

ROYAL COLLEGE OF DEFENCE STUDIES
GUIDE FOR EMBASSY AND HIGH COMMISSION STAFF
ON SELECTION OF CANDIDATES FOR 1999

These notes are intended to provide guidance to Embassy and High Commission staff in those countries invited to select candidates to attend the Royal College of Defence Studies. The notes should be read in conjunction with the RCDS Brochure which sets out the purpose of the course, gives an outline of the main phases of the year, and indicates how studies are conducted. Joining Instructions give further guidance on administration, and the College Secretary is available to give advice.

The College is intended for male and female officers and officials who have the potential to rise to the most senior posts. While a majority of candidates have a military background, more than a quarter are diplomats, police or other civilians.

Nominees should, as far as possible, parallel their British counterparts in terms of age, experience, potential and ability to contribute to the overall value of the course. This means:

- **Rank.** British members are normally selected at the 'one star' level or Counsellor in diplomatic terms. Colonels, or equivalents, with clear potential for early promotion make up the remainder of the course. There is nevertheless no bar to Major Generals attending. Civilian candidates should be of equivalent seniority at the time of selection.
- **Age.** It is important to ensure that candidates have sufficient continuing service still ahead of them to capitalize on the unique training which the course provides. The average age is 42 and few exceed the age of 47.
- **Ability to Contribute.** Apart from the ability to understand lectures from the first day in English, candidates will be expected to contribute effectively in general debate. A sense of humour, a degree of independence, and the confidence to express and defend views are clearly advantages.

Language Ability. Defence Attachés should ensure that candidates have good understanding of the English language at the beginning of the course. Early confirmation of a candidate's language standard is important. If a candidate is of high calibre, but needs to improve his English, this should either be arranged before attendance locally or, with sufficient notice, at the School of Languages, Beaconsfield who run special courses for RCDS candidates in November/December.

Family Support. A highly valued aspect of the RCDS year lies in the extensive opportunities offered for enduring social contact. Experience shows that unaccompanied married candidates tend to feel disadvantaged. Every effort should be made to encourage families to accompany them even though costs for families must be borne by candidates. Information on accommodation, schooling and other domestic aspects is available from Embassies and High Commissions in London. The College Secretary can also give advice.

Allocation of Vacancies. Although the College is consulted, the allocation of RCDS vacancies is a UK Government responsibility. Final decisions are based on current British foreign policy and security interests, and the allocations are approved annually by the Chiefs of Staff. The number of places available for overseas candidates is about 40. Many places are allocated on a regular basis ;with some offered a place every year. The remainder are chosen on a number of factors, one of which is the identification of available, high quality candidates. Embassy and High Commission staff, who have identified high quality candidates likely to benefit the United Kingdom and the countries to which they are accredited by attendance at RCDS, should make their request for an invitation to Regional Desks in MOD and FCO as early as possible, preferably 14 months ahead, but no later than six months ahead, when reserves are being considered.

Timings of Invitations. Invitations are issued about 9 months before the course starts. It is therefore important that posts act on these invitations without delay if there is to be time for alternative nominations where the invitation is not taken up. In the event of problems over nominations direct contact with the College is encouraged. Acceptance of invitations must result in firm nominations before RCDS staff depart for overseas tours ie by 15 September.

Summary. Potential for continuing service and further promotion are the key factors in selecting RCDS candidates. All those who attend RCDS leave with a comprehensive understanding of international issues that shape regional and global security. The course is designed to make them more able in the field of developing policy. It is not a military staff course, and is aimed at civilian and military officers and diplomats who can achieve high office. Course membership also offers an enduring network of contacts that benefits individuals and their countries for many years after the course.

ROYAL COLLEGE OF DEFENCE STUDIES
JOINING INSTRUCTIONS FOR 1998 COURSE

Introduction

1. The Royal College of Defence Studies (formerly known as the Imperial Defence College) was founded in 1927. It is located at Seaford House, 37 Belgrave Square, London SW1X 8NS England. (Telephone Country Code 44 0171 915 4800, Fax 44 0171 915 4999, E-Mail: rcds@seaford.demon.co.uk).

