



ROYAL AUSTRALIAN AIR FORCE
Air Force Headquarters
MINUTE

AB25892285

**MEMBERS OF 2017 AIRMEN PROMOTION BOARDS
PROMOTION BOARD GUIDANCE**

1. Every year Air Force focuses on the promotion of its members as a revitalisation of our capability. Promotion outcomes greatly shape the culture and capacity of our Air Force. This is why we need to identify and promote those who have demonstrated professional mastery in rank and specialisation, excellence in leadership and who understand how our values translate into capability enabling behaviours. Those we promote must have the relevant experience and demonstrated potential to succeed rather than survive at the next rank.
2. Promotion recognises the professional competence of our personnel and by its very nature places them in a position of authority. Our leaders shape our organisational character and culture, and instil a common sense of purpose. Your recommendations for promotion must not compromise on proven and respected leadership qualities. Your selections must be airmen who are open to, and encourage, new ideas; show initiative; by nature are innovative; and allow the team to flourish by empowering and supporting subordinates to do their best.
3. Technical mastery dominates the careers of airmen yet we must not forget the pivotal role of strong leadership within the airmen workforce. The Air Force needs leaders who are technically competent so our organisation can function even at a basic level. However, our airmen leaders must also display strategic awareness of Air Force's mission, roles and dependencies in delivering Air Power.
4. Our leaders must take responsibility, set the highest standards, consistently display Air Force Values, and have the moral courage to take appropriate actions when an individual falls short of our standards. Therefore, I expect you to identify those individuals who clearly demonstrate a committed approach to upholding Air Force Values. Look for and value leaders who inculcate a culture of diversity and inclusiveness.
5. There are various pathways and career opportunities that can lead to promotion. Promotion boards have traditionally sought out those airmen with technical depth who can be widely employed at the next rank. This remains an important selection consideration. However, I greatly value the experience of airmen who serve in roles outside of core employment group that are important to Defence, for example instructional roles at training institutions and Defence Force Recruiting appointments. Therefore, you are to actively avoid any devaluation of experience in 'Any Airmen' roles.
6. In your deliberations you are also to recognise where non-traditional career paths have resulted in a depth of knowledge, skills and professional mastery that will be of notable value to Air Force at the next rank. Examples are cyber, networks and electronic warfare. The Promotion Code 2 system of 'cleared for promotion' allows boards to identify a broad

pool of promotable airmen, including those who show great potential to lead Air Force in the emerging capabilities required in a 5th Generation networked environment.

7. The members I expect you to identify and promote are to be leaders in the style I have described. I encourage constructive board feedback to airmen and, when appropriate, also to their assessors. The board is empowered to inform an assessor, through DP-AF, on specific development areas identified for a candidate during deliberations.

8. I expect you to rely on facts only. Hearsay and unconfirmed knowledge is not to be used at boards, and board chairs are also to ensure that both the style and content of deliberations always accords with Air Force values. I require you to respect the 'in-confidence' nature of your deliberations, which means that board feedback to airmen and assessors will be communicated by DP-AF.

9. Finally, I remind you that the ultimate decision to promote an airman rests within DGPERS-AF. Your recommendations will form the basis of a delegate's decisions, but he or she may choose to seek advice from the command chain or consider other relevant information before deciding whether or not to promote an airman or airwoman. I look forward to you identifying the outstanding women and men who can and will lead tomorrow's Air Force.

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GN Davies
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December 2016



ROYAL AUSTRALIAN AIR FORCE
Air Force Headquarters
MINUTE

AB25892286

MEMBERS OF 2017 GROUP CAPTAIN PROMOTION BOARD
PROMOTION BOARD GUIDANCE

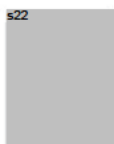
1. Every year Air Force focuses on the promotion of its members as a revitalisation of our capability. Promotion outcomes greatly shape the culture and capacity of our Air Force. This is why we need to identify and promote those who have demonstrated professional mastery in rank and specialisation, excellence in leadership and who understand how our values translate into capability enabling behaviours. Those we promote must have the relevant experience and demonstrated potential to succeed rather than survive at the next rank.
2. Promotion recognises the professional competence of our personnel and by its very nature places them in a position of authority. Our leaders shape our organisational character and culture, and instil a common sense of purpose. Your recommendations for promotion must not compromise on proven and respected leadership qualities. Seek out leaders who create, articulate and enable a vision for their team. Your selections must be officers who are open to, and encourage, new ideas; show initiative; by nature are innovative; and allow the team to flourish by empowering and supporting subordinates to do their best.
3. By the time our officers have reached Wing Commander they have proven technical mastery. The Air Force needs leaders who are technically competent so our organisation can function even at a basic level; however, they must also display strategic appreciation, especially in the context of Air Power. You must also be confident that an officer you recommend for promotion has developed social mastery in character, ethics, followership and leadership.
4. Our leaders must take responsibility, set the highest standards, consistently display integrity and behaviours that are beyond reproach, and have the moral courage to take appropriate actions when an individual falls short of our standards. Therefore, I expect you to identify those individuals who clearly demonstrate a committed approach to upholding Air Force values. Look for and value leaders who inculcate a culture of diversity and inclusiveness.
5. I rely upon our Group Captains to be perceptive, politically astute, and possess the resilience and fortitude to be effective in tri-Service and wider Departmental business. Your selections form the basis of the future SLT.

6. There are various pathways and career opportunities that can lead to promotion. Emerging capability requirements have seen many Wing Commanders take career detours and they are likely to be in areas where the demand will grow. In your deliberations you are to recognise where non-traditional career paths have resulted in a depth of knowledge, skills and professional mastery that will be of notable value to Air Force at the next rank. Focus on finding the outstanding women and men who can and will lead the Air Force.

7. If you identify an officer who has the potential to become an outstanding leader even beyond the next rank, then you should note them in the board minutes for talent management consideration by DP-AF. Conversely, should you identify an officer with limited potential for the next rank, you are to ensure the reasons are crafted and endorsed during the Board sitting for subsequent de-briefing by DP-AF. I encourage constructive board feedback to officers and, when appropriate, also to their assessors. The board is empowered to advise an assessor to coach and mentor an officer on specific development areas identified during deliberations.

8. I expect you to rely on facts in your determinations. I appreciate that some officers will be known to you and you will have an understanding of their professional credibility. If this understanding is based on their demonstrated strength of character, professional ethics, followership, leadership and reported performance then this knowledge can be brought to the board. This must be based on tangibles as the reputation of the promotion process is dependant upon the board membership displaying the highest standards of integrity.

9. Finally, I must remind you that the ultimate decision to promote a Wing Commander to Group Captain rests with me. You are providing me with a pool of suitable candidates for me to select our future SLT. Your recommendations will form the basis of my decisions, but I may choose to seek advice from the command chain or consider other relevant information before deciding whether or not to promote an officer.

