

CSC11

COMMAND & STAFF COURSE (CSC11)

Graduate Diploma of Defence and Security Studies

2021





**COMMAND AND STAFF COLLEGE
DEFENCE ACADEMY
ROYAL BRUNEI ARMED FORCES**

**STUDENT HANDBOOK FOR
THE ROYAL BRUNEI ARMED FORCES
COMMAND AND STAFF COURSE
11 JANUARY– 4 OCTOBER 2021**

FOREWORD

On behalf of the Defence Academy Royal Brunei Armed Forces (DA RBAF) and Universiti Brunei Darussalam (UBD), we are delighted to welcome you to the Command and Staff Course (CSC). Through this programme, we are committed to delivering the best possible learning experiences for you to learn, unlearn and relearn various key concepts, issues and changes in professional military education and leadership, and to challenge and be prepared to accept challenge, by bringing new perspectives on the subjects that you have already learned. Activities embedded in the programme are designed to push you out of your comfort zones, and into your learning zones.

By doing so, we hope to set the stage for mutual learning to take place, wherein teachers and students teach and learn from one another, promoting active learning, generating the interactive habit of *proactive critical thinking*, which results in the creation of new knowledge. Critical thinking is the 'golden thread' that runs throughout every facet of the CSC, and it is vital that you embrace it and exercise it at every opportunity. The programme provides a platform for you to shine, where you will identify ways to effectively leverage your strengths, focus on perfecting the skills that will help you to grow and become the best officers and leaders that you can be in your military careers. Remember that you are capable of so much more than you ever believed, learn to honour yourself and be serious and determined about making improvements.

This Handbook is intended to provide you with information basic to the understanding of the operation of the CSC. The contents of this Handbook include guidelines derived from the policies, rules and regulations adopted by the Defence Academy as well as Universiti Brunei Darussalam that are unique to the programme.

If you have any questions regarding this Handbook, or any aspect of your participation in the programme, please contact the Operational Coordinator. It is our hope that the Handbook will serve as a useful reference guide for you. All of us are excited about working with you to assure a rewarding intellectual experience in the programme. We wish you the best as you pursue graduate studies in Defence and Security.

COMMANDANT

Royal Brunei Armed
Forces Defence
Academy (RBAF DA)

DIRECTOR

Institute of Policy Studies (IPS)
Universiti Brunei Darussalam

DIRECTOR

Institute for Leadership,
Innovation and Advancement
(ILIA)
Universiti Brunei Darussalam

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THE ROYAL BRUNEI ARMED FORCES STAFF COLLEGE

The Royal Brunei Armed Forces Command and Staff Course is scoped and designed in collaboration with Universiti Brunei Darussalam. The CSC is both demanding and intellectually challenging as it delivers a postgraduate's level qualification, which will require students to be attentive and diligent throughout the Course. The Course is co-delivered by the Command and Staff College (also known as Maktab Turus), and is tri-Service and Joint in nature.

LOCATION

The Command and Staff College is located within the RBAF Defence Academy campus at Kampung Tanah Jambu, which is adjacent to the Muara-Tutong Coastal Highway. It is situated approximately 20 minutes' driving distance from the Brunei International Airport. Completed in 2016, its spaces are designed to provide a conducive learning environment for CSC students.

COLLEGE FACILITIES

- A main lecture room
- 4 Syndicate rooms
- Planning rooms
- Student lounge
- Office facilities
- WiFi access

SHARED FACILITIES

- Library
- Auditorium
- Planning rooms
- Cafeteria



TRAINING OBJECTIVES AND THEMES

The CSC is a 40 week residential military education course delivered to local and international mid-level officers in order to prepare them for higher command and staff appointments. The Course aims to broaden officers' perspectives and professional knowledge using operational and academic approaches and disciplines to study the contemporary strategic environment, and the implications of this environment on their practice as defence and security specialists.