2. The aim of the Course at the Royal College of Defence Studies is:

‘To prepare selected senior officers and officials of the United Kingdom and certain other countries for high responsibilities in the direction and management of defence and security or other related areas of public policy.’

3. The Commandant is a three star officer. The Senior Directing Staff consists of four officers of two-star rank, one from each Service and one from the Diplomatic Service. The Junior Directing Staff comprises four officers in the rank of Lieutenant Colonel or equivalent, including at least one from each of the three Services and a Senior Executive Officer from the Ministry of Defence.

The 1998 Course

4. For the 1998 Course about half of the student body will be British officers and officials, with the balance made up of representatives from overseas countries. The Course runs from Wednesday 7th January to Friday 11th December 1998 and the outline of it is shown at Annex A. You will see that it is best equated to a post-graduate International Relations Course.

5. **Pre-Course Reading.** A list of books from which to select pre-course reading is at **Annex B.** Everyone is welcome to use the College Library before the Course starts. The College Librarian is available to give advice on 0171-915-4813/4814.

6. **Visits and Tours.** In the Spring, the Course divides into some eight parties for a one week tour of different regions in Britain, and into eight parties for a four weeks' tour of different parts of the world during September and October. Visits to the three Armed Services, NATO HQ and the European Community take place during May, June and July.

7. **Routine.** The focus of work at Seaford House is on the lectures and seminars. A typical day might start at 0915 with a lecture given by a member, followed by the main lecture at 1030. Lunch at the College is between 1245 and 1400 followed by a seminar in the afternoon. There is however a significant amount of time allocated for individual reading and research.

8. **Research Papers.** Members will be expected during the course of the year to research and write a short paper (around 8,000 words) on a subject related to foreign and security policy,

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- a. **Royal Navy and Royal Marine Officers.** Deputy Base Supply Officer Orion Block, HMS NELSON, Portsmouth, Hampshire PO13 3HH (Telephone 01705-723342.)
- b. **Army Officers.** Headquarters London District, located at Horseguards, Whitehall, London SW1A 2AX. (Telephone London District Military (763) 2269 or Civil 0171 414 2269.) Pay matters are dealt with by the LonDist Admin Office, WO1C - LonDist Ext 2366; Pay - LonDist Ext 2367; Offrs Docs - LonDist Ext 2384.
- c. **Royal Air Force Officers.** RAF, Uxbridge UB10 ORZ (Telephone 01895-237144.) Pay matters, Ext 6330; Allowances - Ext 6220, 6221, 6222, 6244, 6328.
- d. **UK Civilians.** By the Government Department or commercial organisation to which they belong, except for travel expenses for College visits and tours, which are dealt with by the Ministry of Defence.

16. **Overseas Members** are administered by their respective High Commission or Embassy to whom they should report on arrival in the United Kingdom.

Accommodation

17. The College is non-residential and members are responsible for finding their own accommodation. The allocation of Family Accommodation is the responsibility of the Defence Housing Executive, details of which can be found in DCI JS 48/96.
18. As a general guide, the nearer to the College that members are able to live the better. Regular social activities for members and their families take place at the College during the year, and members will find it easier and more enjoyable if they do not live too far away. As over half the overseas families live at The Keep in Kingston, UK members will enjoy an excellent international social life if they also live in or near quarters at Kingston. The Defence Housing Executive is attempting to consolidate accommodation in London and you should understand that during the transition officers and soldiers may be accommodated at the Keep.
19. For those who wish to rent private accommodation the College maintains a list of accommodation which has proved suitable to those on the present Course. Members, or their representatives, are welcome to visit Seaford House and examine the up-to-date list. However, see para 22 for the new lodging allowance replacement scheme for British officers.
20. **Members from overseas** are encouraged to bring their families with them as stated in the invitation sent to their Governments. They should seek help on housing (and education of children) from the Office of their High Commissioner or Ambassador in London in the first instance. The College can help with single or family accommodation as follows:
 - a. Overseas members may be allocated a Services' Family Quarter in London by application to the College Secretary as soon as possible giving details of family (by sex and age) and date of arrival. Accommodation for large families requiring four bedrooms

