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s47E(d)

s47E(c), s47E(d)

TASKING AND DIRECTIONS FOR FACT FINDING INTO A COMPLAINT ABOUT THE SELECTION PROCESS USED TO RECOMMEND THE NEXT COMMANDER AUSTRALIAN AIR FORCE CADETS

1. Pursuant to this Minute, you are tasked as a fact finding officer and I direct you to undertake fact finding in relation to a complaint made by s47F to CAF on 4 June 2026. s47E(d) complaint was in relation to the selection process used by the Board in to recommend a candidate as the next Commander Australian Air Force Cadets (AAFC). I require you to collect evidence and submit a written report to me upon the following matters.
2. You are to provide a chronological account of the selection process used, including but not limited to promulgation of any expressions of interest, initial vetting, candidate selection, board processes and candidate notification. Specifically and to the extent reasonably practicable, you must review the convening, composition, conduct and communication of Board outcome to determine:
 - a. whether there were any policies or guidelines used to support the Board process and if so, were they complied with.
 - b. whether there was diversity of background, experience and gender across board members.
 - c. whether there were specialist or independent members used as part of the Board process.
 - d. the extent to which board members were familiar with relevant Youth Safety policy.
 - e. whether anyone declared a conflict of interest with any candidate and if so, how the chair managed the conflicts in the conduct of the Board
 - f. whether there was any Fit and Proper Person Check undertaken in respect of the candidates, either by Cadet Branch or through DSIM.
 - g. the manner in which candidates were advised of the outcome of the board.
 - h. any other relevant factors in the selection process.
3. In your Report, you must provide to the extent practicable details including, but not limited to the following:
 - a. the date, time and place of any activities described in paragraph 2
 - b. the circumstances of the event/s (how and why the event/s occurred)
 - c. the members involved in the events, including those responsible for shortlisting candidates for the Board and those who may have been involved in administering the board (e.g. Secretary)

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- d. whether there was provision in policy or process to allow candidates to be informed of Board outcomes before the delegate (CAF) had made a decision about the appointment
- e. what, if any, corrective action should be taken against any person as an outcome of your findings, and if so the details of that action
- f. whether there were any other issues which may have contributed to the event/s, and/or
- g. whether there was at the time of the event/s, any deficiencies or weaknesses in Defence or AAFC policies, practices, procedures, orders or training, and if so, whether the deficiency or weakness still exists.

Procedure

- 4. You must follow, as closely as practicable, the procedural guidance in the *Good Administrative Decision Making Manual (GADMMAN)*.

Witnesses

- 5. You must take written, signed witness statements or have transcripts of interview prepared, for all material witnesses. Each witness is to be given a copy of the Notice to Witnesses in accordance with the GADMMAN. You must confirm in your Report that this has been done. You must ensure that witnesses understand the contents of these documents prior to signing them.
- 6. You are also to inform me in writing if you are unable to obtain evidence from any person who could give evidence relevant to the fact finding, including reasons for this.

Management of Conflict and Bias

- 7. You must prepare a statement of impartiality and independence (SII), for you and I to sign before you commence the fact finding. You will notify me of any potential bias in the legal sense or conflict of interest on your part related to any individual, unit, or organisation that is part of this Fact Finding. In this regard, I draw your attention to AG5: Conflicts of interest.
- 8. All witnesses must be given a copy of our SII at the outset of their initial interview with you. You must inform me immediately if any witness has concerns relating to:
 - a. your impartiality or independence, and/or
 - b. my impartiality or independence.
- 9. If you become aware of any bias in the legal sense, conflict or potential conflict of interest on your part or mine during the fact finding, you must report this to me, in writing, immediately.

Communications

- 10. Communications between you as the fact finding officer, and me as the tasking decision-maker, may be in writing as you see fit, or we may speak privately, or

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alternatively in the company of my staff. Progress reports must be no more than fortnightly, made verbally to me, or by email if a verbal report is impracticable.

11. For the avoidance of doubt, you will be my agent, undertaking the fact finding on my behalf. At any time, I can conduct my own fact finding with respect to matters in these directions, in which case I will inform you, or we may conduct joint fact finding.