TRAINING OBJECTIVES

The Course will meet the following five key Training Objectives:

- 1. FOUNDATION SKILLS**

These are the underpinning personal and interpersonal skills required of a military commander and staff officer, including the ability to **think critically** and develop as a reflective practitioner.
- 2. COMMAND, LEADERSHIP & MANAGEMENT**

This is an understanding of the principles, theories and practicalities of *senior leadership* in the military and civilian environments.
- 3. MILITARY CAPABILITY**

This is an understanding of military capability, its effect and influences across the three principal domains of Maritime, Land and Air, including Logistics, Intelligence and Command and Control.
- 4. STRATEGIC ANALYSIS**

This is the intellectual framework for understanding the critical national and strategic context, military power as the 'extension of the political will'; it also covers International Relations principles and theories.
- 5. OPERATIONAL PLANNING**

This is the core skill required to conduct Joint operational planning at the operational level within a national or multi-national headquarters.

THE COMMAND AND STAFF COURSE

COURSE THEMES

There are five themes that run throughout the CSC, which provide the perspective from which the Training Objectives are understood and appropriate course material developed.

The five themes are as follows:

- 1. OPERATIONAL LEVEL**

The Course is focused at the *operational level*, and as such, emphasises understanding upwards to the strategic (military and grand strategic) rather than downwards to the tactical level. It seeks to understand that Military power is but one of three principal levers of power, along with the Diplomatic and Economic levers.
- 2. JOINT**

The Course is *Joint* throughout, and students will always be in mixed-Service groups.
- 3. CRITIQUE AND INTELLECTUAL RISK**

The Course seeks to develop officers that are *willing to challenge convention* and explore issues through *rigorous critical analysis* of the evidence combined with *innovative thinking*.
- 4. MISSION COMMAND**

The Course focuses on developing officers that will be ready to exercise *Command* and take charge with little direction, and seek to establish their own objectives, cognisant of higher Command intentions.
- 5. AMBIGUITY AND COMPLEXITY**

The world that is perceived by the operational level Commander cannot be fully known, and therefore holds much *uncertainty and ambiguity*, around which decision-making must take place. The Course therefore seeks to teach students to be comfortable in this *complex and uncertain operating environment*.



QUALIFICATIONS OFFERED

The CSC offers TWO (2) qualifications to graduate students who meet the academic and military requirements. Students who successfully complete the CSC will be awarded with a passed staff course (joint) [PSC (j)] from the RBAF DA, and Graduate Diploma of Defence and Security Studies (GDSS) from the Universiti Brunei Darussalam. Award of either qualification is not automatic; students will have to pass the requisite number of assessments. However, students may be awarded one or both qualifications, depending on their performance.

COURSE PROGRAMME

The Course Programme runs for THREE (3) Terms, with term breaks (stand downs) between Terms 1 and 2, and Terms 2 and 3, of one and two weeks respectively.

TERM 1

Module 1 *Foundation Studies (FS)*

Module 2 *Command, Leadership and Management (CLM)*

TERM 2

Module 3 *International Security Studies (ISS)*

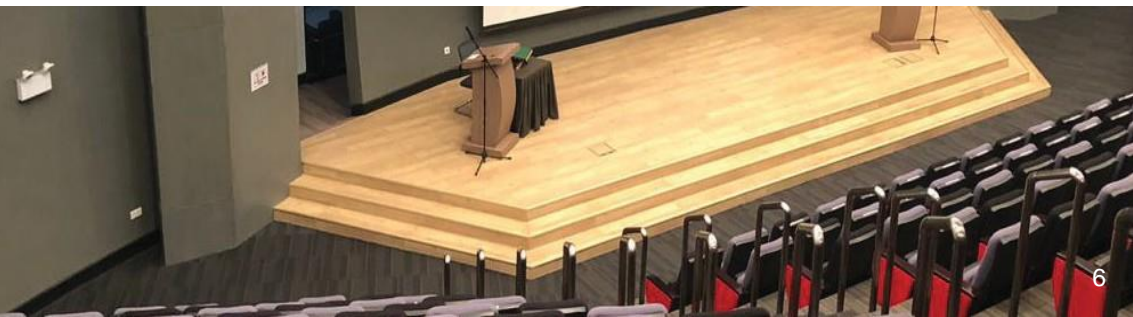
Module 4 *Defence Policy and Strategic Programming (DPSP)*