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GN Davies
AIRMSHL
CAF

December 2016



ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

AB33830590

MEMBERS OF 2018 AIRMEN PROMOTION BOARDS

PROMOTION BOARD GUIDANCE

1. The promotion process is the primary tool to identify those leaders that are best placed to move the workforce towards a fifth generation Air Force. We need to identify and promote those who have demonstrated professional mastery in rank and specialisation, excellence in leadership and who understand how our values translate into capability enabling behaviours. Those we promote must have the relevant experience and demonstrated potential based on reported performance, to succeed at the next rank.
2. Promotion recognises the professional and technical competence of our personnel and by its very nature places them in an authoritative position. Our leaders' shape who we are, what we want to collectively achieve and provide a sense of belonging to our diverse organisation. Your recommendations for promotion must not compromise on proven and respected leadership qualities but rather, seek out leaders who strive for excellence in all that they do and empower collaborative thinking. Your selections must be airmen who are open to, and encourage new ideas; show initiative; by nature are innovative; and allow the team to flourish by supporting subordinates to do their best. The Air Force needs leaders who are trusted by their subordinates and superiors, and are respected by all.
3. Technical mastery dominates the careers of airmen yet we must not forget the crucial role of strong values based leaders. The Air Force needs leaders who are technically competent; however, our airmen leaders must also display strategic awareness of Air Force's directed Government objectives relevant to their role.
4. Our leaders must be accountable for their own actions, and those of their team. They must set the highest standards, consistently display integrity and behaviours that are beyond reproach, and have the moral courage to take appropriate actions when an individual falls short of our standards. Therefore, I expect you to identify those individuals who clearly demonstrate a committed approach to upholding Air Force values. You must also be confident that an airman you recommend for promotion has strength in character, ethics, followership and leadership.
5. Promotion boards have traditionally sought out those airmen with technical depth across various roles that can be widely employed at the next rank. This remains an important selection consideration; however, there are capabilities and projects that invest in and draw upon specialist airmen to ensure a transition to a new platform can be achieved in a timely manner. This may require some of our airmen to spend a significant period on one platform type and should not reflect poorly on their promotion prospects. Similarly, I value the experience of airmen who serve in roles outside of core trade that are important to Defence, for example instructional roles at training institutions. In your deliberations you are to recognise where non-traditional career paths have resulted in a depth of knowledge, skills

and professional mastery that will be of notable value to Air Force at the next rank but equally reward those that have remained specialist streamed to prepare for the emerging fifth generation platforms.

6. The members I expect you to identify and promote are to be leaders with the characteristics I have described. If they are not, then I will expect you to recommend and record in the promotion board minutes how they can be better prepared. I encourage constructive board feedback to airmen and, when appropriate, also to their assessors. The board is empowered to inform an assessor, through DP-AF, on specific development areas identified for a candidate during deliberations.

7. I expect you to rely on documented evidence only. Hearsay, personal bias and unconfirmed knowledge is not to be used and I expect board chairs to ensure that both the style and content of deliberations always accords with Air Force values. I require you to respect the 'in-confidence' nature of your deliberations, which means that board feedback to airmen and assessors will be communicated by DP-AF only.

8. The ultimate decision to promote an airman rests within DGPERS-AF. Your recommendations will form the basis of a delegate's decisions, but he or she may choose to seek advice from the command chain or consider other relevant information before deciding whether or not the promotion is suitable. I look forward to you identifying the outstanding women and men who can and will lead tomorrow's Air Force.

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GN Davies
AIRMSHL
CAF

8 January 2018



ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

AB33830609

MEMBERS OF 2018 SQNLDR AND WGCDR PROMOTION BOARDS PROMOTION BOARD GUIDANCE

1. The promotion process is the primary tool to identify those leaders that are best placed to move the workforce towards a fifth generation Air Force. We need to identify and promote those who have demonstrated professional mastery in rank and specialisation, excellence in leadership and who understand how our values translate into capability enabling behaviours. Those we promote must have the relevant experience and demonstrated potential based on reported performance, to succeed at the next rank.
2. Promotion recognises the professional and technical competence of our personnel and by its very nature places them in an authoritative position. Our leaders' shape who we are, what we want to collectively achieve and provide a sense of belonging to our diverse organisation. Your recommendations for promotion must not compromise on proven and respected leadership qualities but rather, seek out leaders who strive for excellence in all that they do and empower collaborative thinking. Your selections must be officers who are open to, and encourage new ideas; show initiative; by nature are innovative; and allow the team to flourish by supporting subordinates to do their best. The Air Force needs leaders who are able to identify, articulate and enable a vision for their team. The Air Force needs leaders who are trusted by their subordinates and superiors, and are respected by all.
3. Professional mastery dominates the careers of officers yet we must not forget the crucial role of strong values based leadership. The Air Force needs leaders who are technically and professionally competent however; our officers must also display a strategic knowledge of Air Power and its link to directed Government objectives.
4. Our leaders must be accountable for their own actions, and those of their team. They must set the highest standards, consistently display integrity and behaviours that are beyond reproach, and have the moral courage to take appropriate actions when an individual falls short of our standards. Therefore, I expect you to identify those individuals who clearly demonstrate a committed approach to upholding Air Force values. You must also be confident that an officer you recommend for promotion has strength in character, ethics, followership and leadership.
5. Promotion boards have traditionally sought out those officers with depth across a various roles that can be widely employed at the next rank. This remains an important selection consideration however, there are growing capabilities and projects that invest in and draw upon specialist officers. Similarly, I value the experience of officers who serve in roles outside of specialisations that are important to Defence, for example instructional roles at training institutions. In your deliberations you are to recognise where non-traditional career paths have resulted in a depth of knowledge, skills and professional mastery that will be of

notable value to Air Force at the next rank but equally reward those that have remained specialist streamed to prepare for the emerging fifth generation platforms.

6. The officers I expect you to identify and promote are to be leaders with the characteristics I have described. If you identify an officer who has the potential to become an outstanding leader even beyond the next rank, then you should note them in the board minutes for talent management consideration by DP-AF. If they are not, then I expect you to recommend and record in the promotion board minutes how they can be better prepared. I encourage constructive board feedback to officers and when appropriate, also to their assessors. The board is empowered to inform an assessor, through DP-AF, on specific development areas identified for a candidate during deliberations. Should you identify an officer with limited suitability or potential for the next rank, you are to ensure the reasons are documented.

6. I expect you to rely on facts in your determinations. I appreciate that some officers will be known to you and you will have an understanding of their professional credibility. If this understanding is based on their demonstrated strength of character, professional ethics, followership, leadership and reported performance then this knowledge can be brought to the board. This must be based on tangibles as the reputation of the promotion process is dependent upon the board membership displaying the highest standards of integrity.