Variation

12. If, during the fact finding, it becomes apparent that a line of inquiry should be followed which falls outside the confines of these directions you must advise me in writing requesting a variation of these directions with reasons for the request.

Notifiable incident

13. If you form the opinion that the subject matter of the fact finding has reached the threshold for a 'notifiable incident' as defined in AG4 to the Defence Instruction, you will inform me immediately.

14. I will decide whether a referral will be made to conduct an inquiry under the Defence (Inquiry) Regulations 2018 (Defence Inquiry Regulations), or whether the matter should be referred to a Defence Investigative Authority, in accordance with AG4 to the Defence Instruction.

Potential adverse findings – procedural fairness

15. I direct you to comply with the hearing rule component of procedural fairness by giving a notice of potential adverse findings (NPAF) to a potentially affected person (PAP) in accordance with the GADMMAN in the event that such findings are contemplated against a PAP.

Review of Report

16. You will not arrange for a legal review of your Report..

No findings of criminal/disciplinary offences

17. You are not to make a finding that any person has committed a criminal offence or disciplinary offence. Should you at any time come to the conclusion that a criminal or disciplinary offence may have been committed in accordance with the standard of proof beyond reasonable doubt, you will suspend the fact finding into that aspect of the matter and report the circumstances to me.

18. You may, however, make findings on the balance of probabilities (the standard of reasonable satisfaction) that a person has not complied with a legal duty or obligation. For example, you might, hypothetically, find that an ADF member failed to comply with CDF's lawful general order in Defence Instruction Administrative Policy to report in accordance with AG4.

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Recommendations

19. You may make recommendations arising from your findings. This may include:
 - a. whether consideration of administrative action (including referral to Code of Conduct) is warranted against any person involved in the events
 - b. whether the conduct of any person involved in the events warrants further investigation by service or civilian police
 - c. whether any remedial action is required to prevent a recurrence of any of the events, and
 - d. whether any action which should be taken to correct any training, orders, instructions or publications to prevent a recurrence and/or improve processes. In particular, you are to consider whether policy guidance for AAFC selections that require approval or endorsement by Air Force requires improvement, including but not limited to when and how Fit and Proper Person Checks should be conducted.
20. For clarity and convenience, recommendations should be published in a table format containing the following detail for each recommendation:
 - a. the findings to which it relates, and
 - b. the relevant page(s)/paragraph(s) references within the report where the related findings(s) are contained.

Documentation

21. Copies of the following documents must be attached to your report in the Objective file referenced at the top of this Minute:
 - a. this Minute tasking you, including these directions
 - b. any relevant Defence Incident Record
 - c. any Notices to Witnesses
 - d. transcripts of interviews prepared by the transcription service provider to Defence, with the sound recordings of the interviews
 - e. any statements taken from witnesses (signed or unsigned), including any statutory declarations
 - f. any NPAFs and responses by PAPs
 - g. all relevant Defence Instructions, orders and publications (or extracts or links, where appropriate), and
 - h. any other exhibits obtained during the course of the fact finding.

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Report

22. You must complete your report by 30 Jun 26 or, if completion is expected to be delayed, you must request an extension with reasons.

23. Your Report and all fact finding material must be submitted electronically into the Objective link referenced at the top of this Minute.

Information Management

24. You are to use the objective folder (link attached) for storing all relevant information. I have placed files in the folder to provide you with background information for your awareness only.

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DCAF

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16 Jun 26

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DCAF

FACT FINDING INTO A COMPLAINT ABOUT THE SELECTION PROCESS USED TO RECOMMEND THE NEXT COMMANDER AUSTRALIAN AIR FORCE CADETS

References:

- A. s47E(d) Tasking and Directions for Fact Finding into a complaint about the selection process used to recommend the next commander Australian Air Force Cadets
- B. s47E(d) Brief for CAF: Selection of Commander Australian Air Force Cadets
- C. Defence FOI 1250/25/26 Document 1
- D. Director of Personnel – Air Force Policy Guidance No.11, Management of Career Management Board – Command dated 22 Oct 25
- E. s47E(d) CDF Directive 3/25 - Fit and Proper Person Check