Module 5 *Asia Strategic Environment Studies (ASES)*

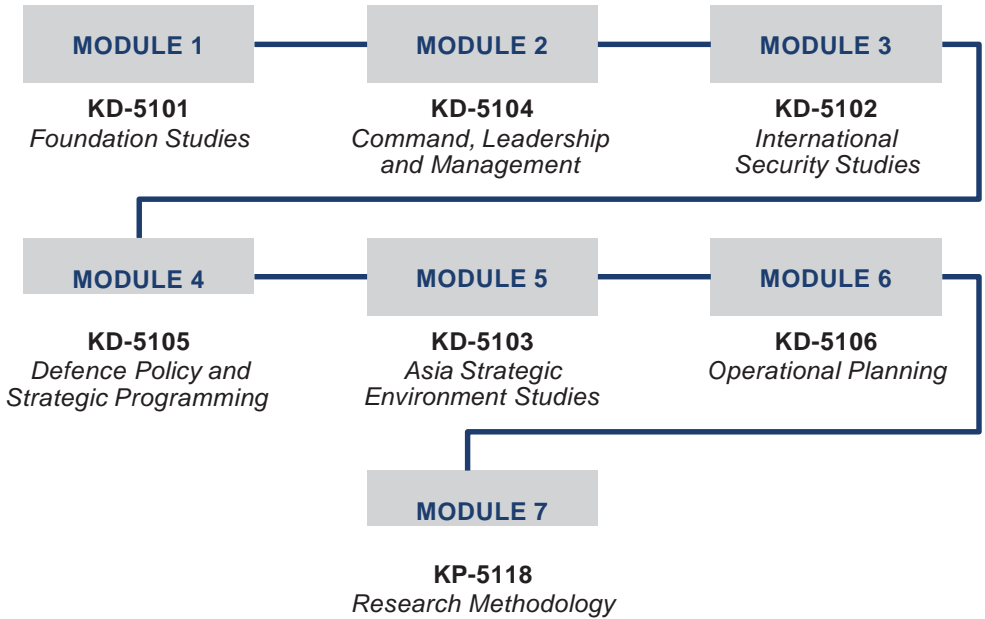
TERM 3

Module 6 *Operational Planning (OP)*

Module 7 *Research Methodology (RM)*



COURSE PROGRAMME



**ROYAL BRUNEI ARMED FORCES DEFENCE ACADEMY
COMMAND AND STAFF COURSE 11
BLOCK PROGRAMME - SUBJECT TO CHANGE**

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |
|-----|----|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| JAN | PH | | | | | | | | | | | | CL | | | | | | | | | MG | | | | | | | | | |
| FEB | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| MAR | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| APR | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| MAY | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| JUN | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| JUL | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AUG | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SEP | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| OCT | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | S | M | T | W | T | F | S | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |

| Legend | |
|--------|---------------------|
| CL | Opening Ceremony |
| MG | Meet & Greet |
| IN | International Night |
| C2 | Closing Ceremony |
| GD | Graduation Dinner |
| PH | Public Holiday |
| BOS | Board of Studies |
| # | CSC Assessment |
| # | UBD Assessment |

| CSC Lead Assessment Important Dates | |
|-------------------------------------|---|
| 1 | L/OST Presentation |
| 2 | DPSP Exam (STONEGHOSH written brief) |
| 3 | Briefing Task (Capability Decision Brief) |
| 4 | Strategic Analysis Presentation |
| 5 | Op Planning Exam |

| UBD Lead Assessment Important Dates | |
|-------------------------------------|-------------------|
| 1 | FS Presentation |
| 2 | FS Essay |
| 3 | CLM Presentation |
| 4 | CLM Essay |
| 5 | ISS Presentation |
| 6 | ISS Essay |
| 7 | ASES Presentation |
| 8 | ASES Essay |

| IRP Milestones | |
|----------------|---------------------------------------|
| RP1 | Topics Submitted |
| RP2 | List of Supervisors & Topics Released |
| RP3 | Submission of Research Proposal |
| RP4a | Submission of Presentation Slides |
| RP4b | Presentations |
| RP5 | Submission of Final IRP |

THE COMMAND AND STAFF COURSE

PROGRAMME HOURS

The CSC programme hours are as follows:

- Monday to Thursday:** 0745 - 1200 hours
1400 - 1700 hours
- Friday:** 0730 - 1130 hours
1430 - 1700 hours

*Please note that Friday prayers for Muslims will be performed between 1200 to 1400hr. Shops including restaurants and eateries will be closed during these time as required by law.

