

AUSTRALIAN CIVIL-MILITARY CENTRE CIVIL-MILITARY LESSONS SYMPOSIUM

QT Hotel

1 London Circuit, Canberra

Tuesday 24 and Wednesday 25 September 2024

The Aims of the ACMC Civil-Military Lessons Symposium are to:

- Share lessons identified on civil-military interoperability and interaction from recent domestic and international civil-military operations
- Enhance networking and interoperability of civilian and military lessons management personnel
- Share good practice on, and future requirements for, managing lessons and learning

The Symposium will be conducted in person. There is no cost to attend.

Point of contact

The point of contact for the Symposium is Mark Cuthbert. Mark can be contacted by email at mark.cuthbert1@acmc.gov.au

Online Program



Program Tuesday 24 September 2024

Time	Topic	Presenters
0830—0900	Participant arrival and registration	
0900	Welcome and opening	Nicola Rosenblum Executive Director Australian Civil Military Centre
	Opening Keynote	Vice Admiral Justin Jones Chief of Joint Operations Headquarters Joint Operations Command
	A strategic civilian perspective on recurring lessons identified from international civil-military responses	Dave Vosen Assistant Secretary Humanitarian Preparedness and Response Branch Humanitarian Division Department of Foreign Affairs and Trade
Morning Tea		
	A theatre perspective of recurring CivMil lessons identified across domestic and international civil-military responses	Commodore Andrew Quinn Director General Modernisation, Assessment and Assurance Headquarters Joint Operations Command
	1st (Australian) Division. An Operational perspective of recurring lessons identified across international civil-military responses	Brigadier Giles Cornelia Commander 7th Brigade
	CivMil Lessons from Gaza	Dr Levi West Australian National University
	Civil-military-police lessons from the AFP's Solomons' International Assistance Force (Specialist Operations)	Detective Inspector Will Collins OIC Strategy Engagement & Capability Delivery Australian Federal Police
1230—1315	Lunch	
	An operational perspective of recurring lessons identified across domestic civil-military responses	Major General David Thomae Commander 2nd (Australian) Division
	Lessons from Tropical Cyclone Jasper	Kimberley Wilson Director. National Crisis Exercising and Lessons Capability. National Emergency Management Agency
	Recurring Civ-Mil lessons identified	Leigh A Sholler The Center for Excellence in Disaster Management and Humanitarian Assistance U.S. Department of Defense
	Taking the time to save nine: Insights from the Recurring issues from <i>Australian Civil-Military Responses Research Project</i>	Dr Allison Sonneveld Director, Pilotage Consulting
1530	Closing	Nicola Rosenblum Executive Director Australian Civil Military Centre
Afternoon Tea		
1600—1700	Networking	QT Cahoots Events Lounge

Program Wednesday 25 September 2024

Time	Topic	Presenters
0830-0900	Participant arrival and registration	
0900	Opening and Introduction	Nicola Rosenblum Executive Director Australian Civil Military Centre
	Learning Organisations	Dr Christina Stothard Defence Science and Technology Group
Morning Tea		
	The Hype, The Fear, and The Reality: Demystifying AI for Lessons Management”	Stuart French
	Using evaluation to enhance lessons management	Adair Forbes Shepherd Defence
	Learning before and during, not just after, events	Dr Claire Cooper Director Policy and Planning Triple Zero Victoria
	Future requirements for managing lessons and learning	Lieutenant Colonel Alan Hockings Lessons 2nd (Australian) Division
1230—1315	Lunch	
	The NZ NEMA approach to lessons management. What is working well and why	Jo Guard Manager, Continuous Improvement NZ National Emergency Management Agency
	Lessons management the way forward	Dr Emily Chapman Defence
	Panel discussion “How do we enhance lessons and learning, before, during and after operations and exercises?”	Chair - Dr Natalie McLean ACMC Adair Forbes Shepherd Dr Christina Stothard Dr Claire Cooper Dr Emily Chapman Jo Guard Stuart French Wendy Wright
1530	Closing	
Afternoon Tea		
1600—1700	Networking	QT Ground Floor bar. Not catered. Own expense