Summary

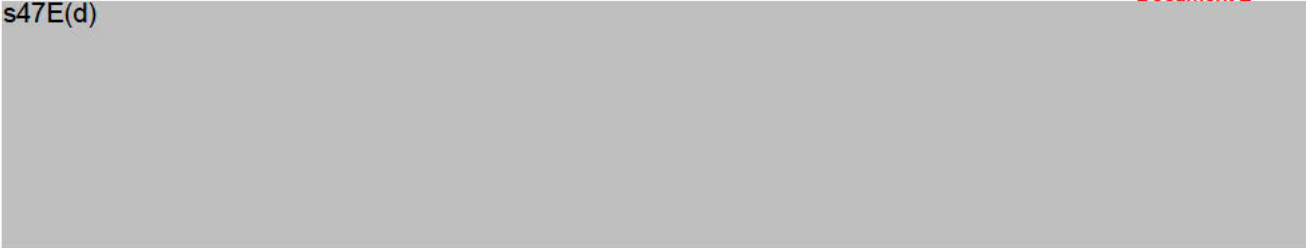
1. During the conduct of this Fact Find I did not detect any evidence of mal-administration or misconduct. I do not recommend any corrective action be taken against, or censure be given to, any individual. However, I do note areas for better policy and procedural alignment between Cadet Branches - Air Force and ADF/RAAF.

2. The principal issue raised by the complainant, s47F, is s47F claim that the selection process used to select the next CDR AAFC falls 'well-short of the rigour, independence and specialist oversight that such an appointment demands'. s47E(d)

Notwithstanding areas for improvements in administration, the process used to select a recommended candidate for CDR AAFC was sound and the selected candidate remains suitable for CAF consideration pending completion of a Tier 3 Fit and Proper Person Check.

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Background

4. In reference A you tasked me as a fact-finding officer to undertake fact finding into a complaint by s47F about the selection process used by the Board in recommending s47E(c), s47E(d) for Commander Australian Air Force Cadets (AAFC). s47E(d)



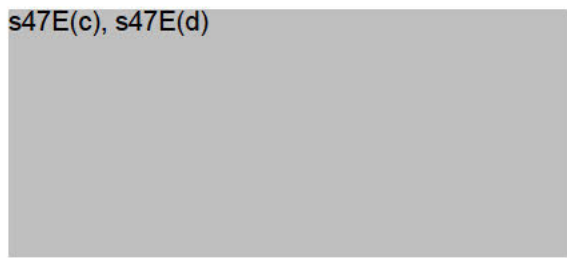
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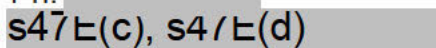
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Annexes:

A. s47E(d)



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- | | | |
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| 2. | s47E(d) | s47E(c), s47E(d) |
| 3. | s47E(d) | s47E(c), s47E(d) |
| 4. | s47E(d) | s47E(c), s47E(d) |
| 5. | s47E(d) | s47E(c), s47E(d) |
| 6. | s47E(d) | s47E(c), s47E(d) |
| 7. | s47E(d) | s47E(c), s47E(d) |
| 8. | s47E(d) | Notice to ADF Witness |
| 9. | s47E(d) | Terms of Reference |
| 10. | s47E(d) | DP-AF Policy Guidance No.11, Management |
| | of Career Management Board | |
| 11. | s47E(d) | CDF Directive 03/25 |
| 12. | s47E(d) | Brief for CAF: Selection of CDR AAFC |
| 13. | s47E(d) | Defence FOI 1250/25/26 Document 1 |



Commander – Australian Air Force Cadets

The opportunity exists for a suitably skilled and motivated person to lead and develop one of the premier youth development organisations in Australia for the next three years.

The Royal Australian Air Force (RAAF) administers the Australian Air Force Cadets (AAFC) and is seeking a suitable person to lead the AAFC s Commander-AAFC (CDR-AAFC). The person who fills this role will need to be a dynamic leader with: vision; excellent people skills; a passion for youth development and aviation; and possess an appreciation of the military environment.

