

COMMAND & STAFF COURSE COHORT 9 (CSC9)

Graduate Diploma of
Defence & Security Studies 2019

The background of the page is a photograph of the Maktab Turus Command & Staff College building. The building is a modern, multi-story structure with a dark grey facade and large glass windows. A prominent orange diagonal stripe runs across the image from the top left to the bottom right. The building's name and crest are visible on its exterior.


MAKTAB TURUS
COMMAND & STAFF COLLEGE



In collaboration with
Universiti Brunei Darussalam



STAFF COLLEGE
DEFENCE ACADEMY
ROYAL BRUNEI ARMED FORCES

STUDENT HANDBOOK FOR
THE ROYAL BRUNEI ARMED FORCES
COMMAND AND STAFF COURSE 2019

FOREWORD

On behalf of 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 accept and 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, into your learning zones, and ultimately develop a Virtuous Teaching Cycle¹. By doing so, we hope to set the stage for mutual learning to take place, wherein 'teachers' and 'students' at all levels teach and learn from one another, promoting active learning, generating interactive teaching, and developing a habit of proactive thinking, which results in the creation of new knowledge.

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 be the best in military career. Remember that you are capable of so much more than you ever believed, learn to honour yourself and be serious about making improvements.

This Handbook is intended to provide you with information basic to the understanding of the operation of 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 Graduate Programme Coordinator. It is our hope that the Handbook will serve as a useful reference guide for you.

All of us are excited to and interested in 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

Defence Academy Royal Brunei
Armed Forces
(DA RBAF)

Director

Institute of Policy Studies (IPS)
Universiti Brunei Darussalam

Director

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

¹ Allio, R. J. (2003). Interview: Noel M. Tichy explains why the "virtuous teaching cycle" is integral to effective leadership. In *Strategy & Leadership*, vol. 31, issue: 5, pp. 20-25, <https://doi.org/10.1108/10878570310492023>

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THE ROYAL BRUNEI ARMED FORCES STAFF COLLEGE

INTRODUCTION / The Royal Brunei Armed Forces (RBAF) Command and Staff Course (CSC) is scoped and designed in collaboration with Universiti Brunei Darussalam (UBD). The CSC is both demanding and intellectually challenging as it delivers a graduate diploma qualification, which will require students to be attentive and diligent throughout the course. The course is co-delivered by the Staff College, also known as Maktab Turus, and UBD.

LOCATION

The 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
- 3 syndicate rooms
- Planning rooms
- Student lounge
- Office facilities
- WIFI access

SHARED FACILITIES

- Library
- Auditorium
- Planning rooms
- Cafeteria



The Command and Staff Course (CSC) at the Royal Brunei Armed Forces Defence Academy (RBAF DA) 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 tactical and academic approach 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 is to meet the following five(5) key Training objectives:

I.**FOUNDATION
SKILLS**

These are the underpinning personal and interpersonal skills required of a Commander and staff officer including the ability to think critically and develop as a reflective practitioner.

II.**COMMAND
LEADERSHIP AND
MANAGEMENT**

This is an understanding of the principles, theories and practicalities of senior leadership in the military and civilian environments.

III.**MILITARY
CAPABILITY**

This is an understanding of military capability, its effects and influences across the three domains, including logistics, intelligence and C2.

IV.**STRATEGIC
ANALYSIS**

This is an understanding of national and international strategic considerations, and environmental factors that influence decision-making and performance.

V.**OPERATIONAL
PLANNING**

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

COURSE THEMES

There are five(5) themes that run throughout CSC which provide the perspective from which the training objectives are understood and appropriate course material developed.

The 5 themes are as follows:



**OPERATIONAL
LEVEL**

The course is focused at the operational level of war which emphasizes understanding at the strategic (military and grand strategic) rather than tactical levels. It seeks to understand that military power is one of three levers of power along with the diplomatic and economic.