7. Finally, I remind you that the ultimate decision to promote officers rests within DGPERS-AF. Your recommendations will form the basis of the delegates' decisions; however, they may choose to seek advice from the command chain or consider other relevant information before deciding whether or not to promote an officer. I look forward to you identifying the outstanding women and men who can and will lead tomorrow's Air Force.

s22

GN Davies
AIRMSHL
CAF

8 January 2018



ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

AB33830617

MEMBERS OF 2018 GROUP CAPTAIN PROMOTION BOARD

PROMOTION BOARD GUIDANCE

1. The promotion process is the primary tool to identify those leaders that are best placed to move the workforce towards a fifth generation Air Force. We need to identify and promote those who have demonstrated professional mastery in rank and specialisation, excellence in leadership and who understand how our values translate into capability enabling behaviours. Those we promote must have the relevant experience and demonstrated potential based on reported performance, to succeed at the next rank.
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3. By the time our officers have reached Wing Commander they have proven a knowledge and understanding of both technical and professional mastery. You must also be confident that an officer you recommend for promotion has developed social mastery in character, ethics, followership and leadership. The Air Force needs leaders who are technically and professionally competent however; our senior officers must also be able to incorporate their strategic knowledge of Air Power and its link to directed Government objectives.
4. Our leaders must be accountable for their own actions, and those of their team. They must set the highest standards, consistently display integrity and behaviours that are beyond reproach, and have the moral courage to take appropriate actions when an individual falls short of our standards. Therefore, I expect you to identify those individuals who clearly demonstrate a committed approach to upholding Air Force values. I rely upon our Group Captains to be perceptive, politically astute, and possess the resilience and fortitude to be effective in tri-Service and wider Government direction. Your selections form the basis of the future Senior Leadership Team.
5. There are various pathways and career opportunities that can lead to promotion. Emerging capability requirements have seen many Wing Commanders take career detours and they are likely to be in areas where the demand is growing. In your deliberations you are to recognise where non-traditional career paths have resulted in a depth of knowledge,

skills and professional mastery that will be of notable value to Air Force at the next rank and beyond.

6. The officers I expect you to identify and promote are to be leaders with the characteristics I have described. If you identify an officer who has the potential to become an outstanding leader even beyond the next rank, then you should note them in the board minutes for talent management consideration by DP-AF. If they are not, then I expect you to recommend and record in the promotion board minutes how they can be better prepared. I encourage constructive board feedback to officers and when appropriate, also to their assessors. The board is empowered to inform an assessor, through DP-AF, on specific development areas identified for a candidate during deliberations. Should you identify an officer with limited suitability or potential for the next rank, you are to ensure the reasons are documented.

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8. Finally, I must remind you that the ultimate decision to promote a Wing Commander to Group Captain rests with me. You are providing me with a pool of talented candidates for me to select our future Senior Leadership Team. Your recommendations will form the basis of my decisions, but I may choose to seek advice from the command chain or consider other relevant information before deciding whether or not to promote an officer. I look forward to you identifying the outstanding women and men who can and will lead tomorrow's Air Force.

s22



GN Davies
AIRMSHL
CAF

9 January 2018



ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

BO796198

MEMBERS OF 2019 AIRMEN PROMOTION BOARDS

PROMOTION BOARD GUIDANCE

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2. Promotion boards have traditionally sought out those airmen with technical depth across various roles that can be widely employed at the next rank. This remains an important selection consideration; however, there are capabilities and projects that invest in and draw upon specialist airmen to ensure a transition to a new platform can be achieved in a timely manner. This may require some of our airmen to spend a significant period on one platform type and should not reflect poorly on their promotion prospects. Similarly, I value the experience of airmen who serve in roles outside of core trade that are important to Defence, for example instructional roles at training institutions. In your deliberations you are to recognise where non-traditional career paths have resulted in a depth of knowledge, skills and professional mastery that will be of notable value to Air Force at the next rank but equally reward those that have remained specialist streamers to prepare for the emerging fifth generation platforms.

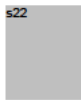
3. The Air Force needs leaders who are technically competent; however, our leaders must be accountable for their own actions, and those of their team. They must set the highest standards, consistently display integrity and behaviours that are beyond reproach, and have the moral courage to take appropriate actions when an individual falls short of our standards. Therefore, I expect you to identify those individuals who clearly demonstrate a committed approach to upholding Air Force values. You must also be confident that an airman you recommend for promotion has strength in character, ethics, followership and leadership.

4. Your selections must also be airmen who are open to, and encourage new ideas; show initiative; by nature are innovative; and allow the team to flourish by supporting subordinates to do their best. The Air Force needs leaders who are trusted by their subordinates and superiors, and are respected by all. Our leaders' shape who we are, what we want to collectively achieve and provide a sense of belonging to our diverse organisation. Your recommendations for promotion must not compromise on proven and respected leadership qualities but rather, seek out leaders who strive for excellence in all that they do and empower collaborative thinking.

5. The members I expect you to identify and promote are to be leaders with the characteristics I have described. If they are not, then I will expect you to recommend and record in the promotion board minutes how they can be better prepared. I encourage constructive board feedback to airmen and, when appropriate, also to their assessors. The board is empowered to inform an assessor, through DP-AF, on specific development areas identified for a candidate during deliberations.

6. I expect you to rely on documented evidence only. Hearsay, personal bias and unconfirmed knowledge is not to be used and I expect board chairs to ensure that both the style and content of deliberations always accords with Air Force values. I require you to respect the 'in-confidence' nature of your deliberations, which means that board feedback to airmen and assessors will be communicated by DP-AF only.

7. The ultimate decision to promote an airman rests within DGPERS-AF. Your recommendations will form the basis of a delegate's decisions, but he or she may choose to seek advice from the command chain or consider other relevant information before deciding whether or not the promotion is suitable. I look forward to you identifying the outstanding women and men who can and will lead tomorrow's Air Force.



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AIRMSHL
CAF

November 2018



ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

BO796194

MEMBERS OF 2019 SQNLDR AND WGCDR PROMOTION BOARDS PROMOTION BOARD GUIDANCE

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notable value to Air Force at the next rank but equally reward those that have remained specialist streamed to prepare for the emerging fifth generation platforms.

6. The officers I expect you to identify and promote are to be leaders with the characteristics I have described. If you identify an officer who has the potential to become an outstanding leader even beyond the next rank, then you should note them in the board minutes for talent management consideration by DP-AF. If they are not, then I expect you to recommend and record in the promotion board minutes how they can be better prepared. I encourage constructive board feedback to officers and when appropriate, also to their assessors. The board is empowered to inform an assessor, through DP-AF, on specific development areas identified for a candidate during deliberations. Should you identify an officer with limited suitability or potential for the next rank, you are to ensure the reasons are documented.