Mr Mike Morrison-Smith
DHE (London Allocations)
Room 6/22
Metropole Building
Northumberland Avenue
London WC2N 5BL
Telephone: 0171 218 4433 (MB 84433), Fax: 0171 218 4212

c. UK Service officers who choose to live with their families in their own homes and commute daily, may claim travelling allowance under present rules.

d. For those Service officers seeking substitute service single accommodation, and those who wish to live in London during the week but leave their families in their own homes, the new lodging allowance replacement scheme applies. This means that application for accommodation must be made through Hambro Countrywide Management Service to avoid a tax liability for accommodation allowances. Application should be made using MOD Form 1154 to their appropriate Service authority as follows:

Royal Navy - HMS NELSON - Naval Pay Regulations (BR 1950) - Lodging Allowance. Naval Leave and Travel Regulations (BR 8587) - Home to Duty Travel.

Army - HQ London District - Regulations for Army Allowances and Charges (Army Code No 10).

RAF - RAF Uxbridge - Officers' Pay and Allowances Accounting Instructions (AP3222C) or Manual of Personnel Administration (AP3392).

Civilians - Their parent Department - Ministry of Defence Civilian Travel Regulations (MOD Manual 12).

e. Hambro Countrywide (MOD Section) may be contacted on telephone number 01256 707706.

f. London pay has been replaced by a Recruitment and Retention Allowance for entitled officers working within five miles of Charing Cross, which is £2.74 per day (as at 1 Apr 97).

g. UK Service officers in London lodgings receive £10 per day as a food and incidental allowance. When lodgings are provided by Hambro Countrywide this sum is reduced by £2.23 per day for married officers and £3.03 per day for single officers (as at 1 Apr 97).

h. Briefings on allowance and travel claims are given to UK Service officers by their appropriate pay authority shortly after the course begins.

Government, so that visas for the full duration of their stay in the United Kingdom are issued; it is essential that they obtain from the British Embassy or High Commission before leaving for the UK multiple re-entry visas to allow them to get back into the UK after the various Course visits overseas and/or leave trips. Also, on arrival in UK ensure that no requirement to report to the police is stamped by immigration officers in passports. Failure to do this results in wasted time and expense, personally visiting the Home Office in Croydon and Aliens Departments of Police Stations. Members should ask the British Defence Attaché in their country to provide a certificate for immigration officers. If dependents are aged 18 or over they must have a visa to enter Britain which is separate from their parents.

Banking

29. Overseas members who wish to operate a UK bank account are strongly advised to take early action to open one. Many overseas banks work with a specific bank in the UK, and this is a convenient means of transferring funds and arranging for necessary documentation and references. Alternatively, it may be preferable to bank with the branch that the Embassy or High Commission deals with. Generally, a cheque account and a combined cash card/cheque guarantee card are the minimum needed. Members are advised not to underestimate the time taken to process these and are urged to forward details, including references, to their chosen bank in advance of their arrival. Increasingly it has not been possible for overseas members to obtain credit cards from UK banks, because their stay in the UK is so short. Thus, they should consider obtaining an internationally recognised charge card like American Express (AMEX) before arriving in the UK.

30. The College Secretary has established strong links with sympathetic and helpful banks in Kingston and Belgravia. Overseas members, unfamiliar with the British banking system, who would like help to open accounts should see the College Secretary, who will arrange personal appointments with banks in the first week of the course.