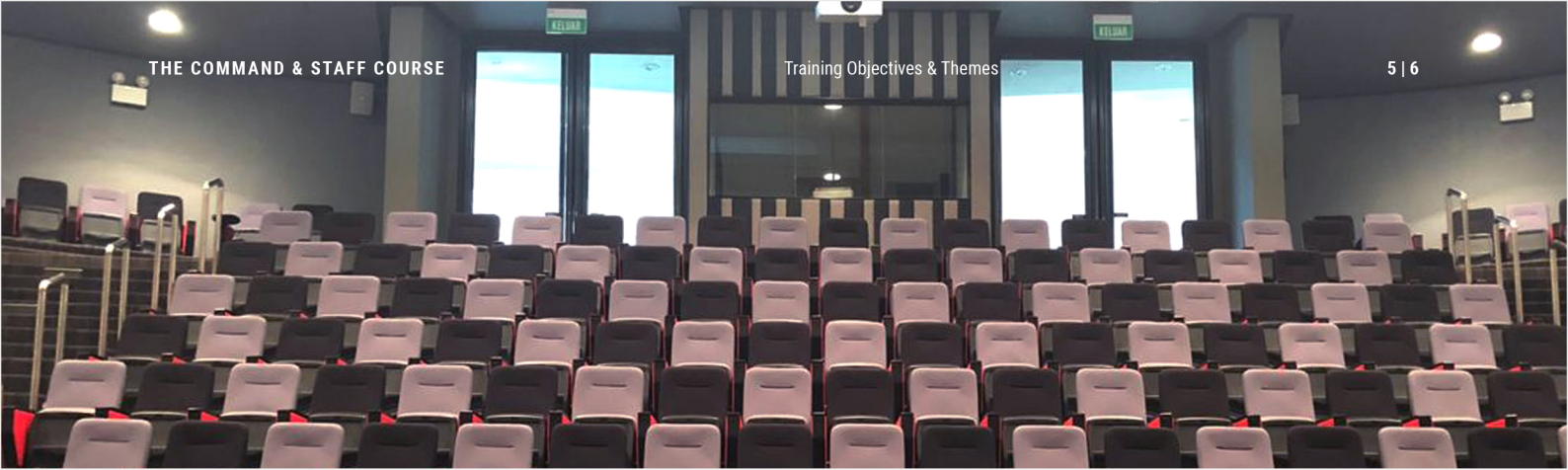
JOINT

The course is Joint throughout and students will always be in mixed service groups.



**CRITIQUE AND
INTELLECTUAL
RISK**

The course seeks to develop officers that are willing to cogently challenge convention and explore issues through rigorous analysis of the evidence combined with innovative thinking.



IV.

MISSION COMMAND

The course focuses on developing officers that will be ready to take charge with little direction and seek to establish their own end states cognisant of higher Command intentions.

V.

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 often 'wicked' operating environment.

COURSE PROGRAMME /

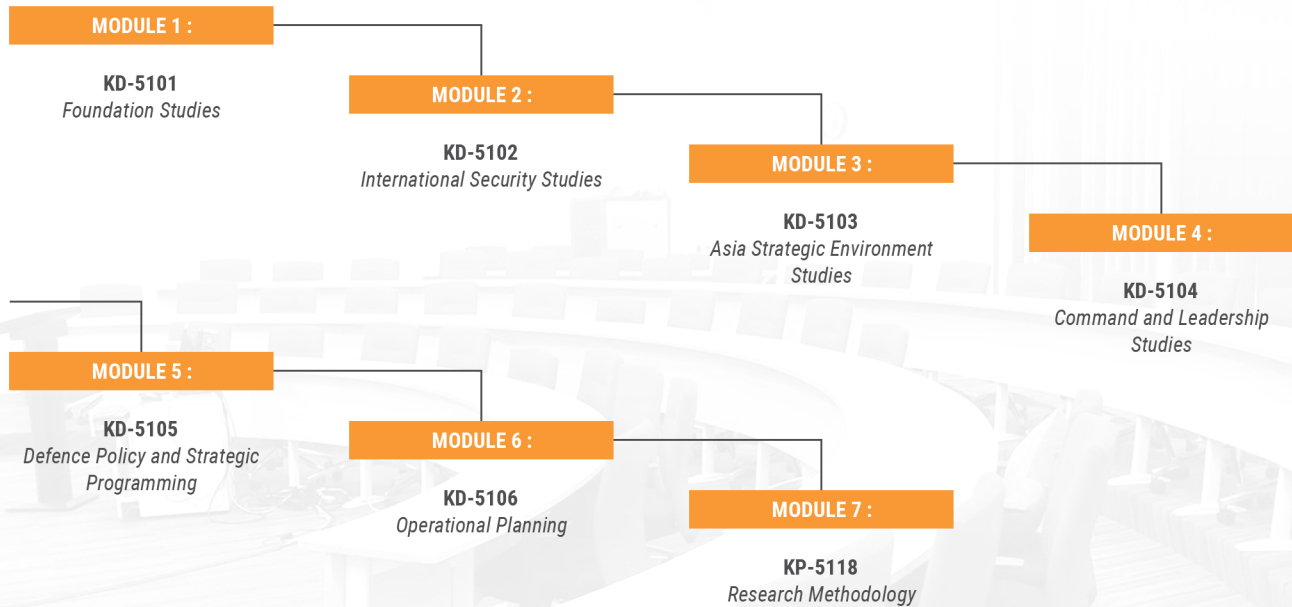
3 terms

40 weeks with 2 terms breaks

QUALIFICATIONS OFFERED /

The CSC will offer two qualifications to students that meet the academic and military requirements. Students who successfully complete the CSC will be awarded with a 'passed staff college joint (psc(j)) and Universiti Brunei Darussalam's Graduate Diploma of Defence and Security Studies. 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.





THE COMMAND & STAFF COURSE

Course Programme

	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																
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								PH 3							26. Single Service							27. Single Service							28. Op Planning							29. Term Break						30. Term Break					
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C1	Opening Ceremony
C2	Closing Ceremony
GD	Graduation Dinner
IN	International Night
PH	Public Holiday
BOS	Board of Studies
#	CSC Assessment
#	UBD Assessment

CSC Lead Assessment Due Dates

1	L/OST Presentation
2	Briefing Task (Capability Decision Brief)
3	Briefing Task (ARCHERMAN Brief)
4	Op Planning Exam
5	Op Planning Roles

THE COMMAND & 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 those 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 amount of study and research outside programmed times.

COURSE MAIN EVENTS

CSC Opening Ceremony	10th Jan 2019
Meet and Greet	11th Jan 2019
International Night	6th March 2019
Graduation Dinner	9th October 2019
Graduation Ceremony	10th October 2019

The opening ceremony will be conducted in the Auditorium, RBAF Defence Academy, Kampung Tanah Jambu. Students will be briefed on the details of the opening ceremony on arrival.

Course Programme





REPORTING /

- a.** For normal lessons scheduled in the College, students will report to the College by 0730hr. Students will gather at the CSC lobby where they will 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 Student Leader will consolidate the attendance/parade state on a daily basis and report it to the duty DS by 0800hr.
- b.** Students are to be ready for learning activities at the required venue 10 minutes before the scheduled

STUDENT LEADERSHIP ROLES AND COMMITTEES /

Students play important and integral roles in contributing to the success of the course. Among peers, they get to practice 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:

- Course Leader / Deputy Course Leader.
- 3 Syndicate Leaders
(with one appointed as Assistant Course Leader).



Course Management

In addition, students will actively organise and manage their affairs towards a more holistic experience in the College by assuming leadership roles in the various student committees looking into the social 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. DS will be at hand to provide advisory support to the committees. Students will need to form the following committees (they may recommend alternate arrangements or additional committees if required):

- a. Social and Sports.
- b. Fitness / Health Fitness.
- c. Events

COMMUNICATION CHANNEL /

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. 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 of urgent nature.



ROLES OF THE DS /

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 Comdt DA:

- / Coach and mentor for the assigned Syndicate.
- / 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 to excellence.

The characteristics of this commitment are:

a.

A focus on active learning, offering the opportunity to participate in all aspects of the course.

b.

Encouragement of individual experimentation and creativity.

c.

Cooperative teamwork.

d.

Open and honest sharing of information, knowledge and experience.

e.

Support for personal and professional growth.

f.

Respect and fairness towards all personnel regardless of rank, service, gender, nationality, religion, culture, experience or expertise.

CHATHAM HOUSE RULE / In order to encourage students to speak freely, the CSC will adopt the 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 will not be attributed to any individual.

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

g.

Lucidating on points made, including the reason for statements.

h.

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

STAFF AND STUDENT ETIQUETTE /

RESPECT FOR OTHERS /

At all times staff and students are to consider the views and opinions of others. Within and outside syndicate room discussions, other positions should be heard and respected.

MARKS OF RESPECT /

Within the syndicate rooms all students should be considered as equals regardless of rank and therefore should address each other by name rather than salutation (eg Sir, Ma'am). Outside of the Defence Academy proper, marks of respect should be made.

MOBILE PHONES /

Mobile phones use is accepted however their use should not detract from individuals' focus during course activities. **Mobile phones are therefore to be silent** during lectures or syndicate room discussions and **should not be used**. 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.

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

a.

**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.

b.

SECURITY

Laptop computers, bags / briefcases, clothing and headress, cameras and personal recording equipment are not to be taken into the lecture theatres by students. Laptops and PDAs may be used however it is advised that they are kept in the lockable desks in syndicate rooms when unattended.

c.

**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.

d.

QUESTIONS

During questions, the questioner should raise hand, speaker will select and the student should stand to ask the question. Student should state their first name and surname and nationality if non-Bruneian and pose their question then sit down. The first questioner is to thank the speaker. Questions are to be succinct and focused on the subject matter presented.

Only one supplementary question may be asked and you are to stand again to do so. 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 you to stand and applaud. You are to remain standing while the Hosting DS, ITO and speakers depart.

e.

LECTURE LENGTH

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. 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 be an Introducing and Thanking Officer (ITO) for each guest speaker. The ITO is to:

- a. Obtain the guest speaker's biographical details and postal address from DS 1;
- b. Discuss ITO responsibilities with the Hosting DS no later than the day before the presentation;
- c. With the Hosting DS, meet the guest speaker at the entrance to the Staff College Building and escort them to the Visiting Lecturer's Lounge;
- d. Briefly explain timings, protocols and microphone facilities to the guest speaker, then escort them to the designated Lecture Theatre;
- e. Introduce the guest speaker in accordance with Instructions (*page 21*);
- f. Following the introduction, sit in the front row designated for students;
- g. Manage the timing of the presentation and breaks;
- h. Coordinate the hosting of the guest speaker for morning tea/lunch when required in accordance with Instructions (*page 21*);
- i. Be prepared to chair the question period, should the guest speaker request;
- j. Thank the guest speaker at the conclusion of the presentation/question period, in accordance with Instructions (*page 22*);
- k. Draft a demi-official thank you letter in accordance with Instructions (*page 22*);

The following guidance is provided for ITOs:

a.

INTRODUCING GUEST SPEAKERS

Introduction 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 relevance to the topic, 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".

b.

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 Lecturer's Lounge during the break between presentations.

C.

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. An example is: "Mr Hasreen, 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.

d.

THANK YOU LETTER

A demi-official letter of thanks is to be drafted by the ITO for signature by the Comdt. A template can be obtained from the Students' Sharepoint. ITOs are to e-mail the drafted thank you letter to the Syndicate DS who forward it to DS 1, within two working days of the presentation. Once cleared by DS 1, the letter is to be forwarded to the Dep Comdt for final staffing, signature and release. Dep Comdt is to advise DS 1 when the letter has been dispatched. The ITO is to ensure the letter specifically addresses the value provided by the guest speaker. Unless otherwise directed by DS 1, thank you letters are not required for lectures provided by CSC staff or a contracted educational service provider.

GENERAL /

Administrative requirements are essential for the course to be conducted, managed and supported efficiently. Besides the College administrative staff, DS and students need to be mindful of the administrative requirements and maintain due diligence accordingly.



CAMPUS SECURITY /

For students who are staying at the provided accommodation inside the campus, 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
(a)	(b)	(c)
1	Bush Jacket/equivalent	for opening/graduation ceremony and official visits.
2	Working Dress	for everyday indoor activity.
3	Combat Dress/equivalent	for outdoor exercises.
4	Service Dress	for official ceremonies.
5	Mess Dress	for formal dinner nights.
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 (Staff Ride).
8	Sports Kit	for games and sports.

Normal working dress will be worn for most activities (short sleeve shirt with accoutrements, trousers and shoes) with headdress. Hats need not be worn in the CSC buildings, but are 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 ADMIN /

Leave and Absenteeism. 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:

- a. Submission of standard RBAF leave application form by student to DS1 at least two weeks before start of leave date;
- b. DS1 assesses application and recommends/makes alternate arrangements accordingly;
- c. 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 Attache for final approval; and,
- d. The IO applicant needs to confirm that final leave approval has been given by his Defence Attache before he 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 (21 days) instructional programme could be considered for withdrawal from the course.

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 provided electronically and students may bring and use tablets as an alternative.

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 during the course. The most important and mandatory functions are as follows:

a. 'Meet and Greet'

Welcoming function for all students and spouses held at the beginning of the course. Students will be responsible to organise this event.

b. International Night

An informal social function where all students will showcase their respective nation's cuisines and perform a mini cultural show. The student body will be responsible to organise this event.

c. Graduation Dinner

A semi-formal dinner to celebrate the end of the course to be held at the RBAF Defence Academy Ceremonial Hall. The student body will be responsible to organise this event.

The details of the student organised events are generally left to the students to determine, with support and advice from the Directing Staff. Importantly, course members are encouraged to develop more activities that reflect the interests of the members and their families.

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 stated above.

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 reasonable costs. During Ramadhan there are strict fines for eating, drinking and smoking, even within cars, during daylight hours. For non-muslims an area is allocated for eating and drinking so as not cause offence. Students are advised to prepare their own meals as restaurants and cafes will be closed during the day. It is a 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 course commencement. 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 will obtain 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 be unable to get your passport released instantly.

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.

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)

S/N	CODE	COURSE	COORDINATORS	CONTACTS
1	KD5101	Foundation Studies	Dr Adeline Goh Yuen Sze Dr Aliamat Bin Omar Ali Dr Hannah Ho Ming Yit Dr Hjh Asiyah Az-Zahra Bte Ahmad Kumpoh Dr Mohd Ayub Sadiq @ Lin Naing	Email: adeline.goh@ubd.edu.bn Email: aliamat.ali@ubd.edu.bn Email: hannah.ho@ubd.edu.bn Email: asiyah.kumpoh@ubd.edu.bn Email: ayub.sadiq@ubd.edu.bn
2	KD5102	International Security Studies	Professor Peter Chalk	Email: peter_chalk@rand.org
3	KD5103	Asia Strategic Environment Studies	Dr Graham Gerard Ong-Webb Associate Professor Alan Chong	Email: isgrahamong@ntu.edu.sg Email: iscschong@ntu.edu.sg
4	KD5104	Command, Leadership and Management	Col Saiful-Akhmar Bin Mohd Shariff Professor Amin Abdul Aziz Hjh Najwa Bte Hj Abdul Majid Dr Khadizah binti Haji Abdul Mumin Jennifer Wong Yok Ting Hj Mohamed Najib bin Hj Md Basir Chong Yun Onn Julia Nabila binti Abd Hafiz	Email: saiful.shariff@ubd.edu.bn Email: amin.abdulaziz@ubd.edu.bn Email: najwa.majid@ubd.edu.bn Email: khadizah.mumin@ubd.edu.bn Email: jennifer.wong@ubd.edu.bn Email: najib.basir@ubd.edu.bn Email: onn.chong@ubd.edu.bn Email: julia.hafiz@ubd.edu.bn
5	KD5105	Defence Policy and Strategic Programming	Lt Col (U) Pg Hj Md Hasreen Pg Hj Ali Hassan	Email: hasreen.hassan@ubd.edu.bn hasreen.hassan@mindef.gov.bn
6	KD5106	Operational Planning	Lt Col (U) Pg Hj Md Hasreen Pg Hj Ali Hassan	Email: hasreen.hassan@ubd.edu.bn hasreen.hassan@mindef.gov.bn
7	KD5118	Research Methodology	Dr Jainatul Halida Binti Hj Jaidin	Email: halida.jaidin@ubd.edu.bn

