in conjunction with Finance and Inspector-General Program, the development of a regional, and Program, network for human resource development staff and the establishment of a system to administer distance-learning modules addressing the Australian Public Service core competencies.

The Australian College of Defence and Strategic Studies completed its third year of academic operation in December 1997, and 36 participants graduated. There were 16 ADF personnel, five public servants, and 13 overseas graduates from 11 countries as well as two part-time affiliates from the NSW Fire Brigade. The 22 academic contracts were reviewed and refined and met all educational objectives effectively. The training and educational objectives of the Joint Services Staff College were also met and 91 senior officers and officials graduated over two courses. The two graduation classes comprised 52 ADF personnel, 10 public servants and 29 overseas course members.

The cadet population at the Australian Defence Force Academy at the end of June 1998 was 1029, of which 265, or 26%, were female. The academy achieved a high undergraduate graduation rate of 290 cadets, or 76.9%. The cadet loss rate was low at 7.1%, or 76 cadets. The trend to higher academic achievement continued with 71 Bachelor degrees with Honours and two University Medals. Total enrolments for the University College were 1,201 undergraduates (including the Advanced Student Division) and 508 postgraduates.

*The development of plans for the initial phases of the rationalisation of education and common technical training across the Defence organisation, and the commencement of their implementation*

An outcome of the rationalised training studies into catering training and medical assistant training is the commencement in early 1999 of the ADF School of Catering at HMAS Cerberus and the Interim School of Basic Medical Assistant training at Army Logistic Training Centre, Bonegilla. The ADF Dental School commenced at HMAS Cerberus in January 1998.

The final location of rationalised medical and other health training is dependent on the outcome of a feasibility study into the establishment of an ADF School of Health. Rationalisation studies into communications and information systems training, common technical training and investigating officer training are nearing completion, with other studies still in progress including Defence intelligence training policy, Service police and security training and combat survival training.

## RESOURCES

**Table 7.1: Defence Function Outlays Summary**

Sub-Program	1997-98	1997-98	1997-98	Variation	
	Budget Estimate	Revised Estimate	Actual Outcome	(97-98 Actual less Revised Estimate)	
	\$m	\$m	\$m	\$m	%
7.1 Education and Training Policy	5.3	5.1	8.9	3.8	74.1
7.2 Joint Officer Education	97.0	89.1	89.9	0.8	0.8

<b>Program Total</b>	<b>102.3</b>	<b>94.2</b>	<b>98.8</b>	<b>4.5</b>	<b>4.8</b>
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**Note:**

Figures may not add due to rounding.

**Table 7.2: Staffing Summary**

<i>Sub-Program</i>	<i>1997-98 Budget Estimate</i>	<i>1997-98 Revised Estimate</i>	<i>1997-98 Actual Outcome</i>	<i>Variation (97-98 Actual less Revised Estimate)</i>	
	<i>Personnel Numbers</i>				<i>%</i>
7.1 Education and Training Policy	50	62	125	63	101.6
7.2 Joint Officer Education	1,285	1,287	1,282	-5	-0.4
<b>Program Total</b>	<b>1,335</b>	<b>1,349</b>	<b>1,407</b>	<b>58</b>	<b>4.3</b>

**Table 7.3: Staffing Profile**

<i>Personnel</i>		<i>Sub-Program</i>		<i>Total</i>
		<i>7.1</i>	<i>7.2</i>	
Permanent Force	97-98 Budget	1	1,219	1,220
	97-98 Revised	9	1,230	1,239
	97-98 Actual	10	1,229	1,239
Reserves	97-98 Budget	0	0	0
	97-98 Revised	0	0	0
	97-98 Actual	1	0	1
Civilian	97-98 Budget	49	66	115
	97-98 Revised	53	57	110
	97-98 Actual	114	53	167
<b>Total</b>	<b>97-98 Budget</b>	<b>50</b>	<b>1,285</b>	<b>1,335</b>
<b>Personnel</b>	<b>97-98 Revised</b>	<b>62</b>	<b>1,287</b>	<b>1,349</b>
	<b>97-98 Actual</b>	<b>125</b>	<b>1,282</b>	<b>1,407</b>

**1997-98 Defence Reform Progress**

Significant rationalisation momentum was achieved during 1997/98 with the formation and staffing of the new Joint Education and Training organisation, completion of training rationalisation planning and studies in five areas, planning for the raising of the Australian Defence College and collocation of the single Service Staff Colleges.

**Table 7.4: 1997-98 Defence Reform Program Savings**

<i>Category</i>	<i>Personnel Savings</i>		<i>Savings</i>
	<i>ADF</i>	<i>APS</i>	<i>\$m</i>
Personnel Planning			0.3

Education and Training	4	6	1.5
<b>Total Savings</b>	<b>4</b>	<b>6</b>	<b>1.8</b>

**Table 7.5: Reconciliation of Appropriations for the Joint Education and Training Program**

Division/Appropriation Item		1997-98	1997-98	1997-98	Variation	
		Budget Estimate	Revised Estimate	Actual Outcome	(97-98 Actual less Revised Estimate)	
		\$m	\$m	\$m	\$m	%
180-01	<b>RUNNING COSTS</b>					
	Service Personnel	40.8	42.6	44.0	1.4	3.2
	Civilian Personnel	5.2	4.9	8.1	3.2	64.7
	Administrative Expenses	11.1	6.3	7.3	0.9	14.5
	Facilities Operations	4.5	0	0	0	0.0
180-02	<b>OTHER SERVICES</b>	34.5	34.5	34.5	0	0.0
181	<b>EQUIPMENT AND STORES</b>	8.3	8.7	8.3	-0.4	-4.1
<b>Total Defence Function Appropriations (A)</b>		<b>104.4</b>	<b>97.1</b>	<b>102.2</b>	<b>5.1</b>	<b>5.3</b>
Total Defence Function Receipts (Offset within Outlays) (B)		-2.1	-2.9	-3.5	-0.6	20.4
<b>Total Defence Function Outlays (C) = (A+B)</b>		<b>102.3</b>	<b>94.2</b>	<b>98.8</b>	<b>4.5</b>	<b>4.8</b>

**Note:**

Figures may not add due to rounding.

**Table 7.6: Major Variations between 1997-98 Revised Estimate and 1997-98 Actual Outcome**

Appropriation	\$m
<b>180-01 RUNNING COSTS</b>	
<b>Service Personnel (\$1.4m)</b>	
Part year effect of ADF Workplace Bargaining Agreement	0.7
Higher than anticipated Accrual-Based Superannuation and 3% Productivity Benefit liability	0.6
Variations in rank profile and per capitas	0.5
<b>Defence Reform Program Savings</b>	
Related to Education and Training	-0.4
<b>Civilian Personnel (\$3.2m)</b>	
Net Program transfers primarily associated with the Career Development Pool from Program 8	3.4
Higher than anticipated Accrual-Based Superannuation and 3% Productivity Benefit Liability	0.6
Lower than anticipated requirement for the Career Development Pool	-0.6

<i>Appropriation</i>	<i>\$m</i>
<b>Defence Reform Program Savings</b>	
Related to Education and Training	-0.3
<b>Administrative Expenses (\$0.9m)</b>	
Net Program transfers primarily associated with the Career Development Pool	2.5
Lower than anticipated requirement for the Career Development Pool	-0.1
Slippage in consultancy studies for Defence Reform Program Education and Training rationalisation	-0.4
<b>Defence Reform Program Savings</b>	
Related to Administrative Support	-0.3
Related to Education and Training	-0.8
<b>181 EQUIPMENT &amp; STORES (-\$0.4m)</b>	
Net Program transfers	-0.1
Minor miscellaneous variations	-0.3
<b>DEFENCE PORTFOLIO RECEIPTS (-\$0.6m)</b>	
Unforecast one-off achievement in Receipts at the Australian College of Defence and Strategic Studies for overseas students	-0.6

**Note:**

Figures may not add due to rounding.