

HEAD, JOINT EDUCATION AND TRAINING
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JOINT EDUCATION AND TRAINING

JET POLICY
Group Captain K. Given (Acting)

PROGRAM MANAGEMENT AND COORDINATION
Mr B. Sargeant

JET AGENCY PROGRAM DELIVERY
Mr D. Gordon

AUSTRALIAN COLLEGE OF DEFENCE
AND STRATEGIC STUDIES
Air Vice-Marshal Brendan O'Loughlin

AUSTRALIAN DEFENCE FORCE ACADEMY
Commodore B. Adams

Note:

- 1 Responsible to Secretary through Deputy Secretary Corporate for civilian training, and development policy and programs.

Effective at 30 June 1999

GROUP 7: JOINT EDUCATION AND TRAINING

OBJECTIVES

Joint Education and Training Group objectives are that:

- Defence education and training policies support Government priorities, Defence objectives and client/stakeholder needs;
- education and training is a key driver to Defence capability through the provision of Defence personnel with the smart edge;
- Defence education and training systems are efficient and effective and make best use of the National Training Framework; and
- the Group has processes, procedures and systems, which effectively support its business activities.

DESCRIPTION

The purpose of the Joint Education and Training Group is to put in place joint education and training policies that will enable Defence to have a workforce capable of promoting the security of Australia and protecting its people and its interests. 'Joint' in this context is inclusive of civilian personnel. The Group Manager is the Head, Joint Education and Training. The Group comprises two areas; Education and Training Policy and Education and Training Services.

PERFORMANCE OUTCOMES FOR 1998-99

The Joint Education and Training Group achieved the following outcomes for 1998-99:

Policy analysis is completed to support the concept of an Australian Defence College

Achieved as Forecast During 1998, Joint Education and Training Group completed the development of policies to support the establishment of the Australian Defence College at the Weston Creek site. The college was officially opened on 18 January 1999. Its aim is to provide senior military officers, civilians within Defence and overseas participants with the knowledge and skills required by senior leaders and managers.

The curriculum study on collocation and partial integration of single-Service Staff Colleges and the Defence Management Diploma Program, and development of a joint staff course component is completed

Achieved as Forecast The curriculum study to support the collocation and partial integration of the single-Service Staff Colleges was completed in December 1998. In February 1999, a project team was established to oversight the total project. This team is responsible for the development of the common and joint operations elements of the new course, entitled the Australian Command and Staff Course. Curriculum development activity is on schedule.

The civilian equivalent of the single-Service Staff Colleges, the Defence Management Diploma Program, will also be part of the Australian Command and Staff Course, further exploiting the synergies in integrating Defence's military and civilian education and training.

Planning for, and implementation of, the rationalisation of common training schools and courses are completed in accordance with the Defence Reform Program

Achieved as Forecast The Group has completed planning and feasibility work for a wide range of training rationalisation studies in concert with the single-Service training commands, Defence Estate and Corporate Support. Implementation of these studies is being progressed

under the management of the Group and the single Services. Rationalisation of education and training institutions will result in common modularised course structures across Defence.

Rationalisation of education and training schools and processes will result in greater effectiveness and real efficiencies by reducing numbers of Service personnel and Defence civilians involved in training and thus achieving lower personnel, support and delivery costs as well as infrastructure savings. Two new tri-Service schools opened in 1999 as a result of training rationalisation reviews. A common basic medical assistant course, now known as medical assistant level 2, commenced in January and the ADF School of Catering opened at HMAS Cerberus in February. In addition, an interim Defence Intelligence Training Centre has been established at the School of Military Intelligence, Canungra, with the Army as the single-Service manager of joint training.

Planning and feasibility work for the rationalisation of policies and processes in the following Defence schools and courses have also been completed:

- Phase one (planning and curriculum studies) of the Australian Command and Staff Course project.
- Service police and security training.
- Communications and information systems training.
- ADF School of Health.
- ADF common technical training:
 - aviation technical training, and
 - continued use of Macchi aircraft as off-the-job training aids.

ADF common technical training courses progressing from planning to feasibility study stage include:

- electronics initial technical training;
- small categories initial technical training;
- common skills training; and
- explosive ordinance training.

Competencies for both Service and civilian personnel in joint operational, staff and policy appointments are identified and documented

Achieved as Forecast The competencies have been identified and validated. They have been supplied to the ADF Warfare Centre, the Australian Defence College and the Australian Command and Staff Course project to inform curriculum development.

A statement of requirement for the academic program to be delivered by the University College, Australian Defence Force Academy is completed

Achieved as Forecast Defence has had exploratory discussions with the Vice Chancellor of the University of New South Wales on how the University College at the Australian Defence Force Academy can best meet the needs of Defence for the education and development of junior officers to meet the challenges of the next century. To support further discussions, Defence is developing a policy framework to guide the future development of the academy and an academic statement of requirement has been prepared and is currently being considered by the University.

A policy for coordinated Defence intelligence training is developed

Achieved as Forecast A Defence Intelligence Organisation/Joint Education and Training Group study that established a policy framework for rationalising the Defence intelligence training system has been completed. The study recommended the consolidation of management

of intelligence training – in terms of both direction and resources – into one entity and the conduct of training at one site, where practicable, to achieve effectiveness and efficiency gains for Defence. An interim Defence Intelligence Training Centre has been established at the School of Military Intelligence, Canungra, with the Army as the single-Service manager of joint training.

Policy development for coordinated logistics management training has progressed

Achieved as Forecast This initiative involved developing an overarching policy to guide the development of a Defence logistics education and training system. In June 1999, stakeholders endorsed the outcomes of the study, including a set of principles and terms of reference for a high-level advisory group to guide the development of the future logistics training and education system. A logistics customer advisory group has been established and will oversight two related initiatives – a logistics competency identification study, which has identified and validated 58 logistics competencies across the Defence organisation, and a training needs analysis.

The coordinated review of the Australian College of Defence and Strategic Studies and the Joint Services Staff College is completed and new higher Defence courses are implemented

Achieved as Forecast The review of the curricula for the colleges has been completed and these colleges subsequently closed. A revised curriculum framework resulted in the development of two new higher Defence courses, the Defence Staff Course and the Defence and Strategic Studies Course.

The new courses, which are tailored to meet current and future Defence needs more effectively, commenced in 1999.

Defence education and training is integrated into and maximises use of the National Training Framework

Achieved as Forecast Policy to support implementation of this measure has been drafted. The three Service training commands, the Acquisition Group and the Department of Defence are Registered Training Organisations. All are committed to attaining quality-endorsed training organisation status within the National Training Framework. National training packages developed within the framework have been utilised in the redevelopment of the Defence organisation's vocational education and training.

Defence has actively sought formal accreditation of its vocational education and training programs within the National Training Framework. As at 30 June 1999, some 355 accredited Defence programs, each leading to one or more nationally-recognised qualifications, were listed on the National Training Information System database maintained by the Australian National Training Authority.

The delivery of education and training programs and services meets Defence and client needs

Achieved as Forecast Further initiatives aimed at improving client service and ensuring that existing education and training services are meeting client expectations and departmental needs were implemented during 1998-99. These include a number of human-resource development consultancies for other Groups including:

- the development of training in support of the Civilian Performance Management Scheme;
- the establishment of standing offers for the delivery of competency-based training and assessment modules, occupational health and safety training for non-military personnel and desktop application training.

Part Two

A review of non-military middle-management career development has commenced to coincide with the migration of the Defence Management Diploma Program into the Australian Command and Staff Course. A review of the regional network for human-resource development staff, including assigned regional education network staff, has commenced.

The cadet population at the Australian Defence Force Academy at the end of June 1999 was 955, of which 253, or 26.5%, were female. The academy achieved a satisfactory undergraduate graduation rate for 1998 of 65.7%. A total of 290 bachelor degrees were awarded including 66 degrees with honours and one university medal. Total enrolments for the University College in 1998 were 1207 undergraduates (including the advanced students) and 546 postgraduates.

The Australian College of Defence and Strategic Studies completed its fourth and final year of academic operation in December 1998, meeting all its educational objectives effectively with 37 participants graduating. There were 13 Service members, five public servants and 17 overseas graduates from 14 countries, as well as two part-time affiliates from the NSW Fire Brigades. The training and educational objectives of the Joint Services Staff College were also met, with 25 ADF members, five public servants and 13 course members from overseas graduating from its final course.

The first Defence Staff Course, provided through the Australian Defence College, was completed on 30 April 1999, with 55 full-time and two part-time students having taken part. The first Defence and Strategic Studies Course commenced on 10 May 1999, with 51 people from 18 countries enrolled.

The recommendations of the 1998 Australian Defence Force Academy review are progressed

Achieved as Forecast Of the 77 recommendations relating to the Australian Defence Force Academy, 58 have been completed, 14 have started and five are due to commence by January 2000. Some of the major changes that have occurred include the introduction of a new military command-wing structure, increased staff training and awareness, the introduction of a new year-one induction and familiarisation program, the development of a year-two and three integration strategy, the introduction of equity and diversity training and a revision to the cadet assessment and reporting system.

PERFORMANCE AGAINST FORECASTS FOR 1998-99

The details of the Group’s performance against forecasts for 1998-99 are included under the *Performance Outcomes for 1998-99* section for this Group..

RESOURCES

Table 7.1: Defence Function Outlays Summary

Sub-Group	1998-99	1998-99	1998-99	Variation	
	Budget Estimate	Revised Estimate	Actual Outcome	(98-99 Actual less Revised Estimate)	
	\$m	\$m	\$m	\$m	%
7.1 Education and Training Policy	5.3	4.5	4.3	-0.2	-4.5
7.2 Education and Training Services	97.6	88.1	86.0	-2.1	-2.4
Group Total	102.9	92.6	90.3	-2.3	-2.5

Table 7.2: Staffing Summary

Sub-Group	1998-99 Budget Estimate	1998-99 Revised Estimate	1998-99 Actual Outcome	Variation (98-99 Actual less Revised Estimate)	
	Personnel Numbers			No	%
7.1 Education and Training Policy	44	38	37	-1	-2.6
7.2 Education and Training Services	1,379	1,277	1,270	-7	-0.5
Group Total	1,423	1,315	1,307	-8	-0.6

Table 7.3: Staffing Profile

Personnel		Sub-Group		Total
		7.1	7.2	
Permanent Force	98-99 Budget	12	1,223	1,235
	98-99 Revised	14	1,163	1,177
	98-99 Actual	14	1,163	1,177
Reserves	98-99 Budget	0	0	0
	98-99 Revised	0	0	0
	98-99 Actual	0	0	0
Civilian	98-99 Budget	32	156	188
	98-99 Revised	24	114	138
	98-99 Actual	23	107	130
Total	98-99 Budget	44	1,379	1,423
Personnel	98-99 Revised	38	1,277	1,315
	98-99 Actual	37	1,270	1,307

1998-99 Defence Reform Program Progress

Ongoing planning for, and implementation of, the rationalisation of education and training schools and courses in accordance with the Defence Reform Program has continued during 1998-99. Major achievements in the integration and streamlining of education and training within Defence are listed in the Group's Performance Outcomes for 1998-99.

Table 7.4: 1998-99 Defence Reform Program Resources Available for Reinvestment

Category	1998-99 Budget Estimate	1998-99 Revised Estimate	1998-99 Actual Outcome	Variation (98-99 Actual less Revised Estimate)	
	\$m	\$m	\$m	\$m	%
Education and Training	0.1	0.1	0.1	0	0
Administrative Support	0.3	0.3	0.4	0.1	33.3
Provision for Contractor Support	0	0	-0.9	-0.9	0
Total	0.4	0.4	-0.4	-0.8	-200

Table 7.5: 1998-99 Defence Reform Program Personnel Reductions – APS

Category	1998-99 Budget Estimate	1998-99 Revised Estimate	1998-99 Actual Outcome	Variation (98-99 Actual less Revised Estimate)	
	Personnel Numbers			No	%
Education and Training	-59	1	2	1	100
Total Personnel Reductions	-59	1	2	1	100

Table 7.6: Reconciliation of Appropriations for the Joint Education and Training Group

Divison/Appropriation Item	1998-99	1998-99	1998-99	Variation	
	Budget Estimate	Revised Estimate	Actual Outcome	(98-99 Actual less Revised Estimate)	
	\$m	\$m	\$m	\$m	%
180-01 Running Costs					
Service Personnel	44.0	40.7	41.8	1.2	2.9
Civilian Personnel	9.1	8.6	6.7	-1.9	-22.3
Administrative Expenses	8.7	9.1	7.9	-1.2	-13.1
Facilities Operations	0	0	0	0	0
180-02 Other Services	35.3	35.3	35.2	-0.1	-0.1
181 Equipment & Stores	8.9	1.5	0.8	-0.7	-47.8
Total Defence Function Appropriations (A)	106.0	95.1	92.4	-2.7	-2.9
Total Defence Function Receipts (Offset within Outlays) (B)	-3.1	-2.5	-2.1	0.4	16.6
Total Defence Function Outlays (C) = (A+B)	102.9	92.6	90.3	-2.3	-2.5

Full accrual information for this Group is available in the *1998-1999 Financial Statements in Appendix F* to Part One of this document.

Table 7.7: Major Variations between 1998-99 Revised Estimate and 1998-99 Actual Outcome

Appropriation	\$m
180-01 RUNNING COSTS	
Service Personnel (\$1.2m)	
Higher than anticipated accrual-based superannuation and 3% productivity benefit liability based on movements in average staffing levels, changes in per capita rates and the impact of pay increases	1.2
Civilian Personnel (-\$1.9m)	
Under-achievement in corporate development pool, mainly in graduate recruitment	-1.9
Administrative Expenses (-\$1.2m)	
Education and Training contract previously estimated against Commercial Support Program contracts	0.7
Slippage in projects	-0.7
Under-achievement in support of corporate development pool activities, mainly in graduate recruitment schemes	-2.0
Defence Reform Program Gains	
Related to contractor support	0.9
Related to administration	-0.1
180-02 OTHER SERVICES (-\$0.1m)	
Under achievement in ADF Centenary History Project	-0.1
181 EQUIPMENT & STORES (-\$0.7m)	
Education and Training contracts previously estimated against Commercial Support Program contracts	-0.7
DEFENCE PORTFOLIO RECEIPTS (\$0.4m)	
Under-achievement in estimated receipts for foreign fee-paying students at the Australian Defence Force Academy and Australian Defence College	0.4