Program Thursday 26 September 2024

Time	Topic	Presenters
0830—0900	Participant arrival and registration	
0900	Opening and Introduction	
	AI in Lessons Management Workshop	Stuart French
Morning Tea		
	AI in Lessons Management Workshop continues	Stuart French
1150—1200	Closing	
1200—1230	Lunch	



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Nicola Rosenblum
Executive Director
Australian Civil Military Centre

Nicola commenced as Executive Director of the Australian Civil Military Centre (ACMC) in January 2023. Over two decades, Nicola has worked across the Australian Government on a broad range of foreign policy, crisis response and national security issues. She served as Australia's High Commissioner to Brunei Darussalam, as well as other diplomatic postings to Australia's High Commission in Pakistan and Australia's mission to the United Nations in Vienna.

Prior to taking up the role at ACMC, Nicola was the Deputy Head of the ANU National Security College, managing the delivery of research, international dialogues, workshops and events.

During her career, Nicola has contributed to a broad range of Australian civil military operations at headquarters and in the field, including: consular evacuation from Lebanon (2006); Medical Task Force in Pakistan (2010); Joint Agency Taskforce for Operation Sovereign Borders (2013-14); response to MH17 (2014); medical response to Ebola in West Africa (2014); humanitarian response to Cyclone Pam in Vanuatu (2015); and humanitarian response to Nepal earthquakes (2015).

Nicola has a Bachelor of Arts in Politics and Government with Honours from Griffith University, and a Graduate Certificate in Humanitarian Leadership from Deakin University. She is married with two daughters.



Vice Admiral Justin Jones AO CSC
Royal Australian Navy

Vice Admiral Justin Jones was born in Adelaide, South Australia. He was educated at Geelong Grammar School and joined the Royal Australian Navy from Melbourne in January 1988. He is a graduate of the Royal Australian Naval College and the Australian Command and Staff College, and holds a Masters in Management Studies, a Master of Arts (Strategy and Policy) and a Graduate Diploma in Defence Studies. He assumed responsibilities as the seventh Chief of Joint Operations on 5 July 2024.

Vice Admiral Jones is a Principal Warfare Officer with dual sub specialisations in surface warfare and advanced navigation. He has served in patrol boats, guided missile destroyers, guided missile frigates, amphibious assault ships, and combat support ships. He has deployed operationally to the Middle East Region four times, been force assigned to 11 named operations, and deployed into the Indo-Pacific region on 13 occasions during his career.

Vice Admiral Jones had command of the guided missile frigate HMAS Newcastle from December 2008 to July 2010. In 2009, the ship was awarded the Duke of Gloucester Cup for overall efficiency and the Spada Shield for the surface combatant foremost in operations. Vice Admiral Jones then had command of the combat support ship HMAS Success from October 2014 to May 2016, which included a deployment to the Middle East and North West Indian Ocean assigned to Operation MANITOU. He resumed command of Success from 18 August to 18 November 2016 for an Indian Ocean deployment.

Vice Admiral Jones's joint operations experience includes postings as Operations Officer to Commander Deployable Joint Force Headquarters (Maritime) in 2003-2004, Commander Plans (N5/N7) within Maritime Component Joint Operations Command in 2006, Director General Operations (J3) Headquarters Joint Operations Command 2020-21, secondment as Commander of the standing multi-agency task force Maritime Border Command / Commander Joint Agency Task Force Operation Sovereign Borders / Commander Joint Task Force 639 - Operation Resolute 2022-23 and, most recently, as the Deputy Chief of Joint Operations.

Vice Admiral Jones was the inaugural Navy Fellow at the Lowy Institute for International Policy in 2010, contributing to the Lowy Institute MacArthur Foundation's major publication Crisis and Confidence: major powers and maritime security in Indo-Pacific Asia. He has edited two books: A Maritime School of Strategic Thought for Australia: Perspectives in 2013, and the follow on Australian Maritime Strategic Thought 2013-2023 published in 2023.