6. I expect you to rely on facts in your determinations. I appreciate that some officers will be known to you and you will have an understanding of their professional credibility. If this understanding is based on their demonstrated strength of character, professional ethics, followership, leadership and reported performance then this knowledge can be brought to the board. This must be based on tangibles as the reputation of the promotion process is dependent upon the board membership displaying the highest standards of integrity.

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GN Davies
AIRMSHL
CAF

November 2018



ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

BO796192

MEMBERS OF 2019 GROUP CAPTAIN PROMOTION BOARD

PROMOTION BOARD GUIDANCE

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3. By the time our officers have reached Wing Commander they have proven a knowledge and understanding of both technical and professional mastery. You must also be confident that an officer you recommend for promotion has developed social mastery in character, ethics, followership and leadership. It is expected that the officers you select have the ability to socially engage in Political concepts and government objectives. This must be demonstrated by their ability to lead, communicate, educate and manage their workforce. The Air Force needs leaders who are able to identify, articulate and enable a vision for their team. The Air Force needs leaders who are trusted by their subordinates and superiors, and are respected by all.
4. Our leaders must be accountable for their own actions, and those of their team. They must set the highest standards, consistently display integrity and behaviours that are beyond reproach, and have the moral courage to take appropriate actions when an individual falls short of our standards. Therefore, I expect you to identify those individuals who clearly demonstrate a committed approach to upholding Air Force values. I rely upon our Group Captains to be perceptive, politically astute, and possess the resilience and fortitude to be effective in tri-Service and wider Government direction. Your selections form the basis of the future Senior Leadership Team.
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AIRMSHL
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November 2018



ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

BO3724062

PROMOTION BOARD GUIDANCE – AIRMEN AND AIRWOMEN

1. Selecting the most talented airmen and airwomen for advancement is fundamental to establishing a 5th Generation Air Force. The Air Force of the future will have unprecedented access to information, and will need to integrate with Army, Navy and coalition partners to create joint effects. Those identified for promotion must be able to excel in this type of environment. Our leaders must understand and be able to explain air power's place in, and contribution to, national security. They are expected to have developed technical mastery, air power mastery and social mastery—the three tenants of professional mastery.¹

2. Selections for advancement should be regarded as a talent management decision that shapes the future leadership of Air Force. There are five key areas that you will need to consider in determining a candidate's competitiveness for advancement:

a. **Potential.** Individuals must demonstrate potential to understand and lead the implementation of future force objectives and possess the attributes to be considered for further advancement. Air Force has encouraged and required a number of individuals to pursue non-traditional career paths, due to emerging capability requirements. Equally, some individuals have undertaken roles outside of core trade, such as instructional duties at training institutions. In your deliberations, you are to recognise and equally value potential and performance in non-traditional career paths (including those who have moved between SERCATs or undertaken flexible work), which have resulted in a depth of knowledge, skills and professional mastery that will be of notable value to Air Force at the next rank. Tenure in a posting location is not to be utilised as a factor that determines promotion suitability.

b. **Strategic understanding.** Airman and airwomen should have an understanding of Air Force's strategic direction beyond their current Force Element Group or Service Group. I especially value divergent thinkers who demonstrate recognition of, and support for the Air Force Strategic Vectors (Joint Warfighting Capability, People Capability, Communications and Information Systems, Infrastructure and International Engagement) as they will be key in our transition into the 5th Generation Air Force.

c. **Leadership.** The Air Force needs leaders who are able to identify, articulate and enable a vision for their team. Your recommendations must be airmen and airwomen who have a demonstrated focus on innovation, are open to and encourage new ideas and are productively divergent of view. Those identified must value their people as an enabler of capabilities and demonstrate inclusive and influential leadership of our diverse teams. Your recommendations for promotion must seek out leaders who strive for excellence through inclusion and collaborative thinking within their team.


¹ The Royal Australian Air Force Leadership Companion.

d. **Professional Development.** The board should consider if an individual has invested in developing their breadth of knowledge to enhance organisational capability. Professional development may include PME, postgraduate qualifications and vocational courses.

e. **Fifth Generation Behaviours.** As we move forward to meet the future, our people must embody the behaviours of a 5th Generation Air Force. The future leaders in Air Force will drive success if they are agile, collaborative, informed, resilient, and able to deliver integrated effects. In addition, they must set the highest standards both personally and for their team that are aligned to our Air Force and Defence values.

3. The airmen and airwomen I expect you to identify for promotion are to possess the characteristics I have described. If they have the necessary potential, but are not yet ready, then I expect you to recommend how they can be better prepared. Should you identify an individual with limited suitability or potential for advancement, you are to ensure the reasons are documented.

4. I look forward to considering your proposed recommendations of those outstanding women and men who can and will lead tomorrow's Air Force.

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November 2019



ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

BO3723070

2020 PROMOTION GUIDANCE - GROUP CAPTAIN

1. Selecting the most talented Wing Commanders for advancement is fundamental to establishing a 5th Generation Air Force. The Air Force of the future will have unprecedented access to information, and will need to integrate with Army, Navy and coalition partners to create joint effects. Those identified for promotion must be able to excel in this type of environment. Our leaders must understand and be able to explain air power's place in, and contribution to, national security. They are expected to have a proven knowledge, understanding and performance across all aspects of professional mastery.¹

2. Selection for advancement should be regarded as a talent management decision that profoundly shapes the future leadership and direction of Air Force. There are four key areas that I require you to consider in determining a candidate's competitiveness for advancement:

a. **Potential.** Individuals must demonstrate potential to understand and lead the implementation of future force objectives and exhibit the attributes to perform effectively in the Air Force Senior Leadership Team. Air Force has encouraged and required a number of individuals to pursue non-traditional career paths, due to emerging capability requirements. In your deliberations, you are to recognise and equally value potential and performance in non-traditional career paths (including those who have moved between SERCATs or undertaken flexible work), which have resulted in a depth of knowledge, skills and professional mastery that will be of notable value to Air Force at the next rank.

b. **Strategic Vision.** Group Captains need to be perceptive, politically astute, and possess the resilience and fortitude to be effective in joint, allied, coalition and cross-departmental teams. Therefore, individuals must have demonstrated the ability to achieve joint effects on behalf of Government. An acceptance and understanding of the value of industry and academia in creating operational and strategic joint effects, is also required. Individuals must also have the ability to socially engage in political concepts and government objectives.

c. **Leadership.** The Air Force needs leaders who are able to identify, articulate and enable a vision for their team. Your recommendations must be officers who have a demonstrated focus on innovation, are open to and encourage new ideas and are productively divergent of view. Those identified must value their people as an enabler of capabilities and demonstrate inclusive and influential leadership of our diverse teams. You must be confident that an officer has the intellectual capacity, maturity and professionalism


¹ The Royal Australian Air Force Leadership Companion.

to serve as a change agent by influencing others towards the Air Force's and Defence's strategic direction, and to embrace organisational and cultural reform.

d. **Fifth Generation Behaviours.** As we move forward to meet the future, our people must embody the behaviours of a 5th Generation Air Force. The future leaders in Air Force will drive success if they are agile, collaborative, informed, resilient, and able to deliver integrated effects. In addition, they must set the highest standards both personally and for their team that are aligned to our Air Force and Defence values.