The normal programmed hours may be subjected to change during visits or certain exercises. Students are also expected to do considerable amounts of study and research outside these programmed times.

COURSE MAIN EVENTS

- Opening Ceremony Thursday 14 January
- Meet and Greet Friday 22 January
- International Night Friday 4 June
- Graduation Dinner Thursday 14 October



COURSE MANAGEMENT

REPORTING

For normal lessons scheduled in the Staff College, students must report to the College by **0745hrs**. Students will gather in the CSC lobby to be advised of any programme changes or key information pertaining to that day. Students who are not able to meet the timings due to unforeseen circumstances are to inform their Syndicate Leader in advance, or as soon as he/she is able to do so. The Course Leader will consolidate the attendance/parade state on a daily basis and report it to the duty Directing Staff by 0800hr.

Students are expected to be ready for learning activities at the required venue **10 minutes before the schedule starts**.

STUDENT LEADERSHIP ROLES AND COMMITTEES

Students themselves play an important role in contributing to the success of the Course. Among peers, they get to practise their leadership skills in various aspects of College life. For routine functions, students will hold the following appointments, which will be rotated on a fortnightly basis:

1. Course Leader / Deputy Course Leader
2. Four Syndicate Leaders (with one appointed as Assistant Course Leader)

In addition, students are expected to organise and manage their affairs towards a more holistic experience in the College by assuming leadership roles in the various student committees that deliver the social functions needs of the Course, including the planning of formal and informal social events such as the 'Meet and Greet', 'International Night' and 'Graduation Dinner'; some of which may involve family and/or spouses.

Other than that, students are expected to assist the College in organising their Graduation Ceremony at the end of the Course. Directing Staff will be in the overwatch to provide advisory support to the various committees. Students will need to form the following committees (they may recommend alternate arrangements or additional committees if required):

- Social and Sports
- Fitness / Health Fitness
- Events



COMMUNICATION CHANNELS

The communication channel for raising issues and reporting of matters will be directly to the Syndicate DS. The Syndicate Leader may be kept informed of issues if these are deemed appropriate for fellow students to be aware of. Students may raise issues on Course matters to the Course Leader as a form of feedback.

The Course Leader will clarify the issues before raising them to the College. It is important for the Course Leader to keep a note of issues raised so that these can be tracked and followed up quickly. On a cumulative basis, these may be raised during the 'Commandant's Time' sessions usually scheduled at the end of each month, if they are not urgent issues or matters.

ROLES OF THE DIRECTING STAFF

The main roles of the DS are summarised below. In addition, DS may take on additional roles to reinforce the course functions, or when tasked by the Commandant DA:

- Coach and mentor for the assigned Syndicate Discussions (SDs)
- Facilitation of learning activities such as discussions
- Provide guidance on research, presentations, and organisation of seminars and workshops
- Assessment and reporting of students' work and development
- Advisors to student committees

STAFF AND STUDENT COMMITMENT

Both CSC permanent staff and students will prescribe to a **commitment towards excellence;** the characteristics of which are:

- A focus on active learning, offering the opportunity to participate in all aspects of the Course.
- Encouragement of individual experimentation and creativity.
- Cooperative teamwork. Although CSC is fundamentally based on individual student performance, reflecting the vital importance of teamwork in the military, numerous exercises, presentations and deliverables are set as team efforts. All students are expected to contribute their best at all times to these teamwork tasks.
- Open and honest sharing of information, knowledge and experience.
- Support for personal and professional growth.
- Respect and fairness towards all personnel regardless of rank, service, gender, nationality, religion, culture, experience or expertise.

THE CHATHAM HOUSE RULE

In order to encourage students to speak freely, the CSC adopts the so-called Chatham House Rule of confidentiality that was established by the Council of the Royal Institute of International Affairs in June 1927. The rule states:

“ *In order that speakers may feel free to express their opinions, all meetings of the Institute shall, unless otherwise stated, be strictly private. Those present shall be free to use information received at any meetings of the Institute, but it shall be a condition of such use that **the speaker's name shall not be quoted** nor the fact mentioned that the information was obtained at a meeting of the Institute,*

(Chatham House Rule, 1927)

In other words, whatever is said and discussed within the confines of a venue of learning **may be quoted, but not attributed to any discernible individual.**

The CSC encourages that questions to the presenters comply with accepted academic practice by:

Elucidating on points made, including the reason for statements and assertions.

Examining views and beliefs, and being respectful to the individuals presenting them.



STAFF AND STUDENT ETIQUETTE

RESPECT FOR OTHERS

At all times, staff and students are to consider and respect the views and opinions of others. That is not to say that agreement or consensus will, or even should, be achieved. Notwithstanding, it is also **essential that 'groupthink' be strenuously guarded against.**

MARKS OF RESPECT

To promote intellectual honesty and equality, within the Staff College itself, all students should be considered as equals regardless of rank and therefore should address each other by name rather than salutation (e.g. Sir, Ma'am). Outside of the Defence Academy proper, marks of respect should be made.

MOBILE PHONES

Mobile phone use is accepted, however their use should not detract from individuals' focus during Course activities. Phones must be put on silent mode during lectures or syndicate discussions. If an urgent phone call is expected, DS should be informed. Mobile phones must be on silent mode in the library and other common areas, and telephone calls should be taken outside of these spaces.

ATTENTIVENESS

The use of laptops, mobile phones and other personal electronic devices to assist learning, referencing and language translation, is a welcome facet of modern education. However, students are expected at **all times to remain attentive to presenters and fellow students when they are asking questions or making a point. Not paying attention, typically whilst being distracted by social media, is extremely rude and will not be tolerated.**



THEATRE ETIQUETTE

There will be periods when guest speakers will be invited to give a lecture to the Course and most of these will be held in the Lecture Theatre unless otherwise stated by the DS coordinating the lecture. All students are to observe the following etiquette when attending central guest lectures at the Lecture Theatre:

SECURITY

Laptops, bags and briefcases are permitted in the Lecture Theatre and syndicate rooms, but should be secured when unattended.

FOOD AND DRINK

No food or drink, other than bottled water, is to be taken into the lecture room or syndicate rooms. Food and drink is only to be consumed in the canteen or in the student lounge.

MARKS OF RESPECT

All are to stand up when the guest speaker and Introducing and Thanking Officer (ITO) enter. The same is to be done when the Comdt DA, or an officer of Colonel rank and above arrives, only before the presentation starts but not when it has already begun. These compliments are not necessary during breaks in lectures.





QUESTIONS

During question time, the person asking should raise their hand, and wait for the speaker to select them to proceed with the question. Students remain seated when asking their question, but should start by stating their first and family name, and nationality if not Bruneian. The very first - but only the first - questioner, must start by thanking the speaker before then introducing themselves and posing their question. Only one supplementary question may be asked. At the end of a panel discussion or question and answer session, the Hosting DS will indicate that the final question has been asked. Once the speaker has finished answering the question, the ITO will conclude and thank the speaker and will then indicate for all students to stand and applaud. Students are to remain standing while the Hosting DS, ITO and speakers depart.

GUEST SPEAKER PRESENTATION FORMAT

Activities are to be initially planned on the basis that the guest speaker will address the student body for 40 minutes, followed by a 10-minute break, followed by 40 minutes of Question & Answer (Q&A). Some guest speakers may require a longer initial lecture period in order to fully present their topic. It is the Hosting DS's responsibility to determine well beforehand the guest speaker's presentation requirements and adjust the programme accordingly. The ITO is to implement any such adjustments, ensuring that the student body is aware of the intended allocation between presentation and Q&A sessions.

INTRODUCING AND THANKING OFFICER APPOINTMENT

Students will be rostered to serve Introducing and Thanking Officers (ITOs) for guest speakers. The responsibilities of the ITO includes:

- Obtain the guest speaker's biographical details and postal address from DS 1;
- Discuss ITO responsibilities with the Hosting DS no later than the day before the presentation;
- With the Hosting DS, meet the guest speaker at the entrance to the Staff College Building and escort them to the Visiting Lecturers' Lounge;
- Briefly explain timings, protocols and microphone facilities to the guest speaker, then escort them to the designated Lecture Theatre;
- Introduce the guest speaker in accordance with Instructions
- Following the introduction, sit in the front row designated for students;
- Manage the timing of the presentation and breaks;
- Coordinate the hosting of the guest speaker for morning tea/lunch when required in accordance with Instructions
- Be prepared to chair the question period, should the guest speaker request;
- Thank the guest speaker at the conclusion of the presentation/question period, in accordance with Instructions
- Draft a demi-official thank you letter in accordance with Instructions

THE COMMAND AND STAFF COURSE

In addition, the following guidance is provided for ITOs:

INTRODUCING GUEST SPEAKERS

Introductions should be relevant and succinct. It is customary to address the Comdt (or representative) and student body at the beginning of the introduction, for example: “Comdt, ladies and gentlemen ...”. After a brief overview of the guest speaker’s background and their specialty area, the ITO should invite the guest speaker to address the Course, for example: “Mr Hamzah, welcome to the College. I invite you to address the Course”.

HOSTING GUEST SPEAKERS

There are occasions when a guest speaker will be hosted for refreshments at the College’s VVIP Lounge or lunch in the Officer’s Mess. The ITO is responsible for escorting the guest speaker, where syndicate members and DS will join them. Any queries on the hosting of a guest speaker should be addressed to the Admin Officer. On occasions when these are not programmed, the ITO will arrange for refreshments at the Visiting Lecturers’ Lounge during the break between presentations.

THANKING THE GUEST SPEAKER

The concluding vote of thanks is to be more succinct than the introduction. The ITO is to summarise a few points from the lecture in the concluding remarks and highlight relevance to Course themes and elements. An example is: “Mr Haszahaimi, on behalf of the Comdt, and my fellow students, I would like to thank you for an informative presentation. The points that you have raised especially on maritime challenges and terrorism are insightful and pertinent to the contemporary world...”. The ITO should then initiate the audience to rise and applaud.

THANK YOU LETTER

Within two working days of the presentation, ITOs are to e-mail a drafted demi-official letter to the Syndicate DS, for forwarding through DS1 to the DA Commandant for his approval and signature. A template can be found on the Student Sharepoint. The ITO is to ensure the letter specifically addresses the value provided by the guest speaker. Unless otherwise directed by DS1, thank you letters are not required for lectures provided by CSC or UBD staff.

ACCOMMODATION AND TRANSPORT

DEFENCE ACADEMY SECURITY

For students who are staying at the provided accommodation inside the Defence Academy, the access are only for them, families and friends. Certain areas are restricted for the students and visitors, which includes the Officer Cadet School Accommodation Blocks.

DRESS POLICY

The range of dress requirements worn while on the course is as follows:

| Serial | Dress | Notes |
|--------|--------------------------------|---|
| 1 | Bush Jacket/equivalent | For Opening and Graduation ceremonies and official visits |
| 2 | Working Dress | For everyday indoor activity |
| 3 | Combat Dress/equivalent | For Operational Planning exercises. |
| 4 | Service Dress | For official ceremonies |
| 5 | Mess Dinner Jacket/ No 1 Dress | For formal dinner nights/Royal Palace and Graduation dinners. |
| 6 | Civilian clothes | For informal occasions and social events; suitable attire for female student officers |
| 7 | Lounge Suit | For formal occasions when required and during international travel by air (OST); female equivalent. |
| 8 | Sports attire | For games and sports. |

ADMINISTRATION

Normal working dress will be worn for most activities (short sleeve shirt with accoutrements, trousers and shoes). Headdress need not be worn in the CSC buildings, but is always to be worn outside the buildings in the wider Defence Academy areas. Normal compliments are to be paid when headdress is worn. Name tags are to be worn at all times.

Name tags may also be required to be worn when in plain clothes at social and official events: further guidance will be provided on an event-specific basis.

INFORMATION TECHNOLOGY

The CSC operates an unclassified Local Area Network (LAN) for use by students and academic and support staff. Each student will be issued with a laptop computer for his/her use whilst on the Course. Standard MS Office applications form the baseline software within a Windows XP environment. Students will be able to access the Internet in the CSC premises free of cost.



PERSONAL ADMINISTRATION

LEAVE AND ABSENCE

RBAF students should ensure that they have sorted out their personal administration before reporting for the Course. Requests for leave/time off to complete personal administration of a routine nature will not be entertained once the Course has commenced. Two periods of recreation leave are included in the Course programme. All **students are expected to take leave during these periods** to ensure adequate respite during a busy year of studies and related activities.

Only in very exceptional circumstances will leave be granted during teaching weeks. Requests for exceptional leave should be submitted through DS1 to the Defence Academy HQ for consideration and decision.

Any student who wishes to travel out of country, even on the weekend, is required to submit the standard leave application. The process of overseas leave application and approval for International Officers is as follows:

- 1) Submission of standard RBAF leave application form by student to DS1 at least **two weeks** before start of leave date;
- 2) DS1 assesses application and recommends/makes alternate arrangements accordingly;
- 3) DS1 forwards leave recommendation to Comdt DA for approval. Upon approval by Comdt DA, the College HQ forwards the leave application to the IO's Defence Attaché for final approval; and
- 4) International Officer applicant must confirm that final leave approval has been given by their Defence Attaché before they can travel out of Brunei.

A student who misses **five consecutive days** of instruction, for medical or compassionate reasons, could be considered for withdrawal from the Course. In addition, a student with an accumulated absence of **more than 10% of the course (28 days)** instructional programme, could be considered for withdrawal from the Course.

ADMINISTRATION

BOOKS AND STATIONERY

Students will be supplied with the requisite Course reading material upon reporting. Students will have to purchase their own stationery for the Course. However, some stationery items like flip-charts and marker pens will be issued for specific exercises and presentations. All Course material is generally provided electronically and students may bring and use personal laptops and/or tablets as alternatives if they wish.

SMOKING POLICY

The RBAF Defence Academy, in line with the National and Ministry of Defence's health policy, is a non-smoking establishment. Accordingly, **smoking is not permitted in any of the buildings.**

PRAYER ROOM

There is a dedicated Muslim prayer room inside the RBAF Defence Academy Auditorium and Library building next to the Staff College premises.

SOCIAL PROGRAMME

There will be a number of formal and informal social events throughout the Course which are the responsibility of the student cohort to organise.

- **'MEET AND GREET'** Welcoming function for all students and spouses held at the beginning of the Course. **Friday 22 January.**

- **INTERNATIONAL NIGHT** An informal social function where all students will showcase their respective nation's cuisines and perform a mini cultural show. **Friday 4 June.**

- **GRADUATION DINNER** A semi-formal dinner to celebrate the end of the Course to be held at the RBAF Defence Academy Ceremonial Hall. **Thursday 14 October**

The details of the student organised events are generally left to the students to determine, with support and advice from the Directing Staff. Additionally, Course members are encouraged to develop further activities that reflect the interests of the members and their families. The sports and social events of CSC are important aspects of building lasting friendships and working relationships. They are also invariably good fun!

ADMINISTRATION

COLLEGE FUNCTION FUND

There is a monthly collection of B\$30.00 (Thirty Brunei Dollars only) per student. The fund is to be used to organise the main student-led functions.

MEALS

No meals will be provided throughout the Course. Students will have to make their own meal arrangements. There is a cafeteria located next to the College which provides meals at very reasonable costs. During Ramadhan, there are strict fines for eating, drinking and smoking, even within cars, and during daylight hours. For non-Muslims, an area is allocated for eating and drinking so as to not cause offence. Students are advised to prepare their own meals as restaurants and cafes will be closed during the day. It is common courtesy not to eat in front of your fasting colleagues.

PASSPORTS

All students will undertake at least one official travel overseas (Overseas Study Tour) and are required to hold a valid travel document (passport) for at least 18 months from the date of the start of the Course. The passport must be valid for not only Brunei Darussalam, but also for entry to other ASEAN states, Australia, China, India, Japan, Jordan, New Zealand, Oman, Pakistan, Republic of Korea, and the United States to allow for possible Overseas Study Tour requirements (which vary each year). In the event of a visit to any of these countries, the Admin Office will make arrangements for necessary visas.

It is always difficult to arrange visas for the Overseas Study Tours. You will be informed when you will be required to hand your passport to the Admin Office so that the College can obtain visas on your behalf. Students should understand that whilst the Staff College obtains your Overseas Study Tour visas, we are unable to do this without retaining your passport until all of your visas have been obtained. Once your passport is lodged with an Embassy/High Commission waiting for a visa to be approved, the College may not be able to get your passport released at short notice.

Some visitors to Brunei Darussalam from certain countries are required to submit medical evidence to show that they are not carriers of a transmittable notifiable disease. You will need to enquire with the Brunei Embassy or High Commission in your own country to see if this requirement applies to you and your family.

GENERAL ADMINISTRATIVE SUPPORT

ENQUIRIES

The RBAF Staff College Administration Office is the central point of contact for all student members. Any enquiries regarding these instructions should be forwarded to:

ADMINISTRATION OFFICER

Tel: +673 - 2367246/248

Fax: +673 - 2367255

E-mail: sc.admin@mindef.gov.bn (Admin Officer)

MODULE COORDINATORS

1) KD-5101 FOUNDATION STUDIES

Hajah Suciyati Haji Sulaiman
Dr Adeline Goh Yuen Sze
Lt Col Mohammad Salehudin Bin DP Haji Puasa

suciyati.sulaiman@ubd.edu.bn
adeline.qoh@ubd.edu.bn
mdsalehudin@gmail.com

2) KD-5104 COMMAND, LEADERSHIP AND MANAGEMENT

Colonel (R) Saiful-Akhmar Bin Mohd Shariff
Professor Amin Abdul Aziz
Hajah Najwa Haji Abdul Majid
Dr Hannah Ho Ming Yit
Associate Professor Dr James McLellan
Lt Col (U) Mohammad Khairul bin PDISDPS Haji Sulaiman

saiful.shariff@ubd.edu.bn
amin.abdulaziz@ubd.edu.bn
najwa.majid@ubd.edu.bn
hannah.ho@ubd.edu.bn
james.mclellan@ubd.edu.bn
khairul.sulaiman@mindef.gov.bn

3) KD-5102 INTERNATIONAL SECURITY STUDIES

Dr Eric Frecon
Lt Col (U) Mohammad Khairul bin PDISDPS Haji Sulaiman

eric.frecon@ubd.edu.bn
khairul.sulaiman@mindef.gov.bn

4) KD-5105 DEFENCE POLICY AND STRATEGIC PROGRAMMING

Cdr Adrian Balhetchet

DA-SO1DS@loanserviceteam.com

5) KD-5103 ASIA STRATEGIC ENVIRONMENT STUDIES

Associate Professor Dr Alan Chong
Associate Professor Dr Bernard Loo
Associate Professor Dr Romeo Pacudan
LTC Shahromey Bin Bakri

iscschong@ntu.edu.sg
ISFWLoo@ntu.edu.sg
romeo.pacudan@ubd.edu.bn
shahromey.ds2@gmail.com

6) KD-5106 OPERATIONAL PLANNING

Cdr Adrian Balhetchet

DA-SO1DS@loanserviceteam.com

7) KP-5118 RESEARCH METHODOLOGY

Dr Hajah Asiyah Az-Zahra Haji Ahmad Kumpoh
Dr Siti Mazidah Haji Mohamad
Dr Aliamat Bin Omar Ali
LTCLShahromey Bin Bakri

asiyah.kumpoh@ubd.edu.bn
mazidah.mohamad@ubd.edu.bn
aliamat.ali@ubd.edu.bn
shahromey.ds2@gmail.com