Vice Admiral Jones was the recipient of the 2006 Vice Admiral Viscount Horatio Nelson KB Trafalgar Bicentennial Sword of Excellence for leadership. In the 2016 Queen's Birthday honours, he was awarded a Conspicuous Service Cross for outstanding devotion to duty as the Commanding Officer, HMAS Success while deployed on Operation MANITOU. He also wears the Meritorious Unit Citation awarded to HMAS Parramatta, for performance in the North Arabian Gulf on Operation CATALYST in 2005-06. Vice Admiral Jones was appointed an Officer of the Order of Australia in the King's Birthday 2024 honours list, for distinguished service to the Royal Australian Navy, Maritime Border Command, and the Australian Defence Force's joint operations.

Vice Admiral Jones has completed the United States Capstone Course and Pinnacle Course, the Commander Joint Task Force Course, the Operations Based on Experience (OBOE) Course, the NATO Joint Synchronisation Course, and the United States Senior Officer Information Operations Application Course.

Vice Admiral Jones is married to Terrie, and they have two adult daughters and one grandchild. His personal interests include reading, fitness, team sport, watching musical theatre and, occasionally, playing the drums.



Dave Vosen

Assistant Secretary, Humanitarian Preparedness and Response Branch, Humanitarian Division, Department of Foreign Affairs and Trade (DFAT), Australia.

Mr Vosen leads the Humanitarian Preparedness and Response Branch (HMB), managing DFAT's suite of international and domestic partnerships and deployable capabilities in preparation for, during and after international humanitarian crises. In responding to natural hazards, HMB leads on disaster response deployments – including cooperation with the Australian Defence Force (ADF) – operations and logistics to ensure effective support to Australia's partners in the Indo-Pacific. a Graduate Certificate in Humanitarian Leadership from Deakin University. She is married with two daughters.

Australian National University (ANZSOG) – Master of Public Policy (2018)

Financial Services Institute of Australia – Financial Planning (2005) Deakin University – Bachelor of Commerce/Arts (2001)

Commodore Andrew Quinn

Royal Australian Navy

Commodore Andrew Quinn, RAN graduated from the Australian Defence Force Academy in 1991 with a Bachelor of Science. Early in his career he served as an Officer of the Watch and Fighter Controller on Australian and Canadian Frigates.

In 1998 he graduated as a Principal Warfare Officer (Air), and subsequently served as the Gunnery Officer on the Frigates HMA Ships Sydney and Adelaide. In 2003 he assumed Command of the Fremantle Class Patrol Boat HMAS Bunbury and in 2005 the Armidale Class Patrol boat HMAS Bathurst. After serving as the Evolved Sea Sparrow Missile Project Director and within the Anzac Anti-Ship Missile Defence Upgrade Project, he assumed Command of the ANZAC Class Frigate HMAS Toowoomba in 2009. In this time Commodore Quinn served on operations in Haiti, East Timor, Solomon Islands, Border Protection and the Middle East. He was awarded a Commendation for Conspicuous Service for his Command of HMAS Toowoomba while deployed to the Middle East.

After promotion to the rank of Captain in 2013, he served as Director Frigates, responsible for the through-life capability of the Anzac Class and Project Sponsor of the Future Frigate Project. In 2017 he completed the Australian Defence and Strategic Studies Course as well as a Masters of Arts (Strategic Studies). In 2018 he served as the Combined Maritime Forces Director Operations and Commander Maritime Task Group Middle East Region, as part of Australia's commitment to promote maritime security. In this capacity he was awarded the US Legion of Merit. In 2019 and 2020 Commodore Quinn served as the Commander Australian Maritime Task Group, leading Maritime Task Groups as either a Sea Combat Commander or as a Commander Task Group. This has included multiple operational deployments in the Indo-Pacific.

On promotion to Commodore in November 2020, Commodore Quinn commenced his current posting as Director General Surface Combatants and Aviation, responsible for the through-life capability of surface and aviation assets. Commodore Quinn commences his posting to JOC as the Director General – Modernisation, Assessment and Assurance with effect 15 January 2024.



Brigadier Giles Cornelia, DSM, CSM

**COMD 7th Brigade
Australian Defence Force**

Brigadier Giles Cornelia, DSM, CSM is honoured to be serving as Commander 7th Brigade – and as part of the ADF's high-readiness contingency forces. He is a graduate of the Australian Defence Force Academy, the Royal Military College - Duntroon and the Australian Command and Staff College. A former infantry officer and a paratrooper, he has commanded at platoon, company, battalion, task unit, brigade and joint task group level – including the privilege of commanding 3rd Battalion, The Royal Australian Regiment over 2015-17. Brigadier Cornelia has served in East Timor, Afghanistan, Iraq and Solomon Islands, and as a strategist on the United States Joint Chiefs of Staff – a role in which he was awarded a U.S. Legion of Merit. He holds a BA History/Politics (UNSW), a Grad Dip War Studies (UNSW), and a Master of Military Studies (Hons) (ANU).



Dr. Levi J. West

Director Praxis Advisory

Dr Levi West is an internationally recognised authority on terrorism and counter terrorism. He is currently a Research Fellow at the Research School of Social Science at the Australian National University, working on an Office of National Intelligence funded grant, researching radicalisation. From 2013 to 2022, Dr West was previously the Director of Terrorism Studies at the Australian Graduate School of Policing and Security at Charles Sturt University in Canberra, Australia (CSU) for over a decade. Additionally, Dr West is the Director of Praxis Advisory, a bespoke consultancy service providing a diversity of strategic advisory services to a broad range of government stakeholders, particularly within the national security domain. Dr West is also an Adjunct Fellow with the Irregular Warfare & Special Operations program at UNSW Canberra; an Adjunct Research Fellow with the Institute for Sustainable Industries & Liveable Cities at Victoria University; an expert with The Cipher Brief; and a Director of Leviathan Analysis. He is also a 2024 Non-resident Fellow with the Irregular Warfare Initiative, a joint project of Princeton University's Empirical Studies of Conflict program and West Point Military Academy's Modern War Institute.



Dr West holds a PhD from Victoria University. His thesis, submitted in 2022, which won the Terrorism Research Initiative Thesis of the Year competition, was entitled Violent Propaganda: Violence, Communication and Technology - The Strategic Logic of Terrorism. He holds Masters of International Security Studies, and Masters of Policing, Intelligence, and Counter Terrorism from Macquarie University, and a Graduate Certificate in National Security Policy from the ANU. His research interests focus on the intersection of terrorism, communication, and technology. He has been published in academic journals and scholarly books, as well as national media outlets and on prominent national security blogs and podcasts. He has lectured at numerous academic conferences, and extensively to law enforcement, intelligence, military, and policy audiences both domestically and internationally, including at institutions such as Cornell, Oxford, and NYU, as well as the US Naval War College, the Indian National Police Academy, the Jakarta Centre for Law Enforcement Cooperation, and the Australian Defence College. Dr West has liaised with, and advised, the Australian and US intelligence, special operations, and law enforcement communities in relation to counter terrorism matters. He is a frequent media commentator and sought after speaker on terrorism and counter terrorism matters. He likes black coffee, good whisky, hardcore punk, and death metal.

William Collins

Detective Inspector AUKUS Command

Detective Inspector Will Collins began his policing career with the Australian Federal Police in 2000. Will has diverse experience having worked within ACT Policing, Investigations, Bomb Response Team and Tactical Response Team. His offshore experience includes a deployment to the Solomon Islands, as part of the RAMSI mission, and the Ukraine in response to the downing of Malaysian Airways flight MH17.

In 2019, Will was promoted to the rank of Inspector where he assumed the role of Officer in Charge of the Tactical Response Team. In this role, he was responsible for supporting high risk policing operations and ensuring the AFP Police Tactical Group (PTG) was trained and equipped to support those operations. Engagement with state and federal partners was essential to ensuring capabilities were fit for purpose and constantly assessing and testing our capabilities against like minded organisations.