Recreation

31. Recreational facilities are available as follows:

a. **Golf.** The College has a special arrangement with the Royal Mid-Surrey Golf Club and plays about two matches a month on various courses during the Spring, Summer and Autumn. All are on handicap so that anyone can play.

b. **Squash.** Overseas members in particular may be offered honorary membership of clubs where squash courts are available. The College also has an arrangement for members to play at Wellington Barracks, which is only ten minutes walk from the College.

c. **Swimming.** Overseas members may become honorary members of the RAC (Royal Automobile Club) in Pall Mall, which has a heated indoor swimming pool, on repayment. There are no military facilities available in London.

Car Parking

23 There are only very limited car parking facilities for cars at Seaford House. Members are advised to use public transport rather than their cars for travelling to and from the College. Car parking in the streets around Belgrave Square is metered (and expensive) between 0830-1830, but free outside of these times.

Dress

24. The normal dress for males is civilian lounge suit (ie, matching jacket and trousers) except for the first day of the course, certain visits, and a few other special occasions when uniform is worn (working dress, and a uniform for more formal occasions are required). Mess Dress and dinner jackets, or their equivalents in other countries, are worn on occasions during the course, and tropical uniforms (if appropriate) may be needed for the overseas tours. National dress is appropriate for most social occasions.

Driving Licences

25. Overseas members are reminded that if they intend driving a car while in the United Kingdom they must bring with them a valid national driving licence, which, if not in English, should bear an English translation. This can be used for one year from arrival. Should it expire during the course then it must either be renewed, or an international driving licence obtained through national channels, or application made for a provisional British licence. The latter option involves a driving test and, until the test is passed, being accompanied when driving by a person holding a valid British licence. Some insurance companies refuse to insure without an international driving licence, so it is wise to bring one.

Leave

26. Major leave periods are:

4th April - 19th April inclusive - Easter Break (2 weeks).

18th July - 16th August inclusive - Summer Break (4 weeks).

Mess Facilities

27. Luncheon, coffee, tea and bar facilities are available at the College on repayment. Mess members are presented with their bills monthly and they are to be paid within 7 days of receipt.

Passports and Visas

28. Members should be in possession of passports which are valid to 30 April 1999. Overseas members when applying for visas for themselves and their families (as applicable) should ensure that the Consular officer concerned is fully aware that they are attending a Ministry of Defence sponsored course, ending in December 1998, at the invitation of Her Majesty's

is more difficult and early warning of this requirement is necessary. Unaccompanied members from overseas may also apply for this accommodation.

b. Accommodation available may not be of the type normally allocated to officers of the rank of the College's members. Applicants must understand that any accommodation allocated to them will have been designed for more junior officers and decoration and furnishings may not be of the highest standard. Accommodation is at The Keep, Kingston Upon Thames about 10 miles from the College and rental charges are modest by London standards (approximately £17 daily).

c. Accommodation offered to overseas members are furnished and contain sufficient bedding, kitchen utensils, crockery, glassware and other household equipment required by a family for normal everyday use.

d. Refrigerators, deep freezers, washing machines, dish washers and television sets are not supplied. Telephones are not provided, but can be installed at the occupants' expense.

e. Applicants should also be aware that they should plan to take over accommodation some days before the start of the Course, avoiding the Christmas and New Year holiday period. The actual physical take-over may be carried out by a representative from the Embassy or High Commission concerned. In these cases occupants will not be charged rent until the actual day that they personally move in.

21. Liaison with occupants on the 1997 Course can often solve problems of accommodation, telephones, TVs, refrigerators, cars etc. Those opting for private accommodation, but who have not been able to arrange this in advance of coming to the UK, are also strongly advised to arrive early enough to give themselves time to make the necessary arrangements before the course begins. Private landlords in the UK often require an advance payment of rent in addition to deposits for telephones, electricity, television etc, and rents in London are very high.

22. UK Service Officers and MOD Civilians:

a. Family Quarters are available by application on the Defence Housing Executive form available from administration units or the DHE Area Office at Kingston. Forms should be sent to:

DHE Area 12, Main Building, The Keep, Kingston Upon Thames, Surrey
KT2 5UP.
Telephone: 0181 549 8780, Fax: 0181 541 1256.

b. A copy of the application should also be sent to the following DHE office which deals with London allocations, and from whom informed advice can be obtained about quarters, schooling, etc.

defence or international relations, approved by the Commandant. Overseas members may find it convenient to bring any written material with them which they plan to incorporate or refer to in their paper, as it can be time consuming sending home for research material.

9. **Members' Lectures.** Members are encouraged to offer a short lecture during the year on a subject in which they have particular experience or expertise, and which would be of wider interest to their colleagues. The programme allows for around 30 such lectures during the year. They are a valuable and enjoyable part of the course. Titles in 1997 ranged from 'Early English Mapmaking' to 'The influence of the Afghan and Vietnam Wars on Russia and America respectively' (given jointly by veterans of those conflicts). In order to assist early selection, and integration into the programme, members are invited to state the proposed title of their lecture in advance by completing para 23 in Annex C of the Joining Instructions.

10. **IT.** During the Course members will receive training on Information Technology in the College and at the Royal Military College of Science at Shrivenham. In order to gauge the level of training required members are asked to complete questions on IT in para 24 in Annex C. Please note that the College has no laptop computers for loan to members but there is access to PCs with Microsoft Word.

Assembly

11. **Arrival.** UK members should arrive by 0930 hrs and overseas members should arrive no later than 1000 hrs on Wednesday 7th January and, where applicable, wear uniform (Service Dress, less hats and belts). Changing facilities are available at the College for members who do not wish to travel in uniform. (The normal dress is explained at para 24).

12. **Location.** Seaford House is situated in the south-east corner of Belgrave Square. It is five minutes walk from Hyde Park Corner (Underground Railway - Piccadilly Line) and Victoria Station (British Rail and Underground Railway - Circle, District and Victoria lines). Hyde Park Corner and Victoria are well served by buses, but they do not run through Belgrave Square.

13. **Transport.** A privately hired coach will be provided from the Family Quarters in The Keep in Kingston from Wednesday 7th January until Friday 6th February, and the cost will be recovered on Mess Bills. The coach will leave from the main entrance of The Keep each day at 0830 and return from the College leaving at 1600. All College residents at The Keep will be assumed to travel on this coach unless we are notified in writing.

14. **Map.** An RCDS map and travel guide of London is issued with these Joining Instructions to members as their personal copy.

Administration

15. In general, UK Service Officers and UK Civilians are administered while on the Course by their 'parent' body as follows:

d. **Tennis.** Three hard tennis courts are available for play in Burtons Court opposite the Royal Hospital Chelsea. A hard court in the centre of Belgrave Square is also available.

e. **Cricket.** Provided there is sufficient support the College plays a number of friendly matches during the Summer.

32. Overseas members may like to take advantage of organisations which have reciprocal arrangements abroad or offer reduced subscriptions. An example is the Automobile Association. Overseas members may therefore like to acquaint themselves with the possibilities before they leave for the UK.

Travel

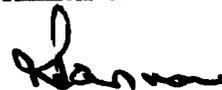
33. Members who travel to and from the College by British Rail are eligible to travel at the reduced fares for students, although travel is subject to some restrictions. Application forms (Titled "Young Persons Railcards") can be obtained from railway stations; two passport type photographs are required. The College will normally supply these free to members in the second week of the course on request. A similar concession for travel by underground and bus is unfortunately not available to College members, but season tickets which cover both are relatively inexpensive.

34. Travel on the several tours which takes place during the course is by various means. Members are strongly advised to insure their baggage and personal effects against loss for the duration of the course.

Action Required

35. You are asked to complete and return to the Secretary as soon as possible the proformae attached at Annex C.

36. At Annex D are specimens of the short biographies for all members at the College. Please write your own in the format shown and return it with Annex C.



R TARSNANE
Brigadier (Retd)
Secretary

18 Jul 1997