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FACTORS CONSIDERED DURING POSTING DELIBERATIONS

8.56 **P. Capability and service requirements.** The paramount obligation for PAF members is the requirement to satisfy the capability needs of the Air Force by filling positions with suitably qualified members.

8.57 **Most appropriate person.** In determining the most appropriate person for an established vacancy a number of factors are considered. Following is a list of factors that are considered; note this list is not exhaustive and other factors of relevance may be included from time to time:

- a. requirements of the position
- b. EC health and overall experience levels in the relevant rank at both gaining and losing units
- c. unit strength and Unit Succession Plan (USP) requirements
- d. a member's likely ability to fill the position, having regard to
 - (1) qualifications/skills possessed (or able to be obtained)
 - (2) tenure in present position
 - (3) career structure requisites
 - (4) career development/career broadening considerations
 - (5) reported performance and suitability predictions as per annual reporting
 - (6) any medical restriction
 - (7) level of security clearance required
 - (8) results of an special assessment requirements or selection processes for competitive postings
 - (9) seniority in rank

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- (10) competitiveness for promotion and ability to be employed at the next rank level
- (11) any administrative sanction or performance related problem
- (12) posting/employment preferences
- (13) personal priorities
- (14) time in area (for PAF members).

8.58 **Personal preferences and restrictions.** As described in the previous section of this Chapter the aspirations and personal requirements of members are important and taken into account during the posting deliberation process provided they have been communicated to the CM. To ensure the best chance that their preferences can be accommodated where realistic, members are urged to keep their EPAR up to date and advise their CM of any change in their personal circumstances.

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POLICY GUIDANCE

POSTING PRIORITIES

1.6 MILPERSMAN, [Part 2, Chapter 1](#)—*Inherent Requirements of Service in the Australian Defence Force* details considerations affecting Defence members on appointment/enlistment and during their service. Defence members are expected to offer unrestricted service. It is an inherent requirement of service that Defence members can reasonably expect to be posted regularly throughout their careers. This may include postings to localities that may not be professionally or personally desirable. In general terms, each Service will post its members to meet and balance, as far as possible, the following priorities:

- a. **ADF and Service requirement.** The primary requirement to satisfy the capability needs of the Service by filling positions with suitably qualified Defence members at the appropriate time.
- b. **Career development.** The provision of a range of courses and postings that broaden a Defence member's experience and enhance employability and promotion prospects.
- c. **Personal preference.** A Defence member's preference for the type, locality and timing of the posting to suit personal aspirations and family circumstances.

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DIRECTOR OF PERSONNEL–AIR FORCE

POLICY GUIDANCE No 25

CAREER MANAGEMENT BOARD – SELECTIONS

Background

1. Career Management Board - Selections (CMB-S) will include, but is not limited to Any Aviator Officer/Enlisted (ANYAv O/E), International Engagement, Command and Staff College (Equivalent), Aide-de-Camp, Staff Officer and Career Manager roles. Of note, selection via CMB-S is not required for O4 positions included in the O4 Career Planning Board (CPB) process.

Aim

2. The aim of this Policy Guidance (PG) is to outline the administrative process for CMB-S.

Board Schedule and Composition

3. CMB-S is administered in separate board series' with the following composition:
- a. Aide-de-Camp, International Engagement (including Diplomatic), Staff Officer (including O05 selections) selections – O6 Board Chair and two additional O5 representatives (Staff Officer and ADC experience preferred).
 - b. Senior Engineering Officer (SENGO), Engineer Sub Unit Command (EngSUC), Warrant Officer Engineering (WOE), and Warrant Officer Networks (WON) selections:
 - (1) SENGO and EngSUC – O06 Board Chair (A9), DDENGTECH, CO (Flying Squadron), and WOFF (previous WOE). Additional board members may be employed to provide sufficient coverage of Air and Ground Engineering
 - (2) WOE – Board Chair (A9 or O05 Representative), DDENGTECH, CO (Flying Squadron), WOFF (previous WOE). Additional board members may be employed to provide sufficient coverage of Air and Ground Engineering
 - (3) WON – Board Chair (A9, Director - Cyberwarfare and Networks or O05 Representative or either), Deputy Director - Networks, DDENGTECH, Operational Member nominated by Director - Cyberwarfare and Networks and WOFF (previous or current WON).
 - c. ANYAv-O/E, including Instructors, selections:
 - (1) ANYAv-E – Board Chair (minimum rank O4) and two additional representatives
 - (2) ANYAv-O – Board Chair (minimum rank O5) and two additional representatives.

Note: Board composition must have a female member as per COSC requirements and should include an independent member (outside of DP-AF), to ensure transparency.

ANYAv-O/E Career Manager roles and responsibilities

4. ANYAv-O/E Career Managers are responsible for the following functions prior to, during and after each CMB-S:
- a. release of Expression of Interest (EOI) and information on the opt in process in approximately November of the year before the commencement of the Career Management Cycle (CMC)
 - b. communicating with CMs to obtain information on the individual's suitability for the proposed position, comments on releasability from mustering and any other information pertinent to the individual's suitability to be employed in an ANYAv-O/E role
 - c. determining Efficiency Factors and First Passing, if required
 - d. advising CMs if there is a need to target additional candidates outside of the opt in EOI process for roles
 - e. completing required Manpower Analysis and Planning Software (MAPS) actions to facilitate the selection process
 - f. communicating with CMs in relation to foldering requirements and requests for comments on releasability and suitability for the proposed position
 - g. any relevant packs for board members or additional information that is required for the Notes Page
 - h. introduction brief in relation to the specific CMB-S
 - i. providing ANYAv-O/E Brief (for each board) on roles that are being selected as well as Unit/FEG input/considerations for those selections.
 - j. CMB Process –MAPS administration during deliberation
 - k. providing information of fact on a candidates profile to CMB members
 - l. providing CMB-S outcomes for Chair endorsement and CAF Authorised Person approval
 - m. specific feedback to candidates through respective candidate CM
 - n. generalised feedback on CMB-S candidate and administrative requirements to Career Managers.

ENGTECH Career Managers roles and responsibilities

5. ENGTECH CMs are responsible for the following functions prior to, during and after Board 3:
- a. communicating with the workforce to advertise the upcoming selection and ensure that members have a voice in the process

- b. arranging board members and scheduling the board to enable their participation
- c. providing CD&CS with board member details and schedule so that travel and accommodation can be facilitated
- d. through A9, providing FEG DLCs an opportunity to provide input/considerations
- e. determining Efficiency Factors and First Passing, if required
- f. providing candidate lists CD&CS for loading onto MAPS.
- g. foldering and/or adding Objective documents into MAPS
- h. any relevant packs for board members or additional information that is required for the Notes Page
- i. introduction Brief in relation to the specific CMB-S
- j. providing SENGO/WOE/WON brief on roles that are being selected as well as FEG DLC input/considerations for those selections
- k. CMB Process – MAPS administration during deliberation
- l. providing information of fact on a candidates profile to CMB members
- m. providing CMB-S outcomes for Chair endorsement and CAF Authorised Person approval
- n. advising outcomes from the board to successful candidates and providing feedback to unsuccessful candidates
- o. generalised feedback to Mustering/Specialisation in relation to CMB-S outcomes.

Career Manager roles and responsibilities

- 6. CMs are responsible for the following functions prior to, during and after Board 1, Board 2 and Board 4:
 - a. identification of additional candidates outside of the EOI process, as required
 - b. provision of workforce considerations/comments to ANYAvO/E CM, as required
 - c. be available during scheduled board to provide information of fact to CMB members on request
 - d. advising outcomes from the board to successful candidates and providing feedback to unsuccessful candidates.

7. **Efficiency Factors and First Pass.** Determination of Efficiency Factors and First Passing candidates is to occur as follows:

- a. **Requirement for first passing.** The decision to First Pass for a particular selection will be made by XO DP-AF for Board 1, Board 2 or Board 4, or DDENGTECH for Board 3. First Passing is only to occur for selections that have a candidate list greater than 50 candidates, with a minimum of 10 candidates to be first passed
- b. **First Pass Efficiency Factors.** Specific Efficiency Factors will be developed by the CMs and endorsed to by either XO DP-AF or DDENGTECH as a framework for First Pass deliberations. The Efficiency Factors will vary depending on the roles being selected for and may include factors such as: performance reporting considerations and required experience. Note that potential candidates should not be excluded as uncompetitive on the grounds of seniority alone.
- c. **First Pass Actions.** The following actions are to occur:
 - (1) ANYAv O/E CM or ENGTECH CM is to determine the requirement for First Pass and make a recommendation to XO DP-AF or DDENGTECH.
 - (2) XO DP-AF or DDENGTECH is to decide if First Pass is required.
 - (3) ANYAv O/E CM or ENGTECH CM is to develop First Pass Efficiency Factors and prepare candidate lists based on those factors.
 - (4) XO DP-AF or DDENGTECH is to endorse the First Pass Efficiency Factors and associated candidates as presented by the respective CM.
 - (5) No later than five working days before the board, CD&CS will load the first pass board on MAPS and provide the associated notes pages to CMs. CMs are to clearly identify the candidates who are first passed on both MAPS and the notes pages.
 - (6) First Pass coding is to be presented to the CMB-S for ratification prior to independent voting.

8. **Omissions.** If a candidate does not meet the essential selection criteria, the ANYAv O/E CM is required to inform the candidates' CM. The CM (inclusive of ENGTECH) is responsible for outlining to the candidate why they have been omitted to allow any discrepancy to be rectified prior to boards. CMs are responsible for advising the ANYAv O/E CM when any discrepancy is rectified and a candidate should be included as a candidate. ANYAv O/E CM and ENGTECH CM are responsible for advising CD&CS if a candidate is required to be added/removed from the candidate list and the reasons for the change.

9. CMs (inclusive of ANYAv O/E) are to ensure the following candidates are not included in the candidates list:

- a. Candidates with a resignation/transfer date (entered in PMKeyS) prior to the promulgation date of board outcomes.
- b. Candidates with a medical classification of J51 and J52.

- c. Candidates with a retirement age date prior to the promulgation date.
10. **Folding.** CMs are to follow the [BLI](#) for either folding or the attachment of applicable documents in MAPS for candidates. This process is to be finalised a week before the board series begins to ensure the board has the requisite information to make an informed decision.
11. **Board Brief.** ANYAv O/E CM or ENGTECH CM are required to provide a Board Brief similar to the format directed by CMB Support. ANYAv O/E CM and ENGTECH CM are responsible for providing this brief to the CMB-S prior to the review of First Pass. This brief is to comment on ANYAv O/E workforce health and CMs are responsible for providing a health brief of their workforce represented by candidates.
12. **Board Process.** The ANYAv O/E CM or ENGTECH CM conducting the board is to remain available to the board until the results are finalised. The ANYAv O/E CM or ENGTECH CM is to ensure that communication occurs with CD&CS at the following junctures of the CMB-S:
- a. **First Pass ratification.** The CM is to advise CD&CS if any members coded under First Pass need to be included back into the candidate list.
- b. **Independent Voting.** The CM is to advise CD&CS when all CMB members have finalised and submitted independent votes.
- c. **Deliberation.** The CM is to advise CD&CS on the completion of deliberation and board code allocation so that the results can be provided to the board chair to ratify.
13. Career Management Board Code (CMBC) A1 will be allocated to candidates selected and CMBC A2 will be allocated to candidates that are shadow or reserve selections. A1 – A2 to be placed in merit order. All other CMBCs will be allocated as per the Career Management Board process. The ANYAv O/E CM or ENGTECH CM is responsible for entering the code as well as specific comments if specified by the board chair into MAPS.
14. **Information of fact.** The ANYAv O/E CM or ENGTECH CM must only provide information of fact in relation to a candidate to board members. If further information is required in relation to a candidate during Board 1, Board 2 or Board 4, the ANYAv O/E CM is to contact the appropriate CM. CMs must be aware of the material considered by the CMB as outlined in [AFPSI Chapter 10, Annex 10A, paragraph 5](#). If unsure whether the information is applicable, the CM must check with CMB Cell prior to providing the information to CMB members.

Implementation

15. This PG is effective from the date of signature.

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