3. The officers I expect you to identify for promotion are to possess the characteristics I have described. If they have the necessary potential, but are not yet ready, then I expect you to recommend how they can be better prepared. Should you identify an officer with limited suitability or potential for the next rank, you are to ensure the reasons are documented.

4. I look forward to considering your proposed recommendations of those outstanding women and men who can and will lead tomorrow's Air Force.

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November 2019



ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

BO3723654

2020 PROMOTION GUIDANCE – OFFICER AND WARRANT OFFICER

1. Selecting the most talented Officers and Warrant Officers (Officers) for advancement is fundamental to establishing a 5th Generation Air Force. The Air Force of the future will have unprecedented access to information, and will need to integrate with Army, Navy and coalition partners to create joint effects. Those identified for promotion must be able to excel in this type of environment. Our leaders must understand and be able to explain air power's place in, and contribution to, national security. They are expected to be adept in technical mastery, air power mastery and social mastery—the three tenants of professional mastery.¹

2. Selection for advancement should be regarded as a talent management decision that profoundly shapes the future leadership and direction of Air Force. There are five key areas that I require you to consider in determining a candidate's competitiveness for advancement:

a. **Potential.** Individuals must demonstrate potential to understand and lead the implementation of future force objectives and possess the attributes to be considered for further advancement. Air Force has encouraged and required a number of individuals to pursue non-traditional career paths, due to emerging capability requirements. In your deliberations, you are to recognise and equally value potential and performance in non-traditional career paths (including those who have moved between SERCATs or undertaken flexible work), which have resulted in a depth of knowledge, skills and professional mastery that will be of notable value to Air Force at the next rank.

b. **Strategic Vision.** Officers should have a demonstrated understanding of Air Force's strategic direction beyond their current Force Element Group or Service Group. I especially value divergent thinkers who demonstrate recognition of, and support for the Air Force Strategic Vectors (Joint Warfighting Capability, People Capability, Communications and Information Systems, Infrastructure and International Engagement) as they will be key in our transition into the 5th Generation Air Force.

c. **Leadership.** The Air Force needs leaders who are able to identify, articulate and enable a vision for their team. Your recommendations must be Officers who have a demonstrated focus on innovation, are open to and encourage new ideas and are productively divergent of view. Those identified must value their people as an enabler of capabilities and demonstrate inclusive and influential leadership of our diverse teams. You must be confident that an officer has the intellectual capacity, maturity and professionalism to serve as a change agent by influencing others towards the Air Force's and Defence's strategic direction, and to embrace organisational and cultural reform.


¹ The Royal Australian Air Force Leadership Companion.

d. **Professional Development.** The board should consider if an individual has invested in developing their breadth of knowledge to enhance organisational capability. Professional development may include PME, CTMC/ACSC (or equivalent), postgraduate qualifications, vocational courses and placements within external organisations such as government or industry.

e. **Fifth Generation Behaviours.** As we move forward to meet the future, our people must embody the behaviours of a 5th Generation Air Force. The future leaders in Air Force will drive success if they are agile, collaborative, informed, resilient, and able to deliver integrated effects. In addition, they must set the highest standards both personally and for their team that are aligned to our Air Force and Defence values.

3. The Officers I expect you to identify for promotion are to possess the characteristics I have described. If they have the necessary potential, but are not yet ready, then I expect you to recommend how they can be better prepared. Should you identify an Officer with limited suitability or potential for advancement, you are to ensure the reasons are documented.

4. I look forward to considering your proposed recommendations of those outstanding women and men who can and will lead tomorrow's Air Force.

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November 2019



ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

BP11623654

PROMOTION BOARD GUIDANCE – AIRMEN AND AIRWOMEN

1. Selecting the most talented airmen and airwomen for advancement is fundamental to how Air Force will creatively and dynamically contribute to the joint force. The Air Force of the future will have unprecedented access to air and space information, and will need to integrate with Army, Navy and coalition partners to create joint effects. Those identified for promotion must be able to excel in this type of environment. Our leaders must understand and be able to explain air and space power's place in, and contribution to the national strategic effect. They are expected to have developed technical mastery, air and space power mastery and social mastery—the three tenets of professional mastery.¹

2. Selections for advancement should be regarded as a talent management decision that shapes the future leadership of Air Force. There are five key areas that you will need to consider in determining a candidate's competitiveness for advancement:

a. **Potential.** Individuals must demonstrate potential to understand and lead the implementation of future force objectives and possess the attributes to be considered for further advancement. Air Force has encouraged and required a number of individuals to pursue non-traditional career paths, due to capability requirements. Equally, some individuals have undertaken roles outside of core trade, such as instructional duties at training institutions. In your deliberations, you are to recognise and equally value potential and performance in non-traditional career paths (including those who have moved between SERCATs or undertaken flexible work), which have resulted in a depth of knowledge, skills and professional mastery that will be of notable value to Air Force at the next rank. Tenure in a posting location is not to be utilised as a factor that determines promotion suitability.

b. **Strategic understanding.** Airman and airwomen must have an understanding of Air Force's strategic direction beyond their current Force Element Group or Service Group. I especially value those who understand how air and space power capabilities contribute to the joint force, to support the national strategic effect and understand the linkage between their work at the tactical level and the achievement of such effects.

c. **Leadership.** The Air Force needs leaders who are able to identify, articulate and enable a vision for their team. Your recommendations must be airmen and airwomen who have a demonstrated focus on innovation, are open to and encourage new ideas and are productively divergent of view. Those identified must value their people as an enabler of capabilities and demonstrate inclusive leadership of our diverse teams. Your recommendations for promotion must seek out leaders who develop and nurture resilience among their subordinates and strive for excellence through inclusion and collaborative thinking within their team.

¹ The Royal Australian Air Force Leadership Companion.

d. **Professional Development.** The board should consider if an individual has invested in developing their breadth of knowledge to enhance organisational capability. Demonstrated investment in professional development may include study towards the achievement of tertiary and/or vocational qualifications as well as notable achievement in PME.

e. **Joint Force Behaviours.** Air Force must be part of Australia's ability to synchronise and mobilise all aspects of national power. The future leaders in Air Force will have developed broad networks across the ADF demonstrating they are agile, collaborative, informed, resilient, and cognisant of air and space power's role in delivering integrated effects. In addition, they must set the highest standards both personally and for their team that are aligned to our ADF values.

3. The airmen and airwomen I expect you to identify for promotion are to possess the characteristics I have described. If they have the necessary potential, but are not yet ready, then I expect you to recommend how they can be better prepared. Should you identify an individual with limited suitability or potential for advancement, you are to ensure the reasons are documented.

4. As a Board, you play an essential role in realising the Air Force Strategy through identifying our future leaders from the wide pool of talent within Air Force. I look forward to considering your recommendations of those outstanding women and men who can and will lead tomorrow's Air Force.

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ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

BP11623659

PROMOTION GUIDANCE - GROUP CAPTAIN

1. Selecting the most talented Wing Commanders for advancement is fundamental to how Air Force will creatively and dynamically contribute to the Joint Force. The Air Force of the future will have unprecedented access to air and space information, and will need to integrate with Army, Navy and coalition partners to create joint effects. Those identified for promotion must be able to excel in this type of environment. Our leaders must understand and be able to explain air and space power's place in, and contribution to, the national strategic effect. They are expected to have a proven knowledge, understanding and performance across all aspects of professional mastery.¹

2. Selection for advancement should be regarded as a talent management decision that profoundly shapes the future leadership and direction of Air Force. There are four key areas that I require you to consider in determining a candidate's competitiveness for advancement:

a. **Potential.** Individuals must demonstrate potential to understand and lead the implementation of future force objectives and exhibit the attributes to perform effectively in the Air Force Senior Leadership Team. Air Force has encouraged and required a number of individuals to pursue non-traditional career paths, due to emerging capability requirements. In your deliberations, you are to recognise and equally value potential and performance in non-traditional career paths (including those who have moved between SERCATs or undertaken flexible work), which have resulted in a depth of knowledge, skills and professional mastery that will be of notable value to Air Force at the next rank. Above all, I ask you to consider how a member's *total* value to the organisation will contribute to Air Force's ability to support the achievement of national strategic effect. In doing so, I expect you to expand your horizons beyond an assessment of a member's performance, and critically examine how they have demonstrated the ability to exert influence across the Defence enterprise, not just within Air Force.

b. **Strategic Vision.** Group Captains need to be perceptive, politically astute, and possess the resilience and fortitude to be effective in joint, allied, coalition and cross-departmental teams. Therefore, individuals must have demonstrated the ability to achieve joint effects on behalf of Government. An acceptance and understanding of the value of industry and academia in creating operational and strategic joint effects is also required. Individuals must also have the ability to engage meaningfully in the realm of political concepts and government objectives.

¹ The Royal Australian Air Force Leadership Companion.

c. **Leadership.** The Air Force needs leaders who are able to identify, articulate and enable a vision for their team. Your recommendations must be officers who have a demonstrated focus on innovation, are open to and encourage new ideas and are productively divergent of view. Moreover, you should identify those officers who have shown an ability to *bring these new ideas into being*. The ability to combine creativity with pragmatism will be crucial to Air Force's ability to contribute meaningfully across the entire spectrum from cooperation to conflict. Those identified must value their people as an enabler of capabilities and demonstrate inclusive leadership of our diverse teams. You must be confident that an officer has the intellectual capacity, maturity and professionalism to serve as a change agent by influencing others towards the Air Force's strategic direction, and to embrace organisational and cultural reform.

d. **Joint Force Behaviours.** Air Force must be part of Australia's ability to synchronise and mobilise all aspects of national power. The future leaders in Air Force will be networked across the ADF to drive success if they are agile, collaborative, informed, resilient, and able to deliver integrated effects. In addition, they must set the highest standards both personally and for their team that are aligned to our ADF values.

3. The officers I expect you to identify for promotion are to possess the characteristics I have described. If they have the necessary potential, but are not yet ready, then I expect you to recommend how they can be better prepared. Should you identify an officer with limited suitability or potential for the next rank, you are to ensure the reasons are documented.

4. As a Board, you play an essential role in realising the Air Force Strategy through identifying our future leaders from the wide pool of talent within Air Force. I look forward to considering your recommendations of those outstanding women and men who can and will lead tomorrow's Air Force.

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ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

BP11623665

PROMOTION GUIDANCE – OFFICER AND WARRANT OFFICER

1. Selecting the most talented Officers and Warrant Officers (Officers) for advancement is fundamental to how Air Force will creatively and dynamically contribute to the joint force. The Air Force of the future will have unprecedented access to air and space information, and will need to integrate with Army, Navy and coalition partners to create joint effects. Those identified for advancement must be able to excel in this type of environment. Our leaders must understand and be able to explain air and space power's place in, and contribution to the national strategic effect. They are expected to be adept in technical mastery, air and space power mastery and social mastery—the three tenets of professional mastery.¹

2. Selection for advancement should be regarded as a talent management decision that profoundly shapes the future leadership and direction of Air Force. There are five key areas that I require you to consider in determining a candidate's competitiveness for advancement:

a. **Potential.** Individuals must demonstrate potential to understand and lead the implementation of future force objectives and possess the attributes to be considered for further advancement. Air Force has encouraged and required a number of individuals to pursue non-traditional career paths, due to capability requirements. In your deliberations, you are to recognise and equally value potential and performance in non-traditional career paths (including those who have moved between SERCATs or undertaken flexible work), which have resulted in a depth of knowledge, skills and professional mastery that will be of notable value to Air Force at the next rank or tier.

b. **Strategic Vision.** Officers and Warrant Officers must have a demonstrated understanding of Air Force's strategic direction beyond their current Force Element Group or Service Group. I especially value those who understand how air and space power capabilities contribute to the joint force, in support of national strategic effect.

c. **Leadership.** The Air Force needs leaders who are able to identify, articulate and enable a vision for their team. Your recommendations must be Officers and Warrant Officers who have a demonstrated focus on innovation, are open to and encourage new ideas and are productively divergent of view. Those identified must value their people as an enabler of capabilities and demonstrate inclusive leadership of our diverse teams. You must be confident that individuals have the intellectual capacity, maturity and professionalism to serve as a change agent by influencing others towards the Air Force's strategic direction, and to embrace organisational and cultural reform.

d. **Professional Development.** The board should consider if an individual has invested in developing their breadth of knowledge to enhance organisational capability. Demonstrated

¹ The Royal Australian Air Force Leadership Companion.

investment in professional development may include study towards the achievement of tertiary and/or vocational qualifications as well as and placements within external organisations such as government or industry.

e. **Joint Force Behaviours.** Air Force must be part of Australia's ability to synchronise and mobilise all aspects of national power. The future leaders in Air Force exploit broad networks across the ADF demonstrating they are agile, collaborative, informed, resilient, and cognisant of air and space power's role in delivering integrated effects. It is crucial that Air Force's future leaders have a demonstrated ability to work collegiately with other Groups and Services toward outcomes that are in the best interests of the joint force. In addition, they must set the highest standards both personally and for their team that are aligned to our ADF values.

3. The Officers and Warrant Officer I expect you to identify for advancement are to possess the characteristics I have described. If they have the necessary potential, but are not yet ready, then I expect you to recommend how they can be better prepared. Should you identify an individual with limited suitability or potential for advancement, you are to ensure the reasons are documented.

4. As a Board, you play an essential role in realising the Air Force Strategy through identifying our future leaders from the wide pool of talent within Air Force. I look forward to considering your recommendations of those outstanding women and men who can and will lead tomorrow's Air Force.

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ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

BP17528799

PROMOTION BOARD GUIDANCE – ENLISTED

1. Selecting the most talented aviators for advancement is fundamental to how Air Force will creatively and dynamically contribute to the joint force. The Air Force of the future will have unprecedented access to air and space information, and will need to integrate with Army, Navy and coalition partners to create joint effects. Those identified for promotion must be able to excel in this type of environment. Our leaders must understand and be able to explain air and space power's place in, and contribution to the national strategic effect. They are expected to have developed technical mastery, air and space power mastery and social mastery—the three tenets of professional mastery.¹

2. Selections for advancement should be regarded as a talent management decision that shapes the future leadership of Air Force. There are five key areas that you will need to consider in determining a candidate's competitiveness for advancement:

a. **Potential.** Individuals must demonstrate potential to understand and lead the implementation of future force objectives and possess the attributes to be considered for further advancement. Air Force has encouraged and required a number of individuals to pursue non-traditional career paths, due to capability requirements. Equally, some individuals have undertaken roles outside of core trade, such as instructional duties at training institutions. In your deliberations, you are to recognise and equally value potential and performance in non-traditional career paths (including those who have moved between SERCATs or undertaken flexible work), which have resulted in a depth of knowledge, skills and professional mastery that will be of notable value to Air Force at the next rank. Tenure in a posting location is not to be utilised as a factor that determines promotion suitability.

b. **Strategic understanding.** Our enlisted members must have an understanding of Air Force's strategic direction beyond their current Force Element Group or Service Group. I especially value those who understand how air and space power capabilities contribute to the joint force, to support the national strategic effect and understand the linkage between their work at the tactical level and the achievement of such effects.

c. **Leadership.** The Air Force needs leaders who are able to identify, articulate and enable a vision for their team. Your recommendations must be individuals who have a demonstrated focus on innovation, are open to and encourage new ideas and are productively divergent of view. Those identified must value their people as an enabler of capabilities and demonstrate inclusive leadership of our diverse teams. Your recommendations for promotion must seek out leaders who develop and nurture resilience among their subordinates and strive for excellence through inclusion and collaborative thinking within their team.

¹ The Royal Australian Air Force Leadership Companion.

d. **Professional Development.** The board should consider if an individual has invested in developing their breadth of knowledge to enhance organisational capability. Demonstrated investment in professional development may include study towards the achievement of tertiary and/or vocational qualifications as well as notable achievement in PME.

e. **Joint Force Behaviours.** Air Force must be part of Australia's ability to synchronise and mobilise all aspects of national power. The future leaders in Air Force will have developed broad networks across the ADF demonstrating they are agile, collaborative, informed, resilient, and cognisant of air and space power's role in delivering integrated effects. In addition, they must set the highest standards both personally and for their team that are aligned to our ADF values.

3. The aviators I expect you to identify for promotion are to possess the characteristics I have described. If they have the necessary potential, but are not yet ready, then I expect you to recommend how they can be better prepared. Should you identify an individual who has the potential to become an outstanding leader beyond the next rank, you are to identify their potential in the board notes for future career management opportunities. Conversely, should you identify an individual with limited potential for advancement, you are to ensure the reasons are documented.

4. As a Board, you play an essential role in realising the Air Force Strategy through identifying our future leaders from the wide pool of talent within Air Force. I look forward to considering your recommendations of those outstanding women and men who can and will lead tomorrow's Air Force.

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ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

BP17528907

PROMOTION GUIDANCE - GROUP CAPTAIN

1. Selecting the most talented Wing Commanders for advancement is fundamental to how Air Force will creatively and dynamically contribute to the Joint Force. The Air Force of the future will have unprecedented access to air and space information, and will need to integrate with Army, Navy and coalition partners to create joint effects. Those identified for promotion must be able to excel in this type of environment. Our leaders must understand and be able to explain air and space power's place in, and contribution to, the national strategic effect. They are expected to have a proven knowledge, understanding and performance across all aspects of professional mastery.¹

2. Selection for advancement should be regarded as a talent management decision that profoundly shapes the future leadership and direction of Air Force. There are four key areas that I require you to consider in determining a candidate's competitiveness for advancement:

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b. **Strategic Vision.** Group Captains need to be perceptive, politically astute, and possess the resilience and fortitude to be effective in joint, allied, coalition and cross-departmental teams. Therefore, individuals must have demonstrated the ability to achieve joint effects on behalf of Government. An acceptance and understanding of the value of industry and academia in creating operational and strategic joint effects is also required. Individuals must also have the ability to engage meaningfully in the realm of political concepts and government objectives.

¹ The Royal Australian Air Force Leadership Companion.

c. **Leadership.** The Air Force needs leaders who are able to identify, articulate and enable a vision for their team. Your recommendations must be officers who have a demonstrated focus on innovation, are open to and encourage new ideas and are productively divergent of view. Moreover, you should identify those officers who have shown an ability to *bring these new ideas into being*. The ability to combine creativity with pragmatism will be crucial to Air Force's ability to contribute meaningfully across the entire spectrum from cooperation to conflict. Those identified must value their people as an enabler of capabilities and demonstrate inclusive leadership of our diverse teams. You must be confident that an officer has the intellectual capacity, maturity and professionalism to serve as a change agent by influencing others towards the Air Force's strategic direction, and to embrace organisational and cultural reform.

d. **Joint Force Behaviours.** Air Force must be part of Australia's ability to synchronise and mobilise all aspects of national power. The future leaders in Air Force will be networked across the ADF to drive success if they are agile, collaborative, informed, resilient, and able to deliver integrated effects. In addition, they must set the highest standards both personally and for their team that are aligned to our ADF values.

3. The officers I expect you to identify for promotion are to possess the characteristics I have described. If they have the necessary potential, but are not yet ready, then I expect you to recommend how they can be better prepared. Should you identify an officer with limited suitability or potential for the next rank, you are to ensure the reasons are documented.

4. As a Board, you play an essential role in realising the Air Force Strategy through identifying our future leaders from the wide pool of talent within Air Force. I look forward to considering your recommendations of those outstanding aviators who can and will lead tomorrow's Air Force.

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ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

BP17529111

PROMOTION GUIDANCE – OFFICER AND WARRANT OFFICER

1. Selecting the most talented Officers and Warrant Officers for advancement is fundamental to how Air Force will creatively and dynamically contribute to the joint force. The Air Force of the future will have unprecedented access to air and space information, and will need to integrate with Army, Navy and coalition partners to create joint effects. Those identified for advancement must be able to excel in this type of environment. Our leaders must understand and be able to explain air and space power's place in, and contribution to the national strategic effect. They are expected to be adept in technical mastery, air and space power mastery and social mastery—the three tenets of professional mastery.¹

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b. **Strategic Vision.** Officers and Warrant Officers must have a demonstrated understanding of Air Force's strategic direction beyond their current Force Element Group or Service Group. I especially value those who understand how air and space power capabilities contribute to the joint force, in support of national strategic effect.

c. **Leadership.** The Air Force needs leaders who are able to identify, articulate and enable a vision for their team. Your recommendations must be Officers and Warrant Officers who have a demonstrated focus on innovation, are open to and encourage new ideas and are productively divergent of view. Those identified must value their people as an enabler of capabilities and demonstrate inclusive leadership of our diverse teams. You must be confident that individuals have the intellectual capacity, maturity and professionalism to serve as a change agent by influencing others towards the Air Force's strategic direction, and to embrace organisational and cultural reform.

d. **Professional Development.** The board should consider if an individual has invested in developing their breadth of knowledge to enhance organisational capability. Demonstrated

¹ The Royal Australian Air Force Leadership Companion.

investment in professional development may include study towards the achievement of tertiary and/or vocational qualifications as well as and placements within external organisations such as government or industry.

e. **Joint Force Behaviours.** Air Force must be part of Australia's ability to synchronise and mobilise all aspects of national power. The future leaders in Air Force exploit broad networks across the ADF demonstrating they are agile, collaborative, informed, resilient, and cognisant of air and space power's role in delivering integrated effects. It is crucial that Air Force's future leaders have a demonstrated ability to work collegiately with other Groups and Services toward outcomes that are in the best interests of the joint force. In addition, they must set the highest standards both personally and for their team that are aligned to our ADF values.

3. The Officers and Warrant Officers I expect you to identify for advancement are to possess the characteristics I have described. If they have the necessary potential, but are not yet ready, then I expect you to recommend how they can be better prepared. Should you identify an individual who has the potential to become an outstanding leader beyond the next rank, you are to identify their potential in the board notes for future career management opportunities. Conversely, should you identify an individual with limited potential for advancement, you are to ensure the reasons are documented.

4. As a Board, you play an essential role in realising the Air Force Strategy through identifying our future leaders from the wide pool of talent within Air Force. I look forward to considering your recommendations of those outstanding aviators who can and will lead tomorrow's Air Force.

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ROYAL AUSTRALIAN AIR FORCE

OFFICE OF THE CHIEF OF AIR FORCE

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PROMOTION GUIDANCE

1. Today, we are engaged in competition with reduced warning time to conflict, meaning we need to prepare for military operations in the Indo-Pacific now, and to expedite our efforts to preserve military advantage. Our Air Force needs to be ready, resilient and resourceful; capable of delivering the air and space power effects necessary to enable the joint force in peace and war; protecting our sovereignty, resisting coercion and exercising our rights under international law. Central to Air Force's capability, and our ability to achieve our mission, is our people, our future leaders.

2. Your selection of our most talented Aviators for advancement is fundamental to Air Force's ability to creatively and dynamically contribute to the joint force. The Air Force of the future will have unprecedented access to air and space information, and will integrate across Defence, Government, our key allies and partners to create joint effects. Our leaders will need to understand air and space power's place in, and contribution to, the national strategic effect. They will need to be adept in social mastery, technical mastery and defence mastery. When you identify Aviators for advancement, you are making a talent management decision that profoundly shapes the future leadership and direction of the joint force.

3. I therefore wish you to consider five key areas when determining a candidate's competitiveness for advancement:

a. **Potential.** Individuals will need demonstrated potential to understand and lead the execution of future force objectives, and further possess the attributes to be considered for further advancement. The nature of conflict is changing, and a number of Aviators have either been required, or encouraged, to pursue non-traditional career paths due to capability requirements. In your deliberations, you will need to recognise and equally value potential and performance in non-traditional career paths (including those who have moved between SERCATs or undertaken flexible work outside of the ADF), which has resulted in a depth of knowledge, skills and professional mastery that will be of notable value to the Defence enterprise, at the next rank or tier.

b. **Strategic Vision.** Our enlisted Aviators need an understanding of Air Force's strategic direction within their current Force Element or Service Group. Officers and Warrant Officers will further need a demonstrated understanding of the Defence strategic direction beyond their current Force Element or Service Group. Additional understanding and experience of how air and space power capabilities contribute to the joint force, in support of national strategic effect, will further enhance competitiveness for promotion.

c. **Leadership.** The Air Force needs leaders who are able to identify, articulate and enable a vision for their team. Those you recommend will need to embrace innovation, be

open to, and encourage, new ideas and demonstrate productive divergence of views. Those you identify will need to be committed to optimising the performance of our workforce as enablers of capability, and demonstrate respectful and inclusive leadership of our diverse teams. You should be confident that individuals identified for promotion have the intellectual capacity, maturity and professionalism to influence and lead others, and to embrace organisational and cultural reform.

d. **Technical Mastery and Professional Development.** Our readiness requires tactical excellence, therefore extended posting or location tenures may be needed as individuals consolidate and master skills. Consideration of tenure in role or locality should not be a primary determinant of a member's career profile and is not to be utilised as a factor that determines promotion suitability. The board should also consider if an individual has invested in developing their breadth of knowledge to enhance organisational capability. Demonstrated investment in professional development may include study towards the achievement of tertiary and/or vocational qualifications, as well as placements within external organisations such as government or industry or even volunteering within their local community.

e. **Joint Force Behaviours.** Our ability to deliver air and space power is dependent on, and enhanced by, the authentic relationships we all build as ambassadors for our Air Force, and our nation. Air Force must be part of Australia's ability to synchronise and mobilise all aspects of national power. Leaders in Air Force will need to exploit broad networks across the ADF and Defence, demonstrating they are agile, collaborative, informed, resilient, and cognisant of air and space power's role in delivering integrated effects. It is crucial that Air Force leaders have a demonstrated ability to work collegiately with other Groups, Services and Agencies toward outcomes that are in the best interests of the joint force. In addition, they must set the highest standards both personally, and for their team, aligned to our values.

4. You will need to consider these elements in context with each individual's current rank, career pathway and/or employment profile. Should you identify an individual who has the potential to become an outstanding leader beyond the next rank, you should identify their potential in your board notes for future career management opportunities. Conversely, should you identify an individual with limited potential for advancement, you should ensure the reasons are also documented.

5. The Aviators you identify for advancement will need to be ready, resilient, and resourceful so that our Air Force can meet the integrated, complex and significant challenges that we face. As a Board, you play an essential role in realising the Air Force Strategy through identifying our future leaders from the wide pool of talent within Air Force. I look forward to seeing your outcomes through the annual Promotion Message listing outstanding Aviators who can, and will lead, tomorrow's Air Force and the Australian Defence Force.

Per Ardua Ad Astra.

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