We are looking for a dedicated individual to:

- Develop Australian youth
- Shape the future of the AAFC
- Provide inspirational leadership and promote the values of the AAFC
- Maintain and develop excellence across the organisation especially in aviation, safety and equity

The successful applicant will need to demonstrate: a successful career at line or general management level; inspirational leadership skills; appropriate negotiation and facilitation skills; a consultative leadership approach; and the ability to manage change effectively. Experience as a military officer or AAFC Officer of Cadets is an advantage but is not essential. Safety is a key organisational value of the Air Force and the AAFC. The successful applicant will be expected to understand that safety and the protection of youth is the key responsibility of this leadership role.

The CDR-AAFC is a part-time, volunteer position at Group Captain (AAFC) rank appointed by the Chief of Air Force (CAF). The CDR-AAFC is responsible to the Director General Cadets – Air Force (DGCADETS-AF). Remuneration is based on the Defence Cadet Volunteer Payment allowance. However, the effort and time invested in the role will far outweigh the financial compensation. As with all AAFC uniformed officers and instructors, the true reward is seeing young lives enhanced through a positive cadet experience.

As part of the Australian Defence Force Cadet Program, the mission of the AAFC is to inspire and develop young Australians, with a focus on air, space and cybersecurity environments, enabling them to achieve their full potential and contribute to Australia's future success. The AAFC has units located in every Australian State and Territory with approximately 10,500 young Australians (aged between 13 and 18 years) and approximately 2,200 adult volunteers.

The appointment of CDR-AAFC will be for three years commencing on 21 August 2026 with an option for a further two years at the discretion of the CAF.

If you are an Australian citizen and have the passion and time to devote to a rewarding part-time volunteer organisation, this is an opportunity worth consideration. All appointments are subject to the applicant obtaining the relevant 'Working with Children' and police checks.

Prospective applicants are encouraged to discuss the requirements and rewards of the position with the DGCADETS-AF, Air Commodore Tony Bull, Tel: s47E(c), before submitting an application. Selection criteria are available at: <https://www.airforcecadets.gov.au/cdr-aafc-selection-criteria>.

Applications close at 2359 hrs AEST on Friday, 24 April 2026, and may be forwarded to email: 
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DIRECTIVE 03/2025
BY THE CHIEF OF THE DEFENCE FORCE

**FIT AND PROPER PERSON CHECK – SELECTION FOR
PROMOTIONS, COMMAND AND OTHER SELECT APPOINTMENTS,
AND SERVICE SUITABILITY CHECKS**

REFERENCES

- A. *Defence Regulation 2016*
- B. *Defence (Chief of the Defence Force) Delegations 2023* dated 08 May 2024
- C. *CDF Directive 2024/02 – Selection for Australian Defence Force Command Appointments*

PURPOSE

1. This directive sets my expectations for delegates assessing an individual's suitability for Command, select appointment, promotion (including direction to act at higher rank), and reappointment or re-enlistment in the Australian Defence Force (ADF).

GENERAL DIRECTION TO DELEGATES

2. The Defence Values and Behaviours provide clear guidance for all ADF members. Personnel exercising delegations under references A and B are to carefully consider if an applicant is fit and proper to perform the duties of the position or rank being considered through the context of the Defence Values and Behaviours.
3. Delegates are to:
 - a. critically assess a candidate's service and or employment history, taking into account any relevant database or personnel record across the Defence enterprise;
 - b. consider all historically relevant evidence available in formulating an assessment of an individual's fit and proper person status;

