

**ADFA HEALTH SUPPORT PLAN – STANDING MTA AND  
PERMANENT BASIC RANGES****References:**

- A. ADFA SRA03 – *Outdoor Activities Including Field Activities and Parades*
- B. ArmySAFE Manual, Section 3B, Chapter 4
- C. MTA Range Standing Orders 2022
- D. LWP-G 7-3-0 Australian Defence Force Range Orders (General) 2023
- E. LWP-G 7-3-1 Australian Defence Force Range Orders (Dismounted) 2023
- F. Defence Road Transport Manual 2020
- G. ASI(P) Part 8, Chapter 3 – *The Application of the Military Employment Classification System and PULHEEMS Employment Standards in the Australian Army*
- H. ASI(P) Part 8, Chapter 12 – *Supply, Control, Carriage, Issue and Administration of Scheduled Medications by Army Non-Medical Officers*
- I. Defence Health Manual, Volume 2, Part 16, Chapter 1 – *Force Health Protection Policy*
- J. Defence Safety Manual (*SafetyMan*)
- K. Defence Health Manual, Volume 2, Part 8, Chapter 12 – *Vaccinations Manual*
- L. Casualty Manual (CASMAN)
- M. DI(G) 45-2 *The Reporting and Management of Notifiable Incidents*
- N. LWD 1-2 Health Support

**SITUATION**

1. **General.** Australian Defence Force Academy will be conducting dry, blank and live range practices over the period Aug 23 – Jul 24 at the Majura Training Area (MTA). This Health Support Plan (HSP) covers activities conducted in the field environment IAW the ADFA training program. All other activities requiring additional control measures or health support are to create their own HSP.

2. **Health Threat.** IAW Ref A, the health threat is assessed as LOW. The major factors affecting health risk to deployed personnel include:

- a. Threat 1 – Heat / Cold Illness – Activities will be conducted during all seasons with the chance of both heat and cold injuries being considered LOW. Trainee Officers (TOs) have been issued sufficient equipment to mitigate any environmental hazards, therefore the chance of injury is considered LOW. An Environmental Stress Index Monitor (ESIM) will be monitored by a qualified staff member at each training location with updates being provided during periods of temperature thresholds. Activity participants will adhere to work/res and continuous work tables IAW Ref B.
- b. Threat 2 – Physical Injury – During the activity, TOs may experience physical exertion through the conduct of physical training and individual field skills. Common injuries and illnesses are likely to include soft tissue injuries: sprains, strains, cuts and abrasions. ADFA supervising staff will be at a ratio IAW the appropriate weapon manual. All separate elements, ie sections, will be under staff supervision at all times. Trainees will conduct supervised training and activities IOT ensure correct techniques and practices are applied. Range practices are to be IAW Ref C-E IOT ensure reduced risk of physical injury during conduct. Risk of injury due to physical activity is considered LOW.
- c. Threat 3 – Other range users – MTA will be used by multiple units over the activity period. In order to de-conflict use of the MTA and mitigate any potential risk, Range Control conduct a weekly range conference in addition to OICs conducting daily informal de-confliction. Through these measures the risk of injury due to other range users is LOW.
- d. Threat 4 – Flora and Fauna – MTA is home to a number of wild animals, including some venomous species of spiders, snakes and insects. It is assessed there is a LOW risk of dangerous or diseased animals. Staff and trainees will receive a safety brief prior to all field

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training and activities highlighting areas where these risks are most prevalent.

- e. Threat 5 – Vehicle accident – There is a LOW risk of injury due to vehicle accident. All drivers are qualified in the vehicles being employed and driver fatigue levels will be monitored IAW Ref F. Defence or contracted coaches will be used to deploy TOs to the MTA and movement within the MTA will be dismounted. White light will be used for any vehicle movement during hours of darkness.
  - f. Threat 6 – Gunshot or fragmentation – there is a MEDIUM risk of injury due to gunshot or fragmentation during live fire practices. All trainees and staff are to be formally instructed or supervised during conduct of blank or live practices and appropriate first aid support is to be provided IAW Ref C-E. OICs are to ensure evacuation processes are rehearsed prior to the conduct of any activity and that all participants are aware of the medical treatment and evacuation plan.
  - g. Threat 7 – COVID-19 – There is a LOW risk of COVID-19 transmission and infection to the trainee body during periods of isolation from the general public whilst at the MTA. Use of individually allocated equipment, regular cleaning of any shared equipment, enforcement of activity appropriate social distancing and individual personal hygiene practices will ensure the risk of transmission within the group during the activity remains LOW.
3. **Health Assets.** The following minimum health assets are allocated to provide health support during the conduct of basic field and permanent basic range activities:
- a. Activities conducted during the day (or up to 24 hours)

- (1) 1 x dedicated Army First Aid (or equivalent) qualified person with appropriate first aid supplies, including medical stretcher
  - (2) 1 x dedicated Safety Vehicle
- b. Field Training Exercises (FTX) longer than 24 hours
- (1) 1 x MT, CMA, CbtPara, NO or similar with applicable medical equipment
  - (2) 1 x dedicated safety vehicle
- c. OICs are to ensure the provided health assets are IAW the necessary required level of support as per Ref D.

## MISSION

4. To provide first aid and basic health support to deployed force elements (FE) in MTA over the period Aug 23 – Jul 24 IOT ensure health preservation, treatment and evacuation ISO ADFA.

## EXECUTION

### Health Support Concept

5. **Force Health Protection.** IAW Ref G, all personnel deploying to MTA are to be classified medical and dental fit for deployment (MEC J1/J2 and Dental Class 1/2), or have the appropriate waiver granted by the CO, MO and SHO. Medical and dental waivers are to be provided IAW Ref G for members that are below MEC J2 or DC 2. External support staff below J2 must have a waiver approved from their local MO prior to deploying.
6. There will be no dedicated Environmental Health (EH) support during the conduct of ADFA FTX and live fire ranges. EH assets from 2HB will provide advice and guidance if required. Commanders at all levels remain responsible for

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identifying and mitigating environmental and occupational health and safety risks in the field.

7. **Treatment.** Health support will be provided for all FE using a combination of ADF and civilian resources, IAW Ref C-E. First response health support is to be provided by the designated personnel present. Personnel requiring treatment beyond the capacity of the AFA/MT are to be evacuated IAW their priority to either the ACT Health Centre (ACTHC) or for tertiary health support, personnel will be treated at The Canberra Hospital (TCH).

8. All staff are first aid qualified and all vehicles are to deploy with a standard vehicle First Aid Kit.

9. Access to medical support during FTX and live fire activities is as follows:

- a. First response – self-aid, buddy-aid, qualified first aid.
- b. If present, R1 health support is to be provided by the supporting health assets and ACTHC.
- c. R2 and R3 health support will be provided by TCH.
- d. Psychological support may be provided on request through chaplains, ACTHC psychologists, and UNSW counsellors.

10. Contact numbers for Ambulance, ACTHC and TCH will be provided to all participants prior to the commencement of any activity.

11. **Evacuation.** OIC of the activity is to provide surface evacuation asset/s ISO the FTX or live fire range. Casualties requiring medical evacuation through local ambulance service are to be facilitated through Range Control IAW Ref C and/or activity OIC. The ambulance service will confirm the evacuation method with Range Control in line with availability.

12. In the event of a casualty, the following is to occur:

a. **Priority One and Two:** (*Pri 1 – Life is immediately threatened. Pri 2 – Life or limb is in serious jeopardy*). The activity is to cease immediately. The nearest person is to administer immediate first aid to the casualty until qualified medical support arrives. Under advice of the medical support, ACT Ambulance Service (ACTAS) is to be contacted by EXCON to coordinate evacuation. The OIC is to co-ordinate transportation of the casualty to the nearest range gate for marry-up and transfer to ACTAS. Range Control is to be notified of the CASEVAC at the earliest convenience and follow up SITREPs are to be sent until the casualty has been transferred to ACTAS.

b. **Priority Three:** (*Life nor limb is in serious jeopardy.*) The nearest person is to administer immediate first aid to the casualty until qualified medical support arrives. Under advice of the medical support, the casualty is to be back loaded to ACTHC or returned to the activity.

c. If MTs (or similar) are present, IAW Ref H, non-Medical Officers (MO) may only administer authorised scheduled medication IAW their applicable Health Management Protocols (HMP) and Drug Therapy Protocol (DTP) for the initial emergency treatment of seriously injured or ill casualties, or for the treatment of minor casualties to prevent the requirement for evacuation. All reasonable attempts must be made to contact a Defence MO prior to issuing or administering authorised schedule 4 or 8 medication(s). Due to operational constraints, where contact is not possible prior to issue or administration, the Defence MO is to be contacted at the first opportunity and NLT 24 hours after administration.

d. The ADFA XDO and ADJT are to be advised of CASEVAC by the best available means as soon as possible.

13. In the absence of a dedicated safety vehicle, all activities are to cease until the vehicle returns.

14. **Evacuation Routes.** The surface evacuation routes for FTX and live fire ranges are:

- a. Primary (Pri 1 or 2) – Range Control Main Gate to TCH utilising Majura Pkwy and Hindmarch Dr is approx. 20 minutes.
  - b. Alternate 1 (Pri 1 or 2) - Grenade Range Gate to TCH utilising Majura Rd, Monaro Highway and Hindmarsh Dr is approx. 20 minutes.
  - c. Alternate 2 (Pri 1 or 2) – Sutton Centre Gate to TCH utilising Sutton Rd, Oaks Estate Rd and Hindmarsh Dr is approx. 25 minutes.
15. All evacuation routes are to be rehearsed prior to the conduct of the activity.

### Prevention

16. **Health Threat Control.** Health threat control includes the application of individual, unit and area force health protection measures. The enforcement of individual protection measures is the responsibility of the individual and of the unit commanders.
17. **Individual Measures.** Individuals are responsible for:
- a. personal field hygiene, cleanliness and social distancing
  - b. use of cold and wet weather equipment to avoid cold injury
  - c. taking measures against vector borne diseases with protection such as:
    - (1) insect repellent
    - (2) use of mosquito nets
    - (3) uniform and bed net impregnation with Permethrin (if advised and applied by 2HB EH assets)
  - d. controlled exposure to the sun, UV protection and heat illness/injury prevention
  - e. use of personal protective equipment (PPE) and hazard avoidance

- f. adherence to restrictions outlined in the individual's PM101 and/or PM532

18. **Unit Measures.** Ref I provides specific preventative health guidance for the management of unit level threats detailed in Ref A. Further guidance can be provided by 2HB EH assets on request.

19. Commanders are to ensure they monitor and manage the workload of individuals and teams to prevent unnecessary fatigue. Fatigue management is to be implemented IAW Ref J.

### Individual Health Requirements

20. **Vaccinations.** All personnel are to be vaccinated IAW the routine immunisation schedule at Ref K. Additionally, Influenza vaccinations are recommended for all personnel.

21. **Medication.** Personnel who require long-term prescription medications are to deploy with sufficient quantities for their deployment period.

### ADMINISTRATION AND LOGISTICS

22. **Wet Bulb Globe Thermometer (WBGT)/Environmental Stress Index Monitor (ESIM).** The OIC will monitor the ESIM readings on an hourly basis and ensure that work rest ratios are applied IAW Ref B. The OIC is responsible for ensuring an ESIM is taken on the activity. The OIC or delegated staff member is to be in possession of the ESIM for the duration of the task.

23. **Safety Briefing.** The OIC is to deliver a detailed safety brief to all activity participants. Participants are to be made aware of the health risks and evacuation plan prior to the commencement of all activities. The OIC and Safety Officer are to carry the relevant Range SO CASEVAC request pro-forma at all times.

24. **Health Support Appointments.** IAW Ref C, personnel occupying health support appointments for range activities are not to be concurrently tasked with other activities that have potential to detract from their responsiveness or performance in their primary appointed role.

25. A driver and dedicated safety vehicle—capable of transporting a seated casualty—must be onsite. Where practicable, the evac driver is to have a navigator/assistant to assist with route identification and accessing gates as the medical asset will be occupied with the casualty.

26. **Mortuary Affairs.** All mortuary affairs will be coordinated by ADFA. If a death occurs, the incident is to be treated as per any civilian death and immediately reported through the chain of command to the police and coroner, with advice from the ADFA Legal Officer. Mortuary affairs are to be conducted IAW Ref L.

27. **Incident Scene Management.** The scene of any notifiable incident, serious injury or death, any incident that may have political significance or may attract adverse media attention is to be secured IAW Ref M.

28. **Carriage of Scheduled Medications.** IAW Ref H, the supporting Defence MO must approve the supply, carriage, issue and administration of scheduled medications by non-Medical Officers. The supporting Defence MO must be satisfied that the scheduled medications are within the member's authorised health management and drug therapy protocols; are appropriate for the deployment or activity; are within the member's scope of practice; the member is trained, qualified and current in their scope of practice; and that the member is competent in the protocols required to issue and administer the scheduled medications.

29. Approval for the supply, carriage, issue and administration of scheduled medications will be determined by the supporting Defence MO upon issue of the Authority to Carry (ATC) documentation. Approval can only be authorised for the duration of the supported activity. Health personnel identified within this HSP must maintain records of all medicines issued or administered during the activity.

30. **Medical Documentation.** PM377 Field Medical Report, PM105 Outpatient Clinical Record, and PM101 Medical Advice are to be used during the activity. Unit medical records are not required to be taken. All medical documentation raised during the activity is to be filed at ACTHC on completion.

## COMMAND AND SIGNALS

31. **Clinical Advice.** ACTHC on duty MO is available to provide technical advice to the appointed medical support if required throughout the activity.

32. **Reports and Returns.** The following health reports may be required:

- a. **NOTICAS.** Notification of service and non-ADF casualties is to be via NOTICAS IAW Ref L. This includes those personnel admitted to a health facility, being RTU for medical reasons, suffering injuries due to accidents or self-harm. It should be noted whether RTU is from a pre-existing injury, or from the activity.
- b. **Sentinel.** A Sentinel Report is to be submitted IAW Ref N for any injury which is related to the Defence member's employment in any way. In the event of any notifiable incident under the Work Health and Safety Act 2011, Comcare must be notified by telephone immediately on 1300 366 979 after becoming aware that a notifiable incident has occurred.

33. **Key Appointments.**

- a. Key appointments for the conduct of FTX and live range shoots are to be completed at Annex A and are to be provided to ADFA Ops cell during the final planning conference or NLT seven days prior from the commencement of the activity.
- b. The OIC, Safety Supervisors, and nominated medical support are to be provided a copy of Annex A prior to the conduct of the activity.

34. **Key Contact Details.** The following are the key points of contact for ADFA FTX and live fire activities:

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- a. ACTAS – 000
  - b. The Canberra Hospital Switchboard  
–02 6244 0000
  - c. ACTHC – 02 5128 3006
  - d. ADFA XDO – s22
  - e. ADFA ADJT – s22
  - f. Range Safety Net:
    - (1) **Talk Group 1**
      - (i) CNR TX 155.6878
      - (ii) CNR RX 151.0875
    - (2) **Talk Group 2**
      - (i) CNR TX 155.7375
      - (ii) CNR RX 151.1375
  - j. MTA Range Control – 02 6241 5696
35. The Senior Health Officer maintains OPCON over all health elements  
ISO ADFA.

**Health Support Plan drafted, reviewed, and approved by:**

**Drafted By:** S3

**Endorsed By:** MO

**Approved By:** CO ADFA

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**ANNEX A TO  
ADFA HSP**

**OIC Acknowledgement**

I have read and acknowledged the standing HSP and SRA for the conduct of the FTX and live fire ranges and confirm my activity requires no additional control measures or medical support.

Initials and Surname:

Rank:

Date:

Contact Number:

**Safety Appointments / Driver:**

Rank, Initials, Surname:

Contact Number:

Rank, Initials, Surname:

Contact Number:

Rank, Initials, Surname:

Contact Number:

**Designated First Aider or Medical Support:**

Qualification:

Rank, Initials, Surname:

Contact Number:

Qualification:

Rank, Initials, Surname:

Contact Number:

Qualification:

Rank, Initials, Surname:

Contact Number:

Qualification:

Rank, Initials, Surname:

Contact Number:

~~ASSESSMENT-IN-CONFIDENCE~~

## ASSESSMENT SPECIFICATIONS—EXERCISE LEADERSHIP CHALLENGE III

### Purpose

1. The purpose of this document is to provide clear exercise and assessment guidance on the conduct of EXERCISE LEADERSHIP CHALLENGE III (LCIII), and role clarity for relevant stages of design, development, delivery, and evaluation. This exercise is designed to be a repeatable, scalable, and resource-neutral activity conducted within a Defence Training Area (DTA) or non-Defence Training Area (NDTA) in proximity to the ACT.

### Command and Control

2. ADFA is responsible for the inculcation of values, attribute and behaviours demanded of emerging officers in the profession of arms. This is delivered in accordance with the Joint Professional Military Education (JPME) 2.0 framework and the nested ADFA Learning Management Package.


3. The Director of Education and Training (DET) is the Authorising Officer and Evaluation Authority for this assessment.

4. The Commanding Officer of ADFA is the Implement Authority and is to appoint appropriately qualified personnel to plan and execute LCIII IAW this guidance.

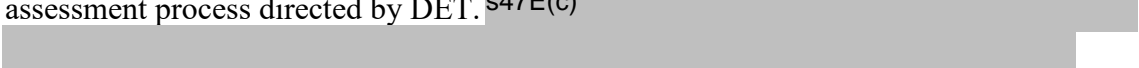
### Assessment/Exercise Overview

5. LCIII is a summative assessment of the leadership development of ADFA TOs and is conducted as an immersive operational scenario in a field environment. LCIII reinforces foundational military skills including field craft, communications, planning, navigation, and use of an individual weapon system.

6. The activity is designed to be conducted in a low-level stability operations environment. s47E(c)



7. LCIII is a single assessment, with the broad exercise design, assessment criteria, and assessment process directed by DET. s47E(c)



### Assessment Criteria


8. Nested within the Learning Outcomes and Supporting Learning Outcomes in the ADFA Joint Military Education and Training (JMET) LMP, LCIII has specific assessment criteria. To meet the intent of the exercise, the below assessment criteria—drawn from the JMET LMP—are used for broad exercise design and assessment.



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s47E(c)



10. s47E(c) component of the assessment criteria is underpinned by various elements from the ADF values and their associated behaviours. s47E(c)
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### Exercise Design and Parameters

11. **Operational Scenario.** s47E(c)
- 

12. **Environment.** LCIII is an immersive scenario-based assessment conducted in a field environment. TOs will be expected to live and operate in this environment for a minimum of five days. TOs are to conduct this activity at section level, and best efforts are to be made to ensure that sections do not contact or interact with other sections throughout.

13. **Equipment Range.** TOs will be expected to use a variety of equipment, including in-service personal weapons, communication systems, in-service PPE, commercial vehicles and in-service information systems.

14. **Load carriage/weapon systems/EO:** TOs are approved to carry up to 25kg in load carriage equipment (excluding weapon system). In-service personal weapon systems with EO are to be carried for the duration of the activity.

### Assessment Design

15. **Assessment Duration.** Each assessment s47E(c) window should be s47E(c). This period allows for the adequate assessment of TO performance against the

assessment criteria. s47E(c)

16. **Assessment Key Events.** s47E(c)

[illegible]

Assessment Scenarios are written and promulgated by DET NLT 1

Assessment Scenarios are written and promulgated by DET NLT 12 weeks prior to commencement of the exercise.

18. **Assessment Rubrics.** The [Assessment Rubric](#) is designed to assess the two components of § 47E(c). Each component has an overall mark of § 47E(c) and are combined to inform the overall assessment. Assessment Rubrics are written and promulgated by DET 12 weeks prior to commencement of LCIII.

19. **Retraining/Retest.** A deliberate [retraining and retest](#) procedure has been developed for LCIII. Staff are to align to these processes when conducting retraining and retest.

20. **Assessment Moderation.** At the completion of LCIII, all assessments are to be moderated by an appropriately-staffed moderation board. The board may seek to clarify the observations, decisions and overall grades with Directing Staff. Final grades are to be awarded at the completion of the moderation board.

## Exercise Planning, Preparation and Support

21. **Key planning and execution events.** Critical to the success of LCIII is the timely and deliberate conduct of key planning and execution events. Annex A provides guidance of role clarity and key events that are to occur by DET and ADFA to enable task success.

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22. **Exercise preparation.** LCIII is designed with a lead-in training/familiarisation period. ADFA has unit-allocated training periods in their unit program to meet this intent. At a minimum, the following topics must be covered: a scenario brief, an ROE brief, introduction to SMEAC, CMAP and back briefs, and an overview of basic tactical considerations aligned to tasks in approved assessments.

23. **Key supporting product.** A Staff Guide, Omega Guide and TO Guide are to be promulgated by DET IAW timings in Annex A. A significant volume of training materials, aids and resources are developed for this exercise. These should be used to best effect by ADFA to enable an enhanced training experience.

### Summary


24. LCIII is a repeatable, scalable and resource-neutral activity which should continue to be refined in 2024 and beyond. This guidance and complementary supporting product sets the conditions for ADFA to deliver LCIII.

s47E(d)

DET

May 2023

s47E(c)



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Australian Government  
Department of Defence

Distribution

AB 189  
Revised 26 Nov 21

## Unit Stores Requisition

To

ADFA LOG CELL

Sub unit number

TAOR DC

QM registered number

Priority (Select appropriate option)

☐ Immediate☐ Urgent☒ Routine☐ Stock replenishment

Required delivery date

<sup>1</sup> Reason code (A separate requisition must be raised for each code)

- A. Replenishment of consumable stores.  
C. Initial issue against authorised entitlement.  
D. Required for authorised project activity.  
E. Loan of items of supply for specific period.

- G. Items returned for overhaul or repair.  
K. No longer required for sub unit.  
M. Returned to Quartermaster for disposal.  
O. Normal maintenance restocking.

Import

Serial no.	NSN	Item	Quantity	<sup>1</sup> Reason code	TDN/Advice
1		14 x 14 Tent (HQ, RP at B5)	2	D	
2		11 x 11 Tent (B1, B2, B3, B5, Medic, DS at HQ)	6	D	
3		Honda generator (HQ, RP(CP), RP (B5))	3	D	
4		Toilet paper (pack) (HQ)	5	D	
5		Paper Towel - Roll	8	D	
6		Hand sanitiser (box) (HQ)	2	D	
7		Suncream (box) (HQ)	1	D	
8		Cam cream (box) (HQ)	1	D	
9		First aid backpack (HQ)	2	D	
10		Garbage Bags - Extra Heavy Duty	70	D	
11		6x6 trunk (weapons storage) (HQ)	2	D	
12		Tape Roll, cloth	5	D	
13	6260 01 079 422	Cylume stick green (tub) (HQ)	2	D	
14	6260 01 178 5559	Cylume stick, red (tub) (HQ)	2	D	
15	6260 01 178 5560	Cylume stick, blue (tub) (HQ)	2	D	
16		Hessian (rolls) (HQ)	4	D	
17		Disposable gloves (box) (HQ)	2	D	
18		Devil stakes (HQ)	10	D	
19		Tac Plates (HQ)	10	D	
20		Chux wipes (box) (HQ)	6	D	
21		240 v light (small ones) (HQ)	8	D	
22		AA Batteries	50	D	
23		AAA Batteries	50	D	
24		Hootchie Cord	2 Rolls	D	



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Serial no.	NSN	Item	Quantity	<sup>1</sup> Reason code	TDN/Advice
25		Fire fighting rakes (HQ, RP, B4, B5) 2 per fire pit	8	D	
26		Fire Fighting water backpacks (HQ) 2 per fire pit	8	D	
27		Unleaded Jerry cans (HQ)	2	D	
28		Potable water jerry cans (HQ)	40	D	
29		White Boards (HQ)	2	D	
30		Electrical distribution boards/ power boards (15amp in 10 amp out (HQ)	4	D	
31		Extension cords (10amp) (50meters) (HQ)	4	D	
32		Extension cords (10amp) (5meters or less) (HQ)	4	D	
33	s47E(c)				
34					
35					
36		Sleeping Stretcher (HQ)	20	D	
37		Hot water urn (>20L) (HQ, RP)	2	D	
38		Fire Pits (barrels) (HQ, RP, B5 RP, B4 RP)	4	D	
39		Majura Maps (each) (HQ)	20	D	
40		Tables (HQ B2, B3 and B5)	6	D	
41		Shovels (HQ)	2	D	
42		Chair folding (HQ, B2)	16	D	
43		Talc (roll) (HQ)	1	D	
44		Radio Log book (HQ)	4	D	
45		Clip boards (HQ)	6	D	
46	s47E(c)				
47					
48					
49					
50		Rechargeable lights (plans tent) (HQ)	2	D	
51		Mine marking tape (Roll) (HQ)	3	D	
52	s47E(c)				
53		Barrels (B1)	6	D	
54		Sledge Hammers (HQ)	2	D	
55		Engel Fridge 60L (HQ)	1	D	
56		Field Shower (HQ)	2	D	
57		Plastic flooring (pcs) (HQ)	4	D	
58		Solar Lights (garage style) (HQ)	4	D	
59		Battery power pack with solar panels (HQ)	1	D	
60		Stationary box (small) (HQ)	1	D	
61		Mulage (Blood kit) (B4)	1	D	
62		100 Mile and hour tape (roll) (HQ)	3	D	
63	s47E(c)				
64		Methylated Spirits bottle (each) (HQ)	1	D	

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65		Star Picquets (6ft) (HQ)	12	D	
66		Tarp (HQ)	3	D	
67		Padlock (with key)	2	D	
68		Torches (dolphin) (HQ)	2	D	
69		Dolly (star picket driver) (HQ)	1	D	
70		s47E(c)	1	D	
71		s47E(c)	2	D	
72		Harris 152 Radio (HQ)	1	D	
73		Spare Batteries - Harris	4	D	
74		Radio Mast (B1)	1	D	
75		s47E(c)	1	D	
76		s47E(c)	10	D	
77		s47E(c)	10	D	
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Remarks, Statement of requirement and/or justification

**Stores required for LCIII to accommodate TAOR HQ, Roleplayers and the stand development.**  
s47E(d)**Submitted by**

Rank	Printed name		
s47E(d)	s47E(d)		
Phone number	Date	Signature *	
s22	29 Jun 23	s47E(d)	

**Materiel Certification**Is Materiel certification required? ☐ Yes ☐ No

Only items of LOW or lower complexity and technical risk may be Materiel certified within the AB189, higher levels of risk requires an authoritative certification decision that is communicated and enforceable, this may be done by a Materiel Certification Record IAW LSM.

**Approved by**☐ Approved ☐ Not approved

Rank	Printed name		
Phone number	Date	Signature *	

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Issued into direct use or stores received by

Printed name		
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Phone number	Date	Signature *
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# Road to LC3

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# References

LC3 EXSPECS  
LC3 TASKORD1/WNGO

# Objectives

Clearly articulate all lead-up training and timelines for staff and TOs  
prior to LC3

## Scope

- Planning timeline review
- TO lead-up training
- Staff lead up training
- Questions

## Planning Timeline Review

26-Jun	03-Jul	10-Jul	17-Jul	24-Jul
<ul style="list-style-type: none"> <li>. 8 week bb to COMDT <b>(S7)</b></li> <li>. Submit Ex stores and ammunition req <b>(37)</b></li> <li>. Submit med stores request <b>(OPSVO)</b></li> <li>. Submit comms equipment request - RMC <b>(OPSVO)</b></li> <li>. HSP review <b>(S7)</b></li> </ul>		<ul style="list-style-type: none"> <li>. HSP submitted <b>(S7)</b></li> </ul>	<ul style="list-style-type: none"> <li>. Stand design bb to S7 <b>(TAOR comds)</b></li> <li>. <b>MPC (S7)</b></li> <li>. Sync matrix complete <b>(S7)</b></li> <li>. Rx failure management plan <b>(DET)</b></li> <li>. O SQN initial brief <b>(S7)</b></li> </ul>	<ul style="list-style-type: none"> <li>. TASKORD release <b>(S7)</b></li> <li>. MSP submitted <b>(37)</b></li> <li>. RAS submitted <b>(S7)</b></li> <li>. Armoury req submitted <b>(37)</b></li> <li>. Initial brief to O SQN <b>(S7)</b></li> </ul>
SERVICE	COURAGE	RESPECT	INTEGRITY	EXCELLENCE

# Planning Timeline Review

31-Jul	07-Aug	14-Aug	21-Aug	
. Brief to participants (S7 and CO) . O SQN and staff equipment issue (S4)	. Digital content release to RPs and staff (DET) . FPC (S7) . Provide supporting product to DS and TAOR staff (S7) . 2nd brief to O SQN (S7) . TO equipment issue (S4)	. Digital content release to TOs (DET) . RP final brief (S7) . 14 Day TAC (S7 and DOs) . Brief to staff (S7 and TAOR comds during ASET)	. Brief to participants during LC3 prep window (S7) . 7 Day TAC (S7 and DOs) . Portaloo drop (37) . TAOR stores drop (37) . Attend range conf (S7) . Rx COMDT visit schedule (DET)	

# Planning Timeline Review

26-Aug	04-Sep	11-Sep
Rotation 1 - see sync matrix	Rotation 2 - see sync matrix	. AAR (Ops) . Learning review (DET) . Portaloo collection (37)

# TO Lead-Up Training



- All DS to attend
- Those giving lessons, all lessons submitted by 14 Jul
- TOs requiring catch-up—SQN responsibility



Reserve DS			
1		s47E(d)	
2			
3			
Directing Staff			
Position	PMKeyS	Rank	Name
JET 1		s47E(d)	
JET 2			
JET 3	s22		
JET 4			
JET 5	s22		
JET 6			
JET 7	s22		
JET 8			
JET 9			
JET 10			
JET 11			
JET 12			

DS

Reserve DS			
1		s47E(d)	
2			
Directing Staff			
Position	PMKeyS	Rank	Name
JET 13		s47E(d)	
JET 14			
JET 15			
JET 16			
JET 17			
JET 18			
JET 19			
JET 20			
JET 21	s22		
JET 22			
JET 23			
JET 24			

## TO Lead-Up Training

- 31 Jul – Brief to Participants (S7) and navigation s47E(d)
- 03 Aug – Media awareness (external), delegation and C2 in section teams (S7), running an AAR (S7)
- 07 Aug – WHTs (SQNs), contact drill and combat behaviours s47E(d)
- 10 Aug – CMAP s47E(d) Orders (S7)

## TO Lead-Up Training

- 14 Aug – Force escalation and PUCs s47E(d) RATEL s47E(d)  
s47E(d)
- 17 Aug – First aid and living in the field s47E(d) VCP  
s47E(d)
- 21 Aug – LOAC/ROE/OFOF (CO and s47E(d) deployment orders and ESD release (S7)

## Staff lead-Up Training

- Largely occurs during TO briefs
- Remainder conducted in staff PD
- 17 Aug – LC3 Brief to staff (S7) all pers on ESD to attend
- 24 Aug – Assessor standardisation (S7) DS to attend

# Questions

**From:** s47E(d)  
**To:** [REDACTED]  
**Subject:** 230426 - Email s47E(d) s47E(c)  
**Date:** Wednesday, 26 April 2023 2:17:51 PM  
**Attachments:** [image001.png](#)

---

**OFFICIAL**

Team,

For those not familiar with the s47E(c) the link will  
take you to the s47E(c). You will find the LCIII operating environment in the s47E(c)

s47E(c)

Regards,

ADFA\_Crest\_Landscape



s47E(d)  
SO2 Development – Directorate of Education and Training  
Australian Defence Force Academy | Northcott Drive |  
CANBERRA ACT 2612  
**Ph:** s47E(d) | **E:** s47E(d)

**IMPORTANT:** This email remains the property of the Department of Defence. Unauthorised communication and dealing with the information in the email may be a serious criminal offence. If you have received this email in error, you are requested to contact the sender and delete the email immediately.

s47E(d)

**From:**  
**To:**  
**Cc:**  
**Subject:** RE: 5. Role Player Resources (fBN21809308) [SEC=OFFICIAL]  
**Date:** Thursday, 27 April 2023 1:00:51 PM

---

OFFICIAL  
Thanks s47E(d)

I have had a skim through the profiles and they look comprehensive. Happy for you to run with these and look after the role player resources.

Regards,

s47E(d)  
SO2 Development – Directorate of Education and Training  
Australian Defence Force Academy | Northcott Drive | CANBERRA ACT 2612  
Ph: s47E(d) s47E(d)

IMPORTANT: This email remains the property of the Department of Defence. Unauthorised communication and dealing with the information in the email may be a serious criminal offence. If you have received this email in error, you are requested to contact the sender and delete the email immediately.

-----Original Message-----

From: s47E(d)  
Sent: Thursday, 27 April 2023 12:32 PM  
To: s47E(d)  
Cc: s47E(d)  
Subject: FW: 5. Role Player Resources (fBN21809308) [SEC=OFFICIAL]

OFFICIAL  
Hi sir,

PFA the RP resources. I'm happy to run with these on my own to take some work off you, but let me know if you have another plan. Otherwise, just FYSA.

Regards,

s47E(d)  
S7 ADFA  
Australian Defence Force Academy | 3-01-40 | Northcott Drive | CANBERRA ACT 2612  
M: s22 | E: s47E(d)

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-----Original Message-----

From: s47E(d)  
Sent: Thursday, 27 April 2023 11:51 AM

To: s47E(d)  
Cc: ADFA Training Cell <adfa.trainingcell@defence.gov.au>  
Subject: 5. Role Player Resources (fBN21809308) [SEC=OFFICIAL]

OFFICIAL  
Sir,

Role player resources including printable character profiles.

Regards,

s47E(d)  
Joint Military Education & Training – S37 Australian Defence Force Academy | 3-01-12 | Northcott Drive |  
CANBERRA ACT 2612  
T: s47E(d) | M: s22 | E: s47E(d)

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**From:** s47E(d)  
**To:** s47E(d)  
**Subject:** 230510 - Email - s47E(d)/Multiple Recipients - 230427 - LCIII\_Staff Handbook (BN63371889)  
**Date:** Wednesday, 10 May 2023 4:33:56 PM

---

OFFICIAL

Hi Sir, s47E(d)

I've made more of the agreed amendments to this doc. I'll complete the sync matrix in the near future before the MPC, however everything minus the stand order and some page numbering looks good. However, I recommend holding off on page numbering until I've done the working group (as this may change things a bit).

Regards,

s47E(d)

S7 ADFA

Australian Defence Force Academy | 3-01-40| Northcott Drive | CANBERRA ACT 2612

M: s22 | E: s47E(d)

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-----Original Message-----

From: s47E(d)

Sent: Thursday, 27 April 2023 2:12 PM

To: ADFA Training Cell <adfa.trainingcell@defence.gov.au>; s47E(d)

Subject: 230427 - LCIII\_Staff Handbook (BN63371889) [SEC=OFFICIAL]

OFFICIAL

Team,

PSA the LCIII Staff Handbook.

I will continue to update those areas we discussed today. I will leave the Rotation pages to you to update.

s47E(d) has sent you a link to "230427 - LCIII\_Staff Handbook" (BN63371889) from Objective.

Open in Navigator

Double click on the attachment

Open in Your Browser

s47E(c)

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**From:** s47E(d)  
**To:** s47E(d)  
**Subject:** 230512 - Email - s47E(d) / Multiple Recipients - 01. Extant (fBN30610591)  
**Date:** Friday, 12 May 2023 1:00:00 PM  
**Attachments:** [01. Extant.obr](#)  
[230502 TASKORD LC3 TASKORD 1.pdf](#)  
[230419 - LCIII Assessment Guidance.pdf](#)

---

OFFICIAL

Ladies,

FYSA on LCIII.

Regards,

s47E(d)

SO2 Development – Directorate of Education and Training  
Australian Defence Force Academy | Northcott Drive | CANBERRA ACT 2612  
Ph: s47E(d) | E: s47E(d)

IMPORTANT: This email remains the property of the Department of Defence. Unauthorised communication and dealing with the information in the email may be a serious criminal offence. If you have received this email in error, you are requested to contact the sender and delete the email immediately.

-----Original Message-----

From: s47E(d)  
Sent: Friday, 12 May 2023 12:59 PM  
To: s47E(d)  
Cc: s47E(d)  
Subject: FW: 01. Extant (fBN30610591) [SEC=OFFICIAL]

OFFICIAL

s47E(d)

I refer to my email on 12 Apr 2023, where I advised that the LMPs that should be referenced for JMET are in the attached Obj link or can be found in LMPSS. We stayed with the extant / approved LMPs due to the much shorter draft version did not receive the approval by the COMDT.

I note that the CO ADFA TASKORD has referenced the unapproved draft LMP and also last year's exercise specs. PSA the DET signed exercise specs.

I will leave this with you to ensure the correct references are available to readers of the CO ADFA TASKORD.

Regards,

s47E(d)

SO2 Development – Directorate of Education and Training Australian Defence Force Academy | Northcott Drive | CANBERRA ACT 2612  
Ph: s47E(d) | E: s47E(d)

IMPORTANT: This email remains the property of the Department of Defence. Unauthorised communication and dealing with the information in the email may be a serious criminal offence. If you have received this email in error, you are requested to contact the sender and delete the email immediately.

-----Original Message-----

From: s47E(d)

Sent: Wednesday, 12 April 2023 10:59 AM

To: s47E(d)

Cc: s47E(d)

Subject: 01. Extant (fBN30610591) [SEC=OFFICIAL]

OFFICIAL

s47E(d)

Here are the extant LMPs as seen on LMPSS. You will have access to LMPSS.

Disregard the draft LMP that was produced by the DET team in 2022. It was not approved. My reference document is the LMP attached.

s47E(d) has sent you a link to "01. Extant" (fBN30610591) from Objective.

Open in Navigator

Double click on the attachment

Open in Your Browser

s47E(d)

IMPORTANT: This email remains the property of the Department of Defence. Unauthorised communication and dealing with the information in the email may be a serious criminal offence. If you have received this email in error, you are requested to contact the sender and delete the email immediately.

**From:** s47E(d)  
**To:** s47E(d)  
**Cc:** s47E(d)  
**Subject:** 230623 - Email - s47E(d) - LC3 Back Brief to COMDT  
**Date:** Friday, 23 June 2023 8:01:54 AM  
**Attachments:** [image001.png](#)

---

**OFFICIAL**

s47E(d),

Some time ago, I had a place hold put in the COMDTs diary for the ADFA S7 LC3 back brief. This is the S7 to COMDT BB on the conduct of LC3. The place hold was for Mon 26 Jun.

Due to a number of conflicting commitments the COMDT will push this out by a week. s47E(d) will do a new diary invite shortly.

Given ADFA will lead this BB feel free to direct liaise with s47E(d) on a suitable time and day in the W/C 3 Jul.

Regards,

ADFA\_Crest\_Landscape



s47E(d)  
SO2 Development – Directorate of Education and Training  
Australian Defence Force Academy | Northcott Drive |  
CANBERRA ACT 2612  
**Ph:** s22 | **E:** s47E(d)

IMPORTANT: This email remains the property of the Department of Defence. Unauthorised communication and dealing with the information in the email may be a serious criminal offence. If you have received this email in error, you are requested to contact the sender and delete the email immediately.

### LC3 Staff Lead-Up Training Program

Date	Lesson	Instructor	LOs
31 Jul	TBC		
03 Aug			
07 Aug			
10 Aug			
14 Aug			
17 Aug			
21 Aug			

## CONOPS PROFORMA

1. **Changes to the mission analysis as a result of reconnaissance** - nil
2. **Assumptions used for planning** – the Unit will receive the supporting ex product IAW the planning timeline
3. **Mission** - ADFA is to IMPLEMENT LC3 IAW EXSPECS over the period 26 Aug – 09 Sep 23 at the MTA IOT assess Y3 TOs' ability to lead self and lead others IAW the LMP.
4. **Execution**  
COMD intent
  - a. Purpose – provide Y3s with a culminating activity assessing their ability to lead self and lead others IOT confirm they have internalized the leadership training received to date, and are ready to graduate
  - b. Method- field-based leadership exercise IAW your EXSPECS
  - c. Endstate – all Y3s have been provided the opportunity to display their suitability for graduation with minimal injuries
5. **Concept of operations**
  - a. SOM general
    1. 4 phases, with prelim
    2. Prelim – planning IAW planning timeline
    3. Ph1 – 26 – 27 Aug and 02 – 03 Sep
    4. Ph2 assessment – 28 Aug – 01 Sep and 04 Sep – 08 Sep
    5. ph 3 redeployment – 02 and 09 sep
    6. ph 4 – post ex admin from 11 sep
6. **Supporting BOS concepts**
  - a. CSS
    - i. Medical
      1. HSP – approved
      2. Medic spt – 1 CPL medic for RAP duties, 1 PO diver medic for Pri 1/2 QRF
      3. CASEVAC plan for Pri 1, 2, 3
    - ii. Transport – buses to deploy and redeploy, internal transport IAW ESD
  - b. C2
    - i. LOC of key C2 elements IAW ESD
7. **Key timings** – IAW the planning timeline. Detailed timings TBC post-MPC

s47E(c)



9. **Questions**



**Australian Defence Force Academy  
Campbell ACT, 2612**

**ADFA – LEADERSHIP CHALLENGE III 26 AUG – 10 SEP 23**

**Reference:**

A. (BN64052025) ADFA TASKORD – Leadership Challenge III – 26 Aug – 10 Sep 23.

**SITUATION**

1. **General.** Leadership Challenge III (LC3) is the summative Leadership Assessment for all Year Three Trainee Officers (Y3TOs) within ADFA. The exercise will be conducted in the Majura field environment and will require TOs to lead a Joint Engagement Team (JET) in a low-level operational setting. s47E(c)

As will be allocated to a respective Tactical Area of Responsibility (TAOR) under a respective TAOR Comds See Enclosure 1. For the purpose of LC3, AS are considered Staff members. This WNGO is specific to AS participation in LC3 and should be read ICW the overarching LC3 TASKORD of Ref A.

3. **Friendly.** All ADFA staff attend LC3 as Section Directing Staff (DS) or as part of Exercise Control (EXCON). (EXCON) will be facilitated by the ADFA S7 Training Cell.

**MISSION**

4. s47E(c)

IAW ADFA Y3 summative assessments.

**EXECUTION**

5. s47E(c)

a. **Preliminary Phase – Planning (Now – 25 Aug 23).** This phase includes:

- 1) Submission of preferences for supporting week
- 2) Allocation of supported TAORS
- 3) Allocate of nominated TAOR Operation Officers (OPSO)
- 4) Allocation of ADO duties (supported by LOBs)
- 5) Allocation of Stand Leads (AS)
- 6) Deconfliction of ARMY SSTs
- 7) Consideration of individual personal circumstances for LOB
- 8) Confirmation of medical restrictions of AS
- 9) Recons of TAORs by RP leads and OPSO
- 10) Submission of stores requests (TAOR COMDs)
- 11) Conduct of stores issues (including CR1M) to RP
- 12) RP to TAOR COMDs
- 13) Exercise in-brief to RP by S7.

b. This phase ends on 25 Aug 23 with final delivery of orders.

c. **Phase 1 – Deployment Rotation 1 (26 Aug – 02 Sep 23).** This phase will consist of the following with priority of effort (POE) as listed:

- 1) Deployment of EXCON, TAOR Staff, RP to Majura Training Area (26 Aug)

s47E(c)

- 5) Range safety briefs and CASEVAC rehearsal (26-27 Aug)
- 6) JET deployment (27 Aug)
- 7) JET RSO&I, safety briefs and exercise briefs (27 Aug)
- 8) TAOR COMD orders to RP

s47E(c)

d. This phase ends once the first rotation has completed all assessments and reassessments (as required).

e. **Phase 2 – Redeployment and HOTO (02-03 Sep 23).** This phase will consist of the following:

- 1) Exfil of rotation 1 TOs to ADFA (under EXCON)
- 2) Deployment of RP rotation 2 to Majura Training Area
- 3) RP reception, range and safety briefs
- 4) RP HOTO of TAOR equipment
- 5) RP HOTO of TAOR stands inclusive of rehearsals
- 6) Back brief from rotation 2 RP leads to TAOR COMD of stands
- 7) Return of RP rotation 1 to ADFA (02 Sep)
- 8) Conduct of rehearsals of stands (03 Sep)
- 9) TAOR COMD Orders to RP (03 Sep)

f. This Phase ends once on the evening of 03 Sep when HOTO is complete and TAOR is prepared to receive TO JET rotation the following day.

g. **Phase 3 – Deployment Rotation 2 and Exercise Collapse (03 – 09 Sep 20).** Phase 4 will include:

- (1) JET Deployment (03 Sep)
- (2) JET RSO&I, safety briefs and exercise briefs (03 Sep)

s47E(c)

- (5) Exfil of rotation 2 TOs to ADFA under EXCON (08-09 Sep)
- (6) Collapse of TAOR stands (08-09 Sep)
- (7) Collapse of TAOR complete (09 Sep)
- (8) Return to ADFA (09 Sep)

h. This phase ends when all personnel are RTU, all stores have been refurbished and returned.

## 6. PRELIMINARY TASKS.

a. All AS (including RSOs):

- 1) Provide preference for supported week – complete
- 2) Engage CoC for personal consideration – ongoing
- 3) Swap supported weeks as required and inform TAOR OPSO
- 4) On request of CoC, confirm PM101 restrictions – ongoing
- 5) Nominate as stand leads

- 6) BPT assigned to TAOR COMD
- 7) Provide equipment requests to CoC to support exercise design

b. Operations Officers (OPSOs)

- 1) Conduct interview with TAOR COMDs
- 2) Manage members swapping support weeks
- 3) BPT attend range recons and assist exercise planning
- 4) BPT Coordinate TAOR equipment checks and stores loading
- 5) BPT coordinate RP equipment loading.

c. Stand Leads (volunteers or nominated)

- 1) Read stand concept design
- 2) BPT conduct range recons of stands
- 3) BPT back brief TAOR COMD of stand execution.

d. **Key timings:**

- 1) 24 Jul – S7 initial exercise brief to O SQN
  - 2) 31 Jul – Equipment issue to O SON (as required)
- s47E(c)
- 5) 14 Aug – COMD HOTO of RPs to TAOR COMDs
  - 6) 26 Aug – rotation 1 deploys to Majura
  - 7) 02 Sep – rotation 2 deploy to Majura and establish exercise
  - 8) 02 Sep – TAOR and stand HOTOs
  - 9) 02 Sep – rotation 1 redeploys to ADFA
  - 10) 09 Sep – rotation 2 collapse exercise and return to ADFA

## ADMIN & LOG

7. **Exercise Staffing Document (ESD).** The ESD will be the source document for personnel allocated to LC3. This will become more refined throughout the planning process. Accuracy of the ESD is essential as it will govern movements, field pay and act as a roll book for the exercise. Any changes to the ESD is to be closely monitored by DO O SQN, TAOR COMDs and the TAOR OPSO. A copy of the ESD is provide in Enclosure 2.

8. **Field Pay.** All AS will be entitled to field pay for the period of support provided. Accuracy of the ESD will be vital to ensure no inaccuracies delay processing. Field Pay for Internationals has already been discussed with the s47E(d) and he is confirming



payment arrangements.

**9. Rationing.** All AS will be provided Combat Rations (CR1M). RP are permitted to bring supplementary rations however these must be consumed with respect and consideration to the TOs; they are not permitted supplementary rations. No cooking equipment will be provided for RPs and they must source equipment themselves. A 20L hot water urn will be provided.

s47E(c)

**11. Equipment.** A *proposed* equipment list is attached in Enclosure 3. RP are permitted to deploy with a swag and a single bag. The TOs will not be afforded this opportunity and RPs are not to flaunt this privilege. The process and coord for loading equipment for movement to Majura will be confirmed (likely by TAOR COMDs)

**12. Amenities.** RPs, staff and TOs will be provided Portaloos and drop toilets for use during this activity. TAOR COMDS with the Training Cell will ensure that adequate ratios are applied. Furthermore, RP should anticipate that there will be no access to showering amenities during their supported week (with the exception of field showers). Whilst there are fixed showers at Camp Blake, these are current booked by RMC. Where access to these showers are negotiated and accommodated, a standardised approach will be applied across the TAORs by the TAOR COMDs.

**13. Power.** It is anticipated that RPs will have intermittent access to power provided by small Honda generators provided to each TAOR. The management of this will be by TAOR COMDs.

**14. Movements.** Movements for the purpose of deployment and redeployment from ADFA to MTA and return is to be confirmed. RPs should expect to not be permitted to return to CBR during the conduct of this activity. Where this is accommodated a standardised approach will be applied across the TAORs by the TAOR COMDs.

**15. Accommodation.** Whilst deployed to MTA, all staff and TOs are to be prepared to live in a tactical field environment. TOAR COMDs are looking to provide up to 4 x 14x14 tents per TAOR however RPs should expect to live outdoors.

s47E(c)

**17. Medical and access to Health care.** There will be an overarching health support plan for the exercise. RPs will be able to assess basic health care whilst at Majura and can expect the exercise will be supported by qualified medics.

## COMMAND & SIG

### 18. Key Appointments:

a. ARMY TAOR Week 1:

- 1) s47E(d)
- 2)

b. ARMY TAOR Week 2:

- 1) s47E(d)
- 2)

c. AIRFORCE TAOR Week 1:

- 1) s47E(d)
- 2)

d. AIRFORCE TAOR Week 2:

- 1) s47E(d)
- 2)

e. NAVY TAOR Week 1:

- 1) s47E(d)
- 2)

f. NAVY TAOR Week 2:

- 1) s47E(d)
- 2)

**19. OPSEC.** Exercise OPSEC is essential IOT maintain the integrity of the exercise and maximise training outcomes. RPs are not to discuss any information pertaining to LC3 with TOs. RPs will be informed of any information released to trainees IOT ensure a realistic level of uncertainty remains within the trainee body, as per real time operations.

**20. RSOs.** For the purpose of this activity planning, RSOs will be receive information from Omega SQN CoC.


**21. RP HOTO.** A formal COMD HOTO will occur of RPs to TAOR COMD NLT 14 Aug 23. This is to allow TAOR COMDs and RP time to develop orders and confirm specific support requirements. Further, this will allow RPs to commence de-confliction of pers arrangements with specific COMDS to allow better management during exercise period.

**22. Academics, university commitments and Special Consideration.** ADFA will ensure that the UNSW-C are aware of AS support to LC3. It is expected that with the time afforded in planning, that AS will appropriate deconflict and prioritise university and military commitments. Whilst AS may apply for Special Consideration for academics, the CoC will be inclined to not support this arbitrarily; case-by-case consideration will be applied.


**Enclosures:**

1. Majura Training Area TAORs
2. LC3 Exercise Staffing Document – live
3. Proposed Equipment List
4. LC3 Exercise Timeline
5. LC3 Stand designs – To be released closer to date.

s47E(c)



s47E(c)



**Proposed Load List for Role Players**

**On the Person**

- Service Cams w/ overcoat
- Bush hat (no caps)
- Watch
- ADF DCAC
- ADF approved ballistic eye protection (Clear lenses – with prescription inserts if required)
- Notebook and pen
- Phone
- F88\*\*\*

**Day Bag**

- Day Bag
- Torch or head lamp (With red filter and spare batteries)
- 2x 1L Water bottles
- Multi tool
- gloves
- Individual first aid

**Pack / Ech bag / equiv**

- Water bottles
- Winter Sleeping Bag
- Bivvy Bag
- Sleeping Mat (issued or in military colours)
- Swag
- Power bank
- Chargers
- Civilians clothes (for roleplaying purposes)

- Shaving equipment (electric if preferred)
- Spare socks
- Spare underwear
- ADF approved sunglasses
- Clothes for sleeping
- PT clothes
- Runners
- Towel
- 7x Days toiletries
- Rain coat (issued or pers)
- Cold weather gear (issued or pers)
- Mosquito repellent
- Hexi Stove\* / Jet Boil or similar
- Hexi Tablets \*
- Waterproof bags or dry bags
- Sunscreen \*
- Maps\*
- Lip balm\*
- Disposable hearing\*
- First aid kit
- Hand sanitiser
- Baby wipes . equiv
- Thongs
- CR1M\*
- Supplementary rations
- Weapon CES\*\*\*

**\* will/can be issued (as required)**

**\*\*\*selected pers**

LC3 Planning Timeline

	03-Apr	10-Apr	17-Apr	24-Apr	01-May	08-May	15-May	22-May	29-May	05-Jun	12-Jun	19-Jun	26-Jun	03-Jul	10-Jul	17-Jul	24-Jul	31-Jul	07-Aug	14-Aug	21-Aug	26-Aug	04-Sep	11-Sep											
Events	. 05 Apr OC stakeholder engagement (S7)			. Rx rubric and assessment criteria (DET)	. IPC (S7) . WNGO release (S7) . Confirm Budget (S3 and S7)		. ESD promulgated (37) . Conf names for stand design review (SQNs) . Commence stand design review (S7 and TAOR teams)			. ESD review and JET allocation (S7 and 37) . Submit TSRs (S7) . Submit vehicle requests (37) . Finalise stands (S7)	. Stand reces (TAOR comds)	. Provide requested stand stores to S37 (TAOR Comds) . Provide PT lead-up training bb (WOPTI)	. 8 week bb to COMDT (S7) . Submit Ex stores and ammunition req (37) . Submit med stores request (OPSWO) . Submit comms equipment request - RMC (OPSWO) . HSP review (S7)		. HSP submitted (S7)	. Stand design bb to S7 (TAOR comds) . MPC (S7) . Sync matrix complete (S7) . Rx failure management plan (DET) . O SQN initial brief (S7)	. TASKORD release (S7) . MSP submitted (37) . RAS submitted (S7) . Armoury req submitted (37) . Initial brief to O SQN (S7)	. Brief to participants (S7 and CO) . O SQN and staff equipment issue (S4)	. Digital content release to RPs and staff (DET) . FPC (S7) . Provide supporting product to DS and TAOR staff (S7) . 2nd brief to O SQN (S7) . TO equipment issue (S4)	. Digital content release to TOs (DET) . RP final brief (S7) . 14 Day TAC (S7 and DOs) . Brief to staff (S7 and TAOR comds during ASET)	. Brief to participants during LC3 prep window (S7 and DOs) . 7 Day TAC (S7 and DOs) . Portaloo drop (37) . TAOR stores drop (37) . Attend range conf (S7) . Rx COMDT visit schedule (DET)	Rotation 1 - see sync matrix	Rotation 2 - see sync matrix	. AAR (Ops) . Learning review (DET) . Portaloo collection (37)											
• Rotation 1												• Rotation 2																							
<div><div>• Rotation 1</div><div><div>AM</div><div>PM</div></div><div><div>Sat, 26 Aug</div><div>Sun, 27 Aug</div></div><div><div>TAOR Teams and RPs deploy</div><div>Est stands, C2, rehearsals and inspections</div></div><div><div>DS and TOs deploy</div><div>In-briefs and scenario setting</div></div><div><div>s47E(d)</div></div><div><div>Sat, 02 Sep</div><div>R1 DS and TOs RTU</div><div>R2 TAOR teams and RPs HOTO – rehearsals and inspections</div></div></div>												<div><div>• Rotation 2</div><div><div>AM</div><div>PM</div></div><div><div>Sat, 02 Sep</div><div>Sun, 03 Sep</div></div><div><div>DS and TOs deploy</div><div>TAOR teams and RPs HOTO – rehearsals and inspections</div></div><div><div>In-briefs and scenario setting</div></div><div><div>s47E(d)</div></div><div><div>DS and TOs RTU</div><div>Collapse stands and inspect range</div></div><div><div>Sat, 09 Sep</div></div></div>																							



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**ADFA TASKORD—LEADERSHIP CHALLENGE III**  
**26 AUG – 09 SEP 23**

**References:**

- A. [221031 - Assessment Specifications 2022 – LCIII](#)
- B. [20221025 Learning Management Package - 218331 - ADFA Joint Professional Military Education](#)

**SITUATION**

1. **General.** Leadership challenge III (LC3) is the summative leadership assessment for Y3 TOs at ADFA. The exercise will be conducted in the MTA and will require s47E(c) in a low-level operational setting IAW Ref A.
2. **Staff.** All ADFA staff and AS are to be prepared to support LC3 as directing staff (DS), role players (RPs), or as part of the exercise control HQ (EXCON). The draft ESD is available at [Annex A](#).
3. **Assessment criteria.** The assessment criteria assess TOs on their Y2 and Y3 LMP learning outcomes, s47E(c) IAW Ref B. The assessment rubric is in [Enclosure 1](#).
4. **Key Appointments:**
  - a. Officer Scheduling Exercise (OSE): CO ADFA, s47E(d)
  - b. Officer Conducting Exercise (OCA): S7, s47E(d)

**MISSION**

5. ADFA is to IMPLEMENT LC3 IAW Ref A over the period 26 Aug – 09 Sep 23 at the MTA IOT assess s47E(c) IAW Refs A and B.

**EXECUTION**

6. **Likely Scheme of Manoeuvre:** s47E(c)  
TOs not on an LC3 rotation, or otherwise required for duty by SQN staff, will have the opportunity to take leave over this period. s47E(c). LC3 will be conducted in four phases with a preliminary phase:
  - a. **Preliminary Phase—Planning (Now – 25 Aug 22).** This phase began with the IPC on 01 May. It involves all preliminary actions, reconnaissance, assessment design, and briefs to staff and TOs IAW the [planning timeline](#). This phase concludes on 25 Aug after the S7 has attended the range conference and provided final deconfliction to staff. The main effort is the activity planning, and the S7 is on the main effort.
  - b. **Phase 1—Deployment (26 – 27 Aug and 02 – 03 Sep).** This phase commences with deployment of EXCON, TAOR staff, and RPs on their respective Saturday. s47E(c)  
The main effort is the deployment of DS and TOs, and the 2IC is on the main effort.
  - c. s47E(c)
  - d. **Phase 3—Redeployment (02 Sep and 09 Sep).** This phase begins on each rotation's following Saturday. It involves the HOTO between off-going and oncoming staff, as well as their movement back to

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ADFA. It concludes once respective staff and TOs are accounted for at the TOK, and responsibility for TOs transitions back to SQN staff.

e. **Phase 4—Post-exercise administration (from 11 Sep).** This phase begins on the week commencing 11 Sep and involves WHS reporting and after action reviews for the exercise. It concludes once all post-activity reporting has concluded and filed appropriately. The main effort is the after action review, and the S7 is on the main effort.

### Preliminary Tasks

#### a. S7

- 1) Lead exercise planning, staff and TO force preparation training.
- 2) Lead stand redesign to be complete NLT 09 Jun.
- 3) Submit TSRs NLT 09 Jun pending ESD shortfalls.
- 4) Submit HSP NLT 24 Jul.
- 5) Complete sync matrix NLT 21 Jul.
- 6) Receive failure management plan from DET and disseminate to TAOR commanders NLT 21 Jul.
- 7) s47E(c)
- 8) Submit TASKORD, MSP, and RAS NLT 28 Jul.
- 9) Provide briefs to participants and staff NLT 25 Aug.
- 10) Provide support product to staff and RPs NLT 11 Aug.
- 11) Run 14 and seven-day TACs in weeks commencing 14 and 21 Aug.

#### b. S37

- 1) Promulgate ESD to SQN staff NLT 15 May.
- 2) Allocate JETs IAW S7 guidance NLT 09 Jun.
- 3) Submit TAOR stores requests NLT 30 Jun.
- 4) Coordinate portaloos drop NLT 25 Aug.
- 5) Coordinate TAOR stand stores drop in consultation with TAOR commanders NLT 25 Aug.

#### c. OPSO

- 1) Confirm budget with S7 NLT 12 May.

#### d. OPSWO

- 1) Provide S7 with a CONOPs for vehicle support and transport to and from MTA NLT 05 Jun.
- 2) Submit vehicle requests NLT 09 Jun.
- 3) Submit EXCON stores request, including radios for EXCON and TAORs, NLT 30 Jun.
- 4) Submit ammunition requests (first line for each trainee) including collection on 09 Sep NLT 28 Jul.
- 5) Coordinate weapon delivery to the MTA to be delivered by 27 Aug.
- 6) Organise medical stores for DS and TAOR teams NLT 25 Aug.

#### e. S4

- 1) Act as the logistics support node to EXCON through the EXCON SSM.
- 2) Coordinate staff, AS, and TO equipment issue NLT 18 Aug.

#### f. TAOR commanders

- 1) Lead TAOR-specific stand redesign based on S7 guidance.
- 2) Conduct reconnaissance of respective stands and provide back brief to S7 NLT 21 Jul.
- 3) Provide requested stores to support TAOR stands to S37 NLT 23 Jun.
- 4) BPT assist S37 with stand stores and equipment stocktakes as required.
- 5) Support brief to staff NLT 18 Aug under direction from S7.
- 6) Provide RPs with stand walk-throughs on 17 Aug.

#### g. A – F SQN

- 1) Provide at least one staff member per SQN to support stand redesign working group NLT 11 May to the S7.

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- 2) Fill DS and TO positions on the ESD noting medical and attendance restrictions on either rotation over the Blue Book period. Returns to S37 NLT 05 Jun.
- 3) Provide staff to support TO force preparation training IAW [Annex B](#). Presentations to be filed [<here>](#).
- 4) Attend all TO force preparation training.
- 5) Ensure TOs attend all force preparation training.
- 6) Attend all staff lead-up training IAW [Annex C](#).

h. **O SQN**

- 1) Ensure AS attend all force preparation training.
- 2) Invited to provide up to five AS to assist with stand redesign. Names to the S7 NLT 11 May.
- 3) Fill AS positions on the ESD and return to S37 NLT 05 Jun.

i. **WOPTI**

- 1) Ensure PTI staff are correctly allocated on the ESD NLT 05 Jun.
- 2) Design appropriate lead-up training for TOs in the PT block prior to LC3, and provide back brief to the S7 NLT 23 Jun.
- 3) Support lead-up training requirements IAW [Annex B](#).

**ADMINISTRATION AND LOGISTICS**

10. **ESD.** The ESD will be the source document for personnel allocated to LC3. SQNs may conduct internal swaps of DS and TOs until 05 Jun. Following this, no changes are to be made without approval from the S7.

2. **Movements.** Movements from ADFA to MTA will be a mix of Defence vehicles and contracted coaches. Staff may move via own means to the range, however carpooling is encouraged to avoid congestion of range control parking. No personal vehicles are to enter the range.

3. **Accommodation.** Whilst deployed to MTA, all staff and TOs are to remain in the field overnight.

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**COMMAND AND SIGNALS**

4. **OPSEC.** Exercise OPSEC is essential IOT maintain the integrity of the exercise and maximise training outcomes. Staff are not to discuss any information pertaining to LC3 with TOs unless directed by the S7. Staff will be informed of any information released to TOs IOT ensure a realistic level of uncertainty remains within the TO body. Information regarding the assessment stands is not to be passed to TOs.

5. **s47E(c)**

The administrative chain of command for these members is still through OC O SQN, and no tasks are to interfere with AS academic requirements.

6. **RP exercise authority.** SQNs are to release RSOs to respective TAOR commanders for consultation and exercise-related direction from 14 Aug until the end of their rotation. The administrative chain of command for these members is still through respective SQN staff.

7. **PTI exercise authority.** The WOPTI is to release allocated PTIs to respective TAOR commanders for consultation and exercise-related direction from 14 Aug until the end of their rotation. The administrative chain of command for these members is still through the WOPTI, and no tasks are to interfere with PTI training requirements.

8. **Planning conferences and back briefs.** The following planning conferences are relevant to key appointments:

a. **30 Day Back brief to COMDT (S7):** week commencing 26 Jun

b. **MPC (EXCON and TAOR staff):** 1000h on 17 Jul in the MILTH

c. **FPC (EXCON and TAOR staff):** TBC, week commencing 07 Aug.

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9. **POC.** The point of contact for the activity is S7 who can be contacted on s22 or at s47E(d)

	s47E(d)
<b>Prepared By:</b>	
<b>Authorised By:</b>	

**Annexes:**

- A. [230406 Spreadsheet LC3 ESD 8592700 May](#)
- B. [230403 - Document - LC3 Force Prep Training](#)
- C. [230503 - Document - LC3 Staff Lead-Up Training](#)

**Enclosures:**

- 1. [230419 – LCIII Rubric](#)

**Distribution:**

Action:	For Information:
SQN OCs	ADFA HQ Ops
S3	ADFA HQ DET
S7	ADFA Exec
WOPTI	S1
Bandmaster	WOD&C
	AFG OPS

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LC3 Planning Timeline

	03-Apr	10-Apr	17-Apr	24-Apr	01-May	08-May	15-May	22-May	29-May	05-Jun	12-Jun	19-Jun	26-Jun	03-Jul	10-Jul	17-Jul	24-Jul	31-Jul	07-Aug	14-Aug	21-Aug	26-Aug	04-Sep	11-Sep
Events	. 05 Apr OC stakeholder engagement ( <b>S7</b> )			. Rx rubric and assessment criteria ( <b>DET</b> )	. <b>IPC</b> ( <b>S7</b> ) . WNGO release ( <b>S7</b> ) . Confirm Budget ( <b>S3 and S7</b> )		. ESD promulgated ( <b>37</b> ) . Conf names for stand design review ( <b>SQNs</b> ) . Commence stand design review ( <b>S7 and TAOR teams</b> )			. ESD review and JET allocation ( <b>S7 and 37</b> ) . Submit TSRs ( <b>S7</b> ) . Submit vehicle requests ( <b>37</b> ) . Finalise stands ( <b>S7</b> )	. Stand recces ( <b>TAOR comds</b> )	. Provide requested stand stores to S37 ( <b>TAOR Comds</b> ) . Provide PT lead-up training bb ( <b>WOPTI</b> )	. 8 week bb to COMDT ( <b>S7</b> ) . Submit Ex stores and ammunition req ( <b>37</b> ) . Submit med stores request ( <b>OPSWO</b> ) . Submit comms equipment request - RMC ( <b>OPSWO</b> ) . HSP review ( <b>S7</b> )		. HSP submitted ( <b>S7</b> )	. Stand design bb to S7 ( <b>TAOR comds</b> ) . <b>IMPC</b> ( <b>S7</b> ) . Sync matrix complete ( <b>S7</b> ) . Submit mapping requests ( <b>S37</b> )	. TASKORD release ( <b>S7</b> ) . MSP submitted ( <b>37</b> ) . RAS submitted ( <b>S7</b> ) . Armoury req submitted ( <b>OPSWO</b> ) . Initial brief to O SQN ( <b>S7</b> ) . Rx CP assessment criteria ( <b>DET</b> )	. Brief to participants ( <b>S7 and CO</b> ) . O SQN and staff equipment issue ( <b>S4</b> )	. Digital content release to RPs and staff ( <b>DET</b> ) . <b>FPC</b> ( <b>S7</b> ) . Provide supporting product to DS and TAOR staff ( <b>S7</b> ) . 2nd brief to O SQN ( <b>S7</b> )	. Digital content release to TOs ( <b>DET</b> ) . RP final brief ( <b>S7</b> ) . 14 Day TAC ( <b>S7 and DOs</b> ) . Brief to staff ( <b>S7 and TAOR comds</b> during ASET) . TO equipment issue ( <b>S4</b> ) . TAOR Comd stores issue ( <b>S37 and TAOR teams</b> )	. Brief to participants ( <b>S7</b> ) . 7 Day TAC ( <b>S7 and DOs</b> ) . Portaloo drop ( <b>37</b> ) . TAOR stores drop ( <b>37</b> ) . Attend range conf ( <b>S7</b> ) . Rx COMDT visit schedule ( <b>DET</b> ) . Collect vehicles ( <b>OPSWO and TAOR teams</b> ) . EXCON stores drop ( <b>OPSWO</b> )	Rotation 1 - see sync matrix	Rotation 2 - see sync matrix	. AAR ( <b>Ops</b> ) . Learning review ( <b>DET</b> ) . Portaloo collection ( <b>37</b> ) . Vehicle return ( <b>OPWSO</b> )
Remarks																Brief to O SQN: - Ex SOM, intent, Assessment Criteria - Ex C2 and relationship with TAOR staff - RP expectations and conduct	CP assessment criteria for those members being assessed in a CIP duties rolse due to physical limitations		. Support product includes: - EXCON and TAOR battle rhythm - Stand orders proformas - comms net diagram - reassess policy - stand rotation  Brief to O SQN: - Q and A for digital content - Conf stand allocation - reserved time for TAOR staff to sync with RPs  O SQN members TACON respective TAOR commanders	. RP final brief includes stand in-brief by TAOR staff  . TAOR stores issue is to ensure that TAOR comd teams understand what stores they own and where they are kept prior to the stores drop the following week.			. Ammo handback Range clearance and inspection	



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ADFA TASKORD—LEADERSHIP CHALLENGE III TASKORD 2  
26 AUG – 09 SEP 23

References:

- A. [221031 - Assessment Specifications 2022 – LCIII](#)
- B. [20221025 Learning Management Package - 218331 - ADFA Joint Professional Military Education](#)
- C. [230502 TASKORD LC3 TASKORD 1](#)
- D. LWP-G 7-3-0 Australian Defence Force Range Orders (General)
- E. LWP-G 7-3-1 Australian Defence Force Range Orders (Dismounted)
- F. MTA Range Standing Orders
- G. 200211 - SRA03 - Outdoor Activities Including Field Activities and Parades
- H. 200211 - SRA03A - Unexploded Ordnance

SITUATION

1. **General.** Leadership challenge III (LC3) is the summative leadership assessment for Y3 TOs at ADFA. s47E(c)

2. **Staff.** All ADFA staff and AS are to be prepared to support LC3 as directing staff (DS), role players (RPs), or as part of the exercise control HQ (EXCON) IAW the exercise staffing document (ESD) at [Annex A](#).

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4. **Key Appointments:**

- a. Officer Scheduling Exercise (OSE): CO ADFA, s47E(d)

- b. Officer Conducting Exercise (OCA): S7, s47E(d)

- c. TAOR RIZAL (Navy) Comds: s47E(d)

- d. TAOR MCGUINNESS Comds (Army): s47E(d)

- e. TAOR BLUE Comds (Air Force): s47E(d)

MISSION

5. ADFA is to IMPLEMENT LC3 IAW Ref A over the period 26 Aug – 09 Sep 23 at the MTA IOT assess Y3 s47E(c)

EXECUTION

s47E(c)

- a. **Preliminary Phase—Planning (Now – 25 Aug 22).** No change from Ref C—all planning IAW the planning timeline at [Annex B](#).

- b. **Phase 1—Deployment (26 – 27 Aug and 02 – 03 Sep).** This phase commences with deployment of EXCON, TAOR staff, and RPs on their respective Saturday. It involves the establishment of stands, conduct of rehearsals, and infil of DS and TOs on their respective Sunday. Phase one concludes once all TAORs have conducted induction of their first set

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of JETs on their respective Sunday. The main effort is the deployment of DS and TOs, and EXCON is on the main effort. The detailed synchronisation matrix is at [Annex C](#).

s47E(c)

d. **Phase 3—Redeployment (02 Sep and 09 Sep).** This phase begins on each rotation's following Saturday. It involves the HOTO between off-going and oncoming staff, ammunition return, and range clearances. It concludes once respective staff and TOs are accounted for at the TOK, and responsibility for TOs transitions back to SQN staff. Redeployment will occur IAW the timings contained in [Annex C](#).

e. **Phase 4—Post-exercise administration (from 11 Sep).** No change from Ref C—all IAW [Annex C](#).

7. **Groupings.** Detailed groupings are contained in the ESD at [Annex A](#). The following groupings are pertinent to LC3:

a. **EXCON:** The OCA and all supporting personnel providing overarching command and control of the exercise including; the 2IC, SSM, S37, S1, watch keepers (WKPR) (O SQN), and medics.

b. **TAOR HQs:** The respective commanders and NCOs responsible for the command and control of individual TAORs. These include TAOR Opsos (O SQN), drivers (boat shed personnel and PTIs), and attached medically-restricted TOs acting in a WKPR capacity.

c. s47E(c)

d. **DS:** personnel responsible for assessing TOs against the rubric in Ref A.

e. **TOs:** organised into JETs, these groups are the team in which TOs conduct their assessed leads.

8. **Tasks**

a. **s7**

- 1) Lead exercise planning, staff and TO force preparation training.
- 2) Lead stand redesign to be complete NLT 09 Jun.
- 3) Submit TSRs NLT 09 Jun pending ESD shortfalls.
- 4) Submit HSP NLT 24 Jul.
- 5) Complete sync matrix NLT 21 Jul.
- 6) Receive failure management plan from DET and disseminate to TAOR commanders NLT 21 Jul.
- 7) Provide lead-up briefs and standardisation training to O SQN.
- 8) Submit TASKORD, MSP, and RAS NLT 28 Jul.
- 9) Provide briefs to participants and staff NLT 25 Aug.
- 10) Provide support product to staff and RPs NLT 11 Aug.
- 11) Run 14 and seven-day TACs in weeks commencing 14 and 21 Aug.

b. **S37**

- 1) Promulgate ESD to SQN staff NLT 15 May.
- 2) Allocate JETs IAW S7 guidance NLT 09 Jun.
- 3) Submit TAOR stores requests NLT 30 Jun.
- 4) Coordinate portaloos drop NLT 25 Aug.
- 5) Coordinate TAOR stand stores drop in consultation with TAOR commanders NLT 25 Aug.

c. **OPSO**

- 1) Confirm budget with S7 NLT 12 May.

d. **OPSWO**

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- 1) Provide S7 with a CONOPs for vehicle support and transport to and from MTA NLT 05 Jun.
  - 2) Submit vehicle requests NLT 09 Jun.
  - 3) Submit EXCON stores request, including radios for EXCON and TAORs, NLT 30 Jun.
  - 4) Submit ammunition requests (first line for each trainee) including collection on 09 Sep NLT 28 Jul.
  - 5) Coordinate weapon delivery to the MTA to be delivered by 27 Aug.
  - 6) Organise medical stores for DS and TAOR teams NLT 25 Aug.
- e. **S4**
- 1) Act as the logistics support node to EXCON through the EXCON SSM.
  - 2) Coordinate staff, AS, and TO equipment issue NLT 18 Aug.
- f. **TAOR commanders**
- 1) Lead TAOR-specific stand redesign based on S7 guidance.
  - 2) Conduct reconnaissance of respective stands and provide back brief to S7 NLT 21 Jul.
  - 3) Provide requested stores to support TAOR stands to S37 NLT 23 Jun.
  - 4) BPT assist S37 with stand stores and equipment stocktakes as required.
  - 5) Support brief to staff NLT 18 Aug under direction from S7.
  - 6) Provide RPs with stand walk-throughs on 17 Aug.
- g. **A – F SQN**
- 1) Provide at least one staff member per SQN to support stand redesign working group NLT 11 May to the S7.
  - 2) Fill DS and TO positions on the ESD noting medical and attendance restrictions on either rotation over the Blue Book period. Returns to S37 NLT 05 Jun.

- 3) Provide staff to support TO force preparation training IAW [Annex B](#). Presentations to be filed [<here>](#).
- 4) Attend all TO force preparation training.
- 5) Ensure TOs attend all force preparation training.
- 6) Attend all staff lead-up training IAW [Annex C](#).

h. **O SQN**

- 1) Ensure AS attend all force preparation training.
- 2) Invited to provide up to five AS to assist with stand redesign. Names to the S7 NLT 11 May.
- 3) Fill AS positions on the ESD and return to S37 NLT 05 Jun.

i. **WOPTI**

- 1) Ensure PTI staff are correctly allocated on the ESD NLT 05 Jun.
- 2) Design appropriate lead-up training for TOs in the PT block prior to LC3, and provide back brief to the S7 NLT 23 Jun.
- 3) Support lead-up training requirements IAW [Annex B](#).

9. **Coordinating instructions.**

a. **Timings.** xx

b. **Locations.** xx

**ADMINISTRATION AND LOGISTICS**

10. **ESD.** The ESD will be the source document for personnel allocated to LC3. SQNs may conduct internal swaps of DS and TOs until 05 Jun. Following this, no changes are to be made without approval from the S7.

10. **Movements.** Movements from ADFA to MTA will be a mix of Defence vehicles and contracted coaches. Staff may move via own means to the range, however carpooling is encouraged to avoid congestion of range control parking. No personal vehicles are to enter the range.

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11. **Vehicles.** xxx
12. **Accommodation.** Whilst deployed to MTA, all staff and TOs are to remain in the field overnight.
13. **Health support.** The HSP is at [Annex X](#).
14. **Medical plan.** Medic support will be provided through:
  - a. Rolling RAP staffed by a CPL Medic
  - b. Serious response medic (s47E(d)) to be employed in a QRF capacity.
15. **Rations.** TOs will receive combat rations (CRIM) for the duration of the exercise. Any supplementary rations identified will be removed from the individual and returned at the end of the exercise by their DS.
16. All staff and RPs will be issued with CRIM. Staff and RPs may bring supplementary rations, however discretion is to be used when consuming these IVO TOs.

Prepared By:	S7, s47E(d)
Authorised By:	CO, s47E(d)

## COMMAND AND SIGNALS

17. **OPSEC.** Exercise OPSEC is essential IOT maintain the integrity of the exercise and maximise training outcomes. Staff are not to discuss any information pertaining to LC3 with TOs unless directed by the S7. Staff will be informed of any information released to TOs IOT ensure a realistic level of uncertainty remains within the TO body. Information regarding the assessment stands is not to be passed to TOs.
18. **Communications plan.** Communications will include a mix of black means (civilian walkie-talkies), green means (Harris 152), range

safety means (SATCOM), and white means (mobile phone). A detailed comms net diagram and comms card are at [Annex X](#).

19. **RP exercise authority.** O SQN is to release RPs to respective TAOR commanders for consultation and exercise-related direction from 14 Aug until the end of their rotation. The administrative chain of command for these members is still through OC O SQN, and no tasks are to interfere with AS academic requirements.
20. **RP exercise authority.** SQNs are to release RSOs to respective TAOR commanders for consultation and exercise-related direction from 14 Aug until the end of their rotation. The administrative chain of command for these members is still through respective SQN staff.
21. **PTI exercise authority.** The WOPTI is to release allocated PTIs to respective TAOR commanders for consultation and exercise-related direction from 14 Aug until the end of their rotation. The administrative chain of command for these members is still through the WOPTI, and no tasks are to interfere with PTI training requirements.
22. **Sentinel reporting.**
23. **POC.** The point of contact for the activity is S7 who can be contacted on s22 or at s47E(d)

## Annexes:

- A. [230406 Spreadsheet LC3 ESD](#)
- B. [230329 Document LC3 Planning Timeline](#)
- C. [230623 Matrix LC3 Ex Sync Matrix](#)
- D. [230403 - Document - LC3 Force Prep Training](#)
- E. [230503 - Document - LC3 Staff Lead-Up Training](#)

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**Enclosures:**

1. [230419 – LCIII Rubric](#)

**Distribution:**

Action:	For Information:
SQN OCs	ADFA HQ Ops
S3	ADFA HQ DET
S7	ADFA Exec
WOPTI	S1
Bandmaster	WOD&C
	AFG OPS

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Date	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat
	26-Aug	27-Aug	28-Aug	29-Aug	30-Aug	31-Aug	01-Sep	02-Sep	03-Sep	04-Sep	05-Sep	06-Sep	07-Sep	08-Sep	09-Sep
Events	Est.	Rotation 1							Rotation 2						
Remarks	HQ Est.	Infil				Gordo Exfil (PM)		Exfil and HOTO	RMC-D Range Conflict  Infil						Exfil and Collapse

Stand	C1	C2	C3	C4	C5
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s47E(c)



PMKEYS	Title	Surname	Given Names	Squadron
s22	CDT	s47F		B
	FFCDT (INT)			F
	FFCDT			C
	CDT (INT)			B
	CDT (INT)			D
	CDT			C
	CDT			A
	MIDN (INT)			D
	CDT			D
	CDT			E
	CDT			A
	CDT			A
	FFCDT			A
	FFCDT			F
	CDT			D
	MIDN			E
	CDT			D
	MIDN			A
	CDT			B
	CDT			B
	CDT			A
	CDT			C
	FFCDT			E
	MIDN			E
	FFCDT			E
	FFCDT			D
	MIDN			D
	FFCDT			C
	FFCDT			F

s22		s47F	
	OCDT		B
	OFFCDT		A
	OCDT		E
	OFFCDT		D
	MIDN		F
	OFFCDT		C
	MIDN		D
	OCDT		E
	MIDN		F
	OFFCDT		E
	OFFCDT		E
	MIDN		F
	OFFCDT		B
	MIDN		B
	OCDT		B
	OFFCDT		C
	OCDT		B
	OCDT		F
	MIDN		B
	OCDT		E
	OCDT		A
	OCDT		C
	OCDT		F
	OCDT		F
	MIDN		B
	OCDT		C
	OCDT		A

s22		s47F	
	IDN		B
	IDN		A
	FFCDT		C
	FFCDT		D
	CDT		D
	CDT		E
	CDT (INT)		A
	CDT		F
	CDT		C
	CDT		B
	FFCDT		A
	IDN		A
	IDN		C
	IDN		F
	CDT		D
	FFCDT		C
	IDN		F
	IDN		C
	CDT		A
	CDT		B
	IDN		C
	FFCDT		F
	FFCDT		C
	FFCDT		A
	IDN		C
	CDT		C

s22		s47F	
	OFFCDT		B
	OFFCDT		E
	MIDN		F
	MIDN		D
	MIDN		C
	MIDN		A
	OFFCDT		B
	OFFCDT		F
	OCDT		F
	OCDT		E
	OCDT		E
	SBLT		O
	MIDN		E
	MIDN		C
	OCDT		B
	MIDN		C
	OCDT		C
	OCDT		D
	MIDN		D
	OCDT		E
	OCDT		A
	MIDN		F
	OCDT		E
	MIDN		A
	OCDT		F
	OFFCDT		A
	OCDT		E
	OCDT		D
	OFFCDT		D
	OCDT		E
	MIDN		A
	OFFCDT		A

s22	OFFCDT	s47F	B
			B
	OCDT		D
	MIDN		
			F
	MIDN		
			F
	OCDT		D
	OCDT		C
	OFFCDT		D
	OFFCDT		D
	MIDN		E
	MIDN		B
	OFFCDT		D
	(INT)		C
	OFFCDT		D
	MIDN		
	OCDT		F
			B
	OCDT		E
	OFFCDT		D
	OFFCDT		A
	OCDT		A
	OCDT		C
	MIDN		E
	OFFCDT		C
	OCDT		F
	OCDT		A
	OFFCDT		D
	MIDN		C
			C
	MIDN		A
	MIDN		
	OCDT (INT)		E
	OCDT		F

s22		s47F	
	OFFCDT		F
	OCDT		C
	OCDT		C
	OCDT		A
	OFFCDT		F
	OCDT		D
	OCDT		B
	OFFCDT		D
	OCDT		E
	OFFCDT		D
	OCDT		E
	OCDT		D
	MIDN		E
	OFFCDT		A
	MIDN		C
	OCDT		F
	OFFCDT		F
	MIDN		A
	MIDN		E
	OFFCDT		E
	MIDN		E
	OCDT		D
	OFFCDT (INT)		A
	OFFCDT		A
	OFFCDT		C

s22		s47F	
	OFFCDT		F
	OCDT (INT)		C
	OFFCDT		B
	OFFCDT		D
	OCDT (INT)		C
	MIDN		D
	OCDT		B
	MIDN		D
	OFFCDT		E
	OCDT		D
	OFFCDT		F
	OFFCDT		C
	OFFCDT		E
	OFFCDT		C
	MIDN		D
	OCDT		A
	OFFCDT		D
	OCDT		A
	MIDN		D
	OCDT		B
	OCDT		E
	OCDT		D
	OCDT		F
	OCDT		F
	OCDT		E
	OFFCDT (INT)		B



s22

	s47F	
OFFCDT		E
MIDN		C
MIDN (INT)		F
OFFCDT		E
OCDT		A
OFFCDT		C
OCDT		C
OFFCDT		E
OCDT		D
OFFCDT		E
OFFCDT		A
OCDT		E
OCDT		C
OCDT		E
OFFCDT		B
OCDT		A
OCDT		F
OCDT		F
OCDT		A
OCDT		E
MIDN		D
OCDT		C
MIDN		C
OCDT		E
OFFCDT		A
OFFCDT		F
OCDT		E
OCDT		E
OFFCDT		A
OFFCDT		B
OCDT		C
OFFCDT		E
MIDN		C
OFFCDT		A
LT (INT)		E

s22		s47F	
	OFFCDT		F
	OFFCDT		E
	OCDT		C
	OFFCDT (INT)		E
	OFFCDT (INT)		D
	MIDN		B
	MIDN		A
	OFFCDT		D
	OFFCDT		F
	MIDN		A
	OCDT		C
	MIDN		D
	MIDN		E
	OFFCDT		F
	MIDN		B
	MIDN		B
	OFFCDT		A
	OCDT		F
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	OFFCDT		E
	OCDT		D
	OFFCDT		D
	OFFCDT		D
	OFFCDT		F
	OCDT		D
	MIDN		D
	OFFCDT		A
	MIDN		F
	OFFCDT		A

s22

s47F

MIDN	A
OFFCDT	A
MIDN	F
MIDN	C
OCDT	E
OFFCDT	A
MIDN	B
OCDT	D
OFFCDT	B
OFFCDT	E
MIDN	B
OCDT	F

s22		s47F	
	OFFCDT		C
	OFFCDT		F
	OCDT		D
	MIDN		F
	OCDT		A
	MIDN		E
	OFFCDT		F
	OFFCDT		E
	OCDT		E
	OFFCDT (INT)		F
	OCDT		C
	OFFCDT		A
	MIDN		E
	OFFCDT		C
	OFFCDT		D
	OCDT		A
	OFFCDT		C
	MIDN		B
	OCDT		F
	OCDT		A
	OCDT		D
	OFFCDT (INT)		F

s22		s47F	
	MIDN		F
	OCDT		B
	OFFCDT		A
	OFFCDT (INT)		B
	OFFCDT		E
	OFFCDT		A
	OCDT		D
	OCDT		C
	OCDT		C
OCDT	E		
MIDN	A		
MIDN	A		
OFFCDT	B		
OCDT	F		
OCDT	A		
MIDN	A		
OCDT	D		

s22		s47F	
	OCDT		F
	OFFCDT		D
	OCDT		A
	MIDN		C
	OCDT		A
	OCDT		D

Division	Rotation	Jet	Service	Gender	Dietary Req	MEC
7	1	s47F	ARA	s47F		
22	1		RMAF			
9	1		RAAF			
6	1		PNG A			
16	2		RSLF			
11	1		ARA			
3	2		ARA			
13	2		RPN			
14	2		ARA			
20	1		ARA			
3	2		ARA			
4	1		ARA			
4	1		RAAF			
22	1		RAAF			
15	1		ARA			
17	1		RAN			
15	2		ARA			
2	2		RAN			
7	1		ARA			
5	1		ARA			
2	1		ARA			
11	2		ARA			
20	1		RAAF			
17	2		RAN			
20	1		RAAF			
13	2		RAAF			
16	1		RAN			
10	2		RAAF			
23	1		RAAF			

5	1		ARA
1	1		RAAF
20	1		ARA
14	1		RAAF
22	2		RAN
11	2		RAAF
14	2		RAN
19	1		ARA
21	2		RAN
18	1		RAAF
17	1		RAAF
22	1		RAN
7	1		RAAF
5	1		RAN
6	2		ARA
11	1		RAAF
5	1		ARA
24	2		ARA
7	2		RAN
20	1		ARA
2	2		ARA
9	2		ARA
23	2		ARA
21	2		ARA
6	2		RAN
11	1		ARA
3	1		ARA

s47F

s47F



7	2		RAN
1	1		RAN
9	2		RAAF
16	2		RAAF
15	2		ARA
17	2		ARA
2	2		RSA
23	1		ARA
9	1		ARA
6	1		ARA
1	2		RAAF
2	2		RAN
10	1		RAN
21	1		RAN
15	1		ARA
11	2		RAAF
23	2		RAN
10	2		RAN
1	1		ARA
6	2		ARA
9	2		RAN
21	1		RAAF
9	1		RAAF
1	1		RAAF
9	1		RAN
11	2		ARA

s47F

7	2		RAAF	s47F
18	2		RAAF	
22	2		RAN	
13	2		RAN	
11	1		RAN	
1	2		RAN	
5	2		RAAF	
23	2		RAAF	
24	1		ARA	
17	1		ARA	
17	2		ARA	
31	1		RAN	
19	1		RAN	
9	2		RAN	
6	2		ARA	
10	1		RAN	
9	2		ARA	
14	1		ARA	
16	1		RAN	
19	2		ARA	
1	2		ARA	
22	1		RAN	
17	1		ARA	
4	1		RAN	
23	2		ARA	
2	2		RAAF	
17	1		ARA	
14	2		ARA	
13	1		RAAF	
17	1		ARA	
2	2		RAN	
1	2		RAAF	

5	1		RAAF
7	2	s47F	ARA
15	1		RAN
22	2		RAN
22	2		ARA
13	2		ARA
9	2		RAAF
14	2		RAAF
16	2		RAN
17	2		RAN
5	1		RMAF
15	1		RAAF
10	2		RAN
15	1		ARA
23	1		ARA
5	2		RAAF
18	2		RAAF
13	2		RAAF
1	1		ARA
3	1		ARA
9	1		ARA
20	2		RAN
10	2		RAAF
24	2		ARA
4	2		ARA
14	1		RAAF
9	2		RAN
9	2		RAN
3	2		RAN
20	1		RTA
23	2		ARA

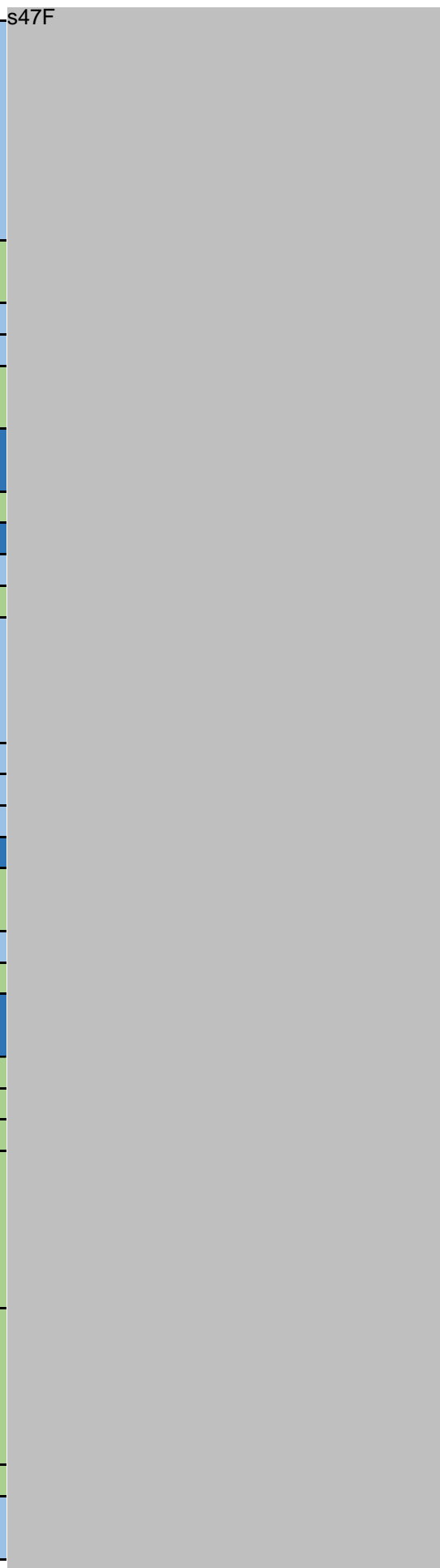
s47F

s47F

22	2		RAAF
11	1		ARA
11	2		ARA
1	2		ARA
23	1		RAAF
14	1		ARA
6	1		ARA
16	1		RAAF
18	1		ARA
13	1		RAAF
18	2		ARA
15	2		ARA
18	1		RAN
2	1		RAAF
11	2		RAN
21	2		ARA
22	1		RAAF
3	1		RAN
20	1		RAN
19	1		RAAF
19	2	s47F	RAN
16	2		ARA
1	2		PAFOR
4	2		RAAF
11	1		ARA

23	2		RAAF
10	1		PNG A
5	2		RAAF
13	2		RAAF
9	2		RFA
16	1		RAN
7	2		ARA
13	1		RAN
18	2		RAAF
14	2		ARA
22	2		RAAF
10	1		RAAF
20	2		RAAF
10	2		RAAF
15	2		RAN
2	1		ARA
14	2		RAAF
1	1		ARA
16	2	s47F	RAN
7	1		ARA
20	2		ARA
15	2		ARA
23	1		ARA
21	1		ARA
20	1		ARA
6	2		RJAF

s47F



18	1		RAAF
10	1		RAN
21	2		RTN
20	1		RAAF
3	2		ARA
9	1		RAAF
10	1		ARA
19	1		RAAF
15	1		ARA
20	1		RAAF
1	1		RAAF
18	1		ARA
9	2		ARA
17	1		ARA
6	2		RAAF
4	1		ARA
24	1		ARA
22	1		ARA
3	1		ARA
19	1		ARA
15	1		RAN
10	2		ARA
11	1		RAN
18	2	s47F	ARA
2	2		RAAF
24	2		RAAF
20	1		ARA
17	2		ARA
2	1		RAAF
5	1		RAAF
9	1		ARA
19	2		RAAF
10	2		RAN
2	2		RAAF
19	1		RSAF

21	1	s47F	RAAF
19	2		RAAF
11	2		ARA
17	1		RTAF
15	2		VAF
7	1		RAN
4	1		RAN
14	1		RAAF
23	1		RAAF
2	1		RAN
11	1		ARA
14	2		RAN
18	1		RAN
21	1		RAAF
5	2		RAN
6	2		RAN
4	1		RAAF
24	1		ARA
19	1		RAAF
20	2		RAAF
16	1		ARA
14	2		RAAF
16	2		RAAF
23	2		RAAF
13	1		ARA
15	2		RAN
3	1		RAAF
23	1		RAN
4	2		RAAF

s47F

s47F

3	2		RAN
3	2		RAAF
22	1		RAN
11	2		RAN
20	1		ARA
3	1		RAAF
5	2		RAN
16	2		ARA
7	2		RAAF
19	1		RAAF
6	1		RAN
22	2		ARA



s47F

10	1		RAAF
23	1		RAAF
13	2		ARA
21	1		RAN
1	2		ARA
19	1		RAN
24	1		RAAF
20	1		RAAF
20	1		ARA
21	2		PAFOR
10	1		ARA
4	2	s47F	RAAF
20	1		RAN
10	2		RAAF
16	1		RAAF
4	2		ARA
11	1		RAAF
5	1		RAN
21	1		ARA
4	1		ARA
16	1		ARA
21	1		VAF

s47F

21	1		RAN
6	2		ARA
3	1		RAAF
5	1		RPAF
18	1		RAAF
3	2		RAAF
15	1		ARA
9	2		ARA
10	2		ARA
19	1		ARA
1	1		RAN
3	2		RAN
7	1		RAAF
24	1		ARA
3	2		ARA
4	2		RAN
14	2		ARA

s47F

21	2		ARA
16	2		RAAF
4	2		ARA
11	1		RAN
1	1		ARA
13	1		ARA

Consids

Equal female/ITO/Tri service per JET

Equal J31 or worse to account for last-minute drop outs

None from the same div

DS not their DO/DSNCO

Stats	
Male	236
Female	83
Navy	78
Army	132
Air Force	109

PMKEYS:

NAME:

DIV/SQN:

DTG:



ASSESSOR:

ASSESSMENT: PRIMARY

SUPPLEMENTARY

EXCEPTIONAL

s47E(c)

S	NYS	COMMENTS

s47E(c)

	S	NYS	COMMENTS
OVERALL LCIII GRADE			

I have been debriefed on this assessment and understand the result.

TO SIGNATURE:

I understand the appeals process as explained in the trainee brief.

I intend to appeal this decision.

ASSESSOR SIGNATURE:

# LC3 IPC

S7

# References

- LC3 Exercise Specifications (pre-signature)



# Outputs

- Confirm planning timeline
- Draft Ex timeline (sync matrix)
- WNGO w initial tasks (this week)
- Consolidated RFIs

# Scope


1. Review PAR from 2022
2. Role clarity and Ex intent
3. Key appointments
4. Ex SOM (including ex timeline)
5. Confirm range space (OPSWO/LC3 SSM)
6. Discuss and confirm planning timeline
7. Confirm initial RFIs
8. Assign initial tasks

# CO Guidance

# 2022 PAR

There isn't one...

s47E(c)



# Role Clarity and Ex Intent

- **Role Clarity:**
  - DET – **Design** and **Develop** (specifications / scenario overview / scenarios / rubric / assessment) **Evaluate** (Oversee re-assessment / oversee review and refine)
  - ADFA – **Implement** (Plan and Execute)

s47E(c)

- **When:** 27 Aug – 9 Sep

s47E(c)

# Key Appointments

- EXCON
  - ME: Training
  - SE1: Ops/Log
  - SE2: Visits

EXCON			
Position	PMKeyS	Rank	Name
OIC	s22	s47E(d)	
S37			
2IC			
SSM			
S1			
WKPR 1			
WKPR 2			
WKPR 3			
Driver			
Medic			
Medic			

# Key Appointments

- Navy

TAOR Navy			
Position	PMKeyS	Rank	Name
TAOR Comd		s47E(d)	
TAOR SNCO	s22		
TAOR OPSO		Omega	
Driver		PTI	
Ops TO		TBC	
Ops TO		TBC	

TAOR Navy			
Position	PMKeyS	Rank	Name
TAOR Comd		s47E(d)	
TAOR SNCO			
TAOR OPSO		Omega	
Driver		PTI	
Ops TO		TBC	
Ops TO		TBC	

# Key Appointments

- Army

TAOR Army			
Position	PMKeyS	Rank	Name
TAOR Comd		s47E(d)	
TAOR SNCO			
TAOR OPSO		Omega	
Driver		PTI	
Ops TO		TBC	
Ops TO		TBC	

TAOR Army			
Position	PMKeyS	Rank	Name
TAOR Comd		s47E(d)	
TAOR SNCO			
TAOR OPSO		Omega	
Driver		PTI	
Ops TO		TBC	
Ops TO		TBC	



# Key Appointments

- RAAF

TAOR RAAF			
Position	PMKeyS	Rank	Name
TAOR Comd		s47E(d)	
TAOR SNCO	s22		
TAOR OPSO		Omega	
Driver		PTI	
Ops TO		TBC	
Ops TO		TBC	

TAOR RAAF			
Position	PMKeyS	Rank	Name
TAOR Comd		s47E(d)	
TAOR SNCO	s22		
TAOR OPSO		Omega	
Driver		PTI	
Ops TO		TBC	
Ops TO		TBC	



# Ex SOM

s47E(c)

s47E(c)

# Ex SOM

• Rotation 1

	Sat, 26 Aug	Sun, 27 Aug	Mon, 28 Aug - Fri, 01 Sep	Sat, 02 Sep
AM	TAOR Teams and RPs deploy	DS and TOs deploy	s47E(c)	R1 DS and TOs RTU
PM	Est stands, C2, rehearsals and inspections	In-briefs and scenario setting		R2 TAOR teams and RPs HOTO – rehearsals and inspections

# Ex SOM

• Rotation 2

	Sat, 02 Sep	Sun, 03 Sep	Mon, 04 Sep - Fri, 08 Sep	Sat, 09 Sep
AM		DS and TOs deploy	s47E(c)	DS and TOs RTU
PM	TAOR teams and RPs HOTO – rehearsals and inspections	In-briefs and scenario setting		Collapse stands and inspect range

# Ex SOM

s47E(c)



# Resources - Range Space

s47E(c)

- OPSWO

# Planning Timeline

s47E(c)



# RFIs

• ?



# Initial Tasks

- TAOR Comd teams decide TAOR allocation – TAOR Comds
- Stand design tweak – S7-lead WG
- Stand recces – TAOR command teams (through OPSWO for range space)
- Stand stores stocktake – S37-lead work party
- Staff lead-up training – S7
- TO lead-up training - Various

**LC3 Force Preparation Training Program**

Date	Lesson	Instructor	LOs
31 Jul	s47E(c)	S7	s47E(c)
		s47E(d)	
03 Aug		TBC	
		S7	

07 Aug	s47E(c)	SQNs	s47E(c)
		s47E(d)	
10 Aug		s47E(d)	
		S7	
14 Aug		s47E(d)	
		s47E(d)	
17 Aug		s47E(d)	

			s47E(c)
	s47E(c)	s47E(d)	
21 Aug		s47E(d)	
		S7 – release ESD INTREP – s47E(d)	