Will has undergone training within the ANZCTC framework completing programs for Bomb Group Team Leader, PTG Tactical Commander and Police Forward Commander and instructing on the ANZCTC PTG Team Leaders program 2012, 2014 and 2015. Will has represented the AFP on the ANZCTC Bomb Response and PTG capability forums and travelled to Estonia to participate in the European Explosive Ordnance Disposal Network Conference and Training. These engagements reinforce his commitment to harnessing partnerships and the mutual uplift that occurs when we actively participate together.

In 2021, Will led the AFP Specialist Operations response to riots in the Solomon Islands. This small contingent of twenty-three members represented the first tranche of AFP members for what became known as the Solomon Islands Assistance Force (SIAF). The goal for the AFP response was to support our Policing partners and restore order to the community. This initial contingent remained in country for a number of weeks providing operational and strategic engagement with RSIPF and members of the Solomon Island Government.

In 2023, Will completed twelve months full time study with the Australian Defence Force War College. The opportunity to complete Staff Course and receive a Masters in Military and Defence Studies was a unique opportunity. It provided exposure to the mechanics of the ADF and international military partners and a detailed understanding of factors that shape and drive domestic and international policy.



William Collins (cont)

In 2024, Will commenced duties within the newly created AUKUS Command. His role includes strategic engagement and capability delivery. In this role he will focus on the development of a bespoke workforce designed to meet the new security challenges required by AUKUS and our international partners.

Will comes from a rural background growing up on a property near Nangus NSW and is married with four boys. He is heavily involved in the administration of community sport in his region thanks to the active nature of his kids.

Major General David Thomae, AM

2nd (Australian) Division and Joint Task Force 629 Australian Defence Force

Major General Thomae joined the Army in 1985, commissioned from the Royal Military College Duntroon in 1988 to the Royal Australian Infantry Corps. He has over thirty five year's experience across a range of leadership, operations, staff and training appointments in Australia and overseas.

His regimental service has been with the 2nd/4th and 6th Battalions, Royal Australian Regiment, 16th Battalion, Royal Western Australian Regiment, 25th Battalion and 9th Battalion, Royal Queensland Regiment, which he commanded from 2007-08.

He has commanded on operations at the company, Joint Task Group and Task Force levels in East Timor and on domestic operations in Australia, including on Operations COVID19 Assist and Flood Assist 2022. His early career included training experience and staff appointments, mostly on brigade, division and functional command headquarters. Most recently, Major General Thomae was commander 11th Brigade after an appointment as Adjutant General – Army.

Major General Thomae is a graduate of the Royal Military College – Duntroon and the Australian Command and Staff College. He holds a Bachelor of Arts from the University of New South Wales, a Bachelor of Laws from the Queensland University of Technology, a Graduate Diploma of Legal Practice from the Australian National University, a Master of Business Administration from the University of Southern Queensland, and a Master of International Relations from the University of Queensland.

His honours and awards include his appointment as Member of the Order of Australia (2021) and Chief of Defence Force Commendation (2001).

He has practiced as a commercial barrister for over 20 years and has held a part time appointment (2018-2021) to the Veterans' Review Board, the statutory tribunal reviewing decisions of the Department of Veterans' Affairs. From the commencement of the Administrative Review Tribunal in October 2024, he is appointed as Senior Member.

Major General Thomae and his wife Nicole are from Queensland. They have three children and a Weimaraner. He is also the Sponsor for the Army's university regiments.



Kimberley Wilson

Director National Crisis Exercise and Lessons Capability

Kimberley Wilson is Director of the National Crisis Exercise and Lessons Capability (NCEC) at the National Emergency Management Agency (NEMA). At NEMA, Kimberley leads and delivers two annual national exercises; and supports lessons across local, state and Australian governments, industry and civil society ensuring effective consequence management for novel and catastrophic events of national significance.

Between 2020 and 2022, Kimberley led the development of Exercise Paratus at the then Department of Agriculture, Water and the Environment. The exercise series prepared Australia to respond to a nationally significant biosecurity hazard.

Kimberley returned to NEMA in 2022. At NEMA she led Information Collection Management in the Australian Government National Situation Room (NSR) – bringing together intelligence requirements, geospatial data and open source collection, to provide decision support during national crisis events. During the 2022-23 Higher Risk Weather Season, Kimberley redesigned NEMA's crisis reporting suite, enhancing shared situational awareness and decision making across state, territory and Australian government stakeholders.

In 2022, Kimberley led the exercising function of the Joint Inter-agency Task Force for Exotic Animal Disease Preparedness, delivering three national exercises in one month that supported national preparedness for Lumpy Skin Disease and Foot and Mouth Disease.



Kimberley Wilson (cont)

Kimberley has worked across the emergency management continuum, and combines extensive experience of preparedness, response and early recovery. She has administered Australian Government payments, including the Disaster Relief Allowance, Australian Government Disaster Recovery Payment and Disaster Recovery Funding Arrangements – supporting individuals and communities experiencing crises.

Kimberley is an exceptional, empathetic leader who consistently creates teams that are greater than the sum of their parts. Notwithstanding challenging operating conditions or time pressures during crisis events, she supports her staff to reach their individual and collective goals.

Leigh A Sholler

**Research Analyst, CFE-DM
Honolulu, HI**

Leigh Sholler is an employee of Valiant Integrated Services. She serves as a Research Analyst in the Applied Research and Information Sharing (ARIS) Branch at the Center for Excellence in Disaster Management and Humanitarian Assistance (CFE-DM), a direct reporting unit of United States Indo-Pacific Command. Her portfolio includes planning, writing, and developing information products focused on disaster management capacity building for U.S. military and civilian personnel and for 36 partner nations in the Indo-Pacific region.



For 19 years, Leigh has been a Honolulu-based contractor working on various projects for U.S. Department of Defense offices, commands, and agencies. Prior to joining the CFE-DM in 2020, she spent 15 years supporting U.S. military planning, information operations, and public affairs in Europe and Africa as well as U.S. military exercises and cooperation activities in the Asia-Pacific region. Her focus has always been on open source information exploitation and analysis.

Leigh has a B.A. in French and International Studies from Capital University (OH), an M.A. in French Studies from American University (DC), and an M.A. in American Studies from the University of Hawaii at Mānoa. The emphases of her research have been translation and linguistics, international security relations, and public history.

Dr Allison Sonneveld

**Director
Pilotage Consulting**

Dr Allison Sonneveld was the Principle Investigator for the Lessons Research Report, which was conducted in early 2024 on behalf of the Australian Civil-Military Centre (ACMC). This body of work identified insights from whole of government after action reports and similar debriefing artefacts with a view to improve civil-military interactions during response activities.

Allison is a proud Palawa woman from Tasmania and operates her own consultancy. Pilotage Consulting specialises in writing and reporting, research and analysis, language services and international engagement. Allison works across many sectors including defence, higher education, translation, and human resources. Pilotage Consulting is certified with Supply Nation, one of Australia's largest indigenous business directories.



Prior to consulting, Allison spent almost a decade as a public servant, working in the Department of Defence and the Australian Maritime Safety Authority (AMSA). She has worked in multiple teams relevant to international engagement and the land domain. She also led the policy development for, and contributed to the management of AMSA's cooperation program with Indonesia through the Indonesia Transport Safety Assistance Package (ITSAP).

Allison's PhD considered the maritime security and foreign policy dynamics of Singapore, Indonesia and Malaysia as transit states for oil shipped through the Malacca Strait. Allison is concluding a postgraduate qualification in translation and interpreting. She is also a certified translator with the National Accreditation Authority for Translators and Interpreters (NAATI) for Indonesian into English.

Dr Christina Stothard **Defence Science and Technology Group**

Dr. Christina Stothard is a seasoned researcher in organizational and behavioral psychology, with a focus on multilevel statistical modeling of human systems. With expertise in systems thinking, human behavior, social and organizational psychology, statistics, and data science, Christina brings a multidisciplinary approach to her work.

Christina's recent research has identified team and individual factors that enhance team learning in the Australian Army, earning her recognition in the form of a University Medal and Deans Award for research excellence. Her work has been published in a variety of practitioner-focused journals, including those focused on psychology, management, operations analysis, and Defence. As a practitioner-friendly researcher, Christina is dedicated to applying her knowledge and expertise to real-world challenges and providing practical solutions that make a difference.



Stuart French

With a broad background in the Oil, Water, Healthcare, Credit and Emergency Mgt industries, Stuart is author of the www.DeltaKnowledge.net blog, and currently the Knowledge Manager for Energy Safe Victoria in Melbourne, Australia, responsible for both knowledge and records functions.

Stuart combines 25 years of professional experience with a Masters of Knowledge Management (KM) to help companies with expertise identification & management, collaboration, org learning and knowledge strategy & systems to improve their performance and resilience to change. His research on wikis and knowledge cultures led to a fascination with complexity theory which he now enjoys teaching to various organisations and universities so they can bridge the gap between corporate strategy and service excellence.

He is a past chair of AFAC's Knowledge, Innovation & Research Utilisation Network (KIRUN), and continues to serve the KM community as co-host of the Knowledge Management Leadership forum (VIC) and is honoured to be the Australia delegate at the KM Global Network.



Adair Forbes Shepherd **Defence**

Adair Forbes Shepherd is a passionate evaluation and lessons management practitioner. With a focus on qualitative methods in her Masters of Evaluation, Adair has a breadth of applied experience across the public and private sectors including Defence, national security and emergency management.



Dr Claire Cooper **Director Policy and Planning** **Triple Zero Victoria**

Claire is the Director of Policy and Planning at Triple Zero Victoria (previously Emergency Services Telecommunications Authority; ESTA). Triple Zero Victoria provides an integrated 24-hour emergency call-taking and dispatch services for police, fire, ambulance and VICSES in Victoria. This role oversees the areas of corporate planning, strategy, legislative policy, government services, reform implementation, reviews, inquiries, evaluation and lessons management.

Claire has worked in the emergency management sector for over 15 years, starting off as a PhD researcher with the Bushfire Cooperative Research Centre. Her career in Victorian emergency management agencies has included reform program design, strategic planning, public policy, capability development, lessons management, operational improvement, human factors, experiential learning, diversity and inclusion, performance standards, operational doctrine and empirical research.



Lieutenant Colonel Alan Hockings

Lessons

2nd (Australian) Division

Lieutenant Colonel Hockings joined the Army Reserve in 1988 and was commissioned as an infantry officer in 1994.

He served in a variety of postings including regimental, and instructional positions including OP RESOLUTE border protection duties.

On promotion to LTCOL in 2018 he was posted as SO1 Adaptive Warfare Analyst with Deployable Joint Force Headquarters (DJFHQ) where he was responsible for lessons from Afghanistan advisors and Theatre Communications Group. This involved collection, analysis and feedback into the pre-deployment training of subsequent rotations. He was also the Adaptive Warfare representative to the Army Operational Generation (OPGEN) working group.

In 2021 he was posted to HQ 2(AS)DIV and deployed on OP COVID 19 ASSIST.

At 2(AS)DIV he built a new lessons capability for HQ 2(AS)DIV & JTF629. He worked closely with the Army Knowledge Group in facilitating Army Lessons Boards, successfully influencing improvements at an all of Army scale. He was JTF 629 Joint Operation Room Commander for OP LANTERN (QUAD meeting Sydney May 23)

LTCOL Hockings civilian career is in IT management with the University of Queensland. He is a strong advocate for continual improvement in both people and processes. He won the 2020 University of Queensland Research and Innovation Portfolio Team Excellence award.



Jo Guard

Manager, Continuous Improvement

NZ National Emergency Management Agency

As the Manager, Continuous Improvement at the New Zealand National Emergency Management Agency, Jo Guard leads the team that implements and champions lessons management and business process improvement internally and externally. For 20 years, Jo has led teams in fast paced and challenging environments to prepare for, respond to, and learn from emergencies. Prior to her current role, she led teams across varied portfolios including New Zealand's National Warning System and Emergency Mobile Alerting platform, geospatial capability, National Crisis Management Centre and National Civil Defence Emergency Management Exercise Programme. She has also held international roles as part of the United Nations Disaster Assessment and Coordination Team, New Zealand Rapid Response Team, and was Co-Chair for Pacific Wave exercises as part of the Pacific Tsunami Warning System.



Dr Emily Chapman

Defence

Dr. Emily Chapman has over 15 years of research and operational experience with Defence, including as an Reserve Air Force Operations Officer with deployments to the Philippines and Fiji for disaster relief operations. Emily completed her PhD on civi-military interaction during Australian responses to overseas natural hazards. She continues to be active in her research community, focusing on civil-military interaction and interagency coordination in disaster response settings.

Emily's current posting is to Headquarters Joint Operations Command J8 Branch as an analyst in support of Joint Collective Training Evaluation. Her previous experience in the lessons community is as a civilian Operations Analyst embedded within the Adaptive Warfare Branch, Headquarters 1st Division. In this role, Emily deployed with Lessons Flyaway Teams to the Solomon Islands, Papua New Guinea and the Commonwealth Games.



Rear Admiral (rtd) David Proctor
Deputy Executive Director
Australian Civil-Military Centre

Rear Admiral (rtd) David Proctor joined ACMC as Deputy Executive Director in May 2024, following a distinguished 37-year career in the Royal New Zealand Navy, culminating as Chief of Navy.

David's military career included various senior postings including:

- Deputy Commander Joint Forces New Zealand
- Acting Vice Chief of the Defence Force New Zealand
- Chief of Logistics, United Nations Mission In Support of Timor-Leste
- New Zealand Senior National Officer in Support of Timor-Leste
- Commander Logistics New Zealand
- Chief of Defence Strategy and Governance New Zealand

David is a member of the New Zealand Institute of Directors and is a graduate and fellow of the Centre for Defence and Strategic Studies in Canberra. He has a Masters in Management (Defence Studies) and a Masters in Politics and Policy. David was the New Zealand Defence Force Gender Equity Champion from 2020 through 2024. David is exploring his māori whakapapa (genealogy), his iwi affiliations are to Ngāti Koriki Kahukura and Te Iwi Heramana. He is married to his best friend, Wendy (Proctor)



Dr Natalie McLean
Assistant Director Research
Australian Civil-Military Centre

Natalie McLean is an Assistant Director of Research at the Department of Defence. Natalie has spent 15 years working in the Defence and Security Studies field in academic, policy and uniformed roles. Prior to her appointment, Natalie was a Senior Research Fellow at the Basillie School of International Affairs at the University of Waterloo and the School of Humanities and Social Sciences at Deakin University. Natalie is currently a Research Fellow at the Sir Lawrence Wackett Centre for Defence. She has authored and co-authored a number of peer-reviewed academic journal articles spanning international security studies and privatised military studies.



Wendy Wright
National Controller
National Emergency Management Agency

Wendy has held roles in both the public and private sectors, including serving for 20 years as a New Zealand Army officer. This included deployments in crisis management leadership roles to Timor-Leste, Bosnia and South Sudan. She has extensive humanitarian assistance and disaster relief experience, including deploying to Phuket following the December 2004 Boxing Day Tsunami, working alongside MFAT and NZ Police. While seconded to the Australian Defence Force she was an operational planner for the response to 2019 'Black Summer' bushfires, followed by a role as the lead logistics planner for the Indo-Pacific region. Her final role in the NZDF was the Chief Advisor to the Vice Chief of Defence Force, and she was involved in the multi-nation evacuation of civilians from Afghanistan in August 2021.

Wendy has been at NEMA since early 2022, managing the Emergency Services Leadership Board and other key All of Government relationships. She undertook response roles in Governance and Operations during Cyclone Gabrielle, and was appointed the National Controller in October 2023. She has been Manager National Operations at NEMA since July 2024. She holds a masters degree in strategy from the Australian National University, and a masters degree in management from Massey University.