- c. review evidence through the lens of our contemporary Defence Values and Behaviours; and
 - d. when making a decision pertaining to selection for Command appointments, apply the additional guidance provided in reference C.
4. The onus of decisions must centre on the individual's appropriateness to provide initial or further capability within the Defence enterprise. Delegates are to be confident in their decision-making so as not to expose our people or Defence to an unreasonable level of behavioural risk.
5. I recognise individuals may make mistakes in the course of their careers or prior to seeking appointment or enlistment. Delegates are to reasonably consider:
- a. patterns of recorded unacceptable behaviour and the nature, timeframe, and frequency of substantiated incidents;
 - b. the impact of a continuing pattern of poor or sub-standard decision-making (including mismanaging complaints); and
 - c. evidence of significant serious incidents indicating a lapse of judgement or more ingrained character flaw (including the behaviours attributed to specific incidents rather than focusing only on the disciplinary or administrative outcomes).
6. Delegates are to make an objective assessment of available evidence over opinion or speculation and should balance the evidence against the importance or impact of the posting, appointment, or promotion under consideration.
7. Delegates are to record the reasons for their decision where an individual is determined fit and proper despite documented incidents or patterns of unacceptable behaviour (retained in an appropriate corporate record including the member's service file). As this decision is not adverse to an individual, recording the reasons for this decision on a member's record does not give rise to procedural fairness obligations. The record is to include applicable mitigation or reform.
8. All delegates are to apply this direction to all ranks and all Service categories.

MINIMUM CHECKS REQUIRED

9. Annex A lists the information tier available to the delegate or decision maker by category.
10. Tier One checks are conducted at the unit, formation, or force element group level. The ADF Fit and Proper Person Check Cell within the Military Personnel Division conducts all Tier Two and Tier Three checks and provides this information to ADF delegates and decision-makers on request.
11. Delegates are permitted to seek further information when there is insufficient evidence to make a decision (and must record any additional information sources on the decision statement). Delegates may need to seek access to primary evidence, rather than the incident summary as contained on some databases, to ensure they have sufficient data to make an informed decision.

12. Further guidance on fit and proper person checks is as follows:
- a. Tier One checks are to be conducted of all unit records, including (but not limited to) unit personnel files, unit discipline registers, PMKeyS, or equivalent databases and any material specific to the individual's performance and behaviour. These checks can be completed at the unit level prior to approving a nomination or promotion.
 - b. Tier Two checks are to be conducted of personnel records, including (but not limited to) the member's career management dossier or equivalent, discipline records, and any database containing information on the nature or frequency of any incidents or pattern of unacceptable behaviour (including mismanaging complaints). With the introduction of the Defence Enterprise Resource Planning Case Management System (DECMS), these checks require special access to all case types and are conducted by the ADF Fit and Proper Person Cell.
 - c. In addition to the Tier Two checks listed above, all reappointment or re-enlistment candidate requests are to include the reason for initial separation and a review of employment post-separation for the delegate's consideration. To the extent reasonably possible, the delegate is to review the candidate's employment history to ensure there is no evidence of activities which may damage the reputation of the ADF. The ADF Fit and Proper Person Cell will conduct DECMS checks. The candidate and ADF Careers are to provide any additional information regarding the candidate's previous employment prior to the delegate's decision. This forms an element of Part 2 of the Service Suitability Assessment and is managed by ADF Careers and the relevant appointment cell.
 - d. On completion of Tier Two checks, a Tier Three review by the ADF Fit and Proper Person Cell includes the records held exclusively by the Service Headquarters Sensitive and Strategic Issues Management case files and Service Headquarters legal dossiers (where available).

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IMPLEMENTATION

13. This directive supersedes and replaces CDF Directive 12/2022 Fit and Proper Person Suitability Check – Selection for Promotion, Command and Other Select Appointments and CDF Directive 03/2020 Fit and Proper Person – Service Suitability Check.
14. This directive is effective immediately and will remain extant until included in MILPERSMAN or withdrawn by me.
15. This directive is sponsored by the Chief of Personnel.
16. The Chief of Personnel is to review this directive by 31 December 2025 or if arrangements significantly change.

s22

David Johnston AC
Admiral RAN
Chief of the Defence Force

09 February 2025

Distribution:

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For information:

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COMD JMPU

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ANNEX A TO
CDF DIRECTIVE 03/2025

TABLE ONE: MINIMUM REQUIRED FIT AND PROPER PERSON CHECK

Function and Category	Tier
Service Suitability Assessment (SSA) – part 1¹	
• Reappointment and re-enlistment.	Tier 2
Service category transfer (including Service Option C engagement)	
• Service category 2 to 7.	Tier 2
Service transfer	
• All, including in-Service commissioning.	Tier 2
Promotion	
• Promotion where chain of command is the responsible organisation.	Tier 1
• Promotion where Career Management Agency is the responsible organisation.	Tier 2
• Promotion where Career Management Agency is the responsible organisation (for O6 and above and tiered warrant officers).	Tier 3
Appointments and Posting	
• Senior Leadership Group and Senior Enlisted Leader positions.	Tier 3
• Defence attaché or advisor and all overseas representational positions.	Tier 3
• Command positions: O4 commanders of an independent ship, sub-unit, or unit; O5–O8 commanders of a force element; and O4–O8 commanders of a force assigned force element.	Tier 3
• Ab-initio, training schools, and establishment positions, including commanding officer, instructor, and other executive positions or positions of influence (ADF Careers positions).	Tier 3
• Direct Parliament-facing positions, including (but not limited to) Defence Liaison Officers, Defence Advisors, Ministerial aides-de-camp.	Tier 3
• All designated youth facing roles.	Tier 3
• Individual Service designated positions (Service strategic issues management, culture-based positions, and other positions the service deem necessary to have such check).	Tier 3
• Postings as a military advisor, aide-de-camp, personal assistant, executive assistance, or staff officer to two-star officers and above.	Tier 2
• All overseas postings with the exception of training courses, operations, and exercises.	Tier 2
• Attendance at Australian Defence Force representational sport or international engagement activities.	Tier 1
• Participation in high profile media engagement.	Tier 2

¹ Note: Part 2 of the SSA pertains to previous employment suitability, training, and credentialing considerations outside of the scope of a fit and proper person check.

AUSTRALIAN AIR FORCE CADETS NATIONAL HEADQUARTERS



AAFC

STANDING INSTRUCTION

AAFC SI(PERS) 01-02—CONDITIONS OF MEMBERSHIP—INSTRUCTOR OF CADETS AND OFFICER OF CADETS

CONDITIONS OF MEMBERSHIP—INSTRUCTOR OF CADETS AND OFFICER OF CADETS	
Document ID	s22
Version	1.04
Effective Date	20-Jul-23
Review Date	30 Jun 25
Approving Authority	DGCADETS-AF

UNCONTROLLED IF PRINTED

**AAFC SI(PERS) 01-02—CONDITIONS OF MEMBERSHIP—INSTRUCTOR OF
CADETS AND OFFICER OF CADETS**

DOCUMENT AUTHORITIES

Business Process Owner (BPO) – Document Developer
DDPERS

Accountable Manager (AM) – Document Reviewer
DDGCADETS-AF

Business Process Authority (BPA) – Approving Authority
DGCADETS-AF

AMENDMENT RECORD

Version	Date	Changes from Previous Version
1.00	05 Feb 21	Initial Issue
1.01	15 Jul 21	Clarified wording Annex A, paras 3 & 6(g), Annex B, para 8(b).
1.02	16 Sep 21	Amended First Aid requirements & added UAL request form.
1.03	04 Jan 22	Editorial amendment–Review date reflects biennial review table
1.04	20 Jul 23	1. Minor amendment to wording for uniform at private functions 2. Added specific instruction WRT Protection Orders 3. Amended IMT training guidance 4. Added posting compliance requirement 5. Amended leave administration policy – Annex E 6. Minor editorial changes throughout.

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AAFC SI(PERS) 01-02—CONDITIONS OF MEMBERSHIP—INSTRUCTOR OF CADETS AND OFFICER OF CADETS

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AAFC SI(PERS) 01-02—CONDITIONS OF MEMBERSHIP—INSTRUCTOR OF CADETS AND OFFICER OF CADETS

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AAFC SI(PERS) 01-02

INTRODUCTION

1. An adult person may volunteer to become a member of the Australian Air Force Cadets (AAFC) and be accepted as an [Officer of Cadets \(OOC\)](#) or [Instructor of Cadets \(IOC\)](#) by applying to the Chief of Air Force (CAF) through their local AAFC unit.
2. To become a member of the AAFC, the volunteer must satisfy AAFC and Defence suitability requirements. To remain an [OOC](#) or [IOC](#) the member must undertake ongoing personal development and initial and periodic suitability checks.

AIM

3. The aim of this instruction is to define the requirements for acceptance as, and ongoing conditions of service for an [OOC](#) or [IOC](#) in the AAFC.

AUTHORITY

4. The authority for this instruction is Director-General Cadets - Air Force (DGCADETS-AF).

SCOPE

5. This Instruction applies to [all personnel](#) while administering, managing or participating in operations or activities of the AAFC.

DEFINITIONS

6. Policy definitions are detailed in [AAFC Definitions](#).

CONDITIONS OF MEMBERSHIP

Eligibility

7. **Authorities.** Only [decision-makers](#) who are identified in [Annex A](#) to [AAFC SI\(ADMIN\) 05-01—Positions and Responsibilities](#) or identified in this SI are to make recommendations and decisions in relation to acceptance of and conditions of service for [OOC](#) and [IOC](#).
8. [OOC](#) and [IOC](#) are subject to ADF Cadets and relevant Defence rules and regulations while on AAFC activities or when administering or representing the AAFC. OOC and IOC must comply with relevant [AAFC Orders, Instructions and Publications \(OIP\)](#) and ADF and statutory youth safety requirements to uphold their [duty of care](#) to all personnel.
9. [Annex A](#) details the conditions for acceptance of a person as an OOC or IOC.

Status and relationship of OOC/IOC

10. Acceptance as a volunteer OOC or IOC does not make that person a member of the [ADF](#) and no contract of employment exists between an AAFC member and the Commonwealth.

11. While [AAFC members](#) are not ADF members, for the purposes of Work Health and Safety (WHS), OOC and IOC are subject to the following Acts:

- a. The Military Rehabilitation and Compensation Act 2004 (MRCA). This is administered by the Department of Veteran's Affairs (DVA) see [AAFC Safety Manual - Chapter 22 - Rehabilitation and Compensation](#).
- b. The Safety Rehabilitation and Compensation Act 1988, also administered by DVA, provides similar coverage for harm incurred prior to 1 July 2004.
- c. Work Health and Safety Act 2011 - OOC/IOC are defined as workers under section 7 of the WHS Act 2011(Cth), and therefore are subject to legal duties outlined in section 28 of the Act. As a condition of service, all OOC/IOC must:
 - (1) take reasonable care for their own health and safety
 - (2) take reasonable care that their actions (including lack of actions) do not adversely affect the health and safety of others
 - (3) comply, so far as they are reasonably able, with any reasonable instruction given to them by Defence, Air Force and their supervisory chain
 - (4) co-operate with any reasonable policy or procedure of Defence, Air Force and the AAFC relating to health or safety at the workplace, that they have been notified or informed of.

12. **Privacy.** AAFC members are subject to the Privacy Act 1988 and may be held responsible where, while acting in the course of their duties, the OOC/IOC acts contrary to the Act (see [AAFC SI\(ADMIN\) 08-02—Privacy and Information Disclosure](#)).

13. **Representation.** While on approved activities, OOC and IOC wear uniforms supplied by Defence and use a rank structure similar to Air Force. OOC/IOC must not represent themselves as an ADF member at any time. [AAFC members](#) must adhere to the following:

- a. Uniform is to be worn when only when on AAFC duty and/or participating in AAFC activities. On all other occasions (eg private functions) the OOC/IOC must have specific approval from Director Ground Operations (DGNDOPS) or delegate to wear the AAFC uniform. Applications should be made via the member's supervisory chain to DGNDOPS¹
- b. Always use the suffix (AAFC) after their rank and/or position title.
- c. Unless specifically authorised, AAFC members are not to participate in any media or electronic or other communications that may imply they are representing, writing, or speaking on behalf of the Air Force/Defence (See [AAFC SI\(ADMIN\) 13-01—AAFC Public Communications and Social Media](#)).

¹ AAFC personnel are only covered for rehabilitation and compensation under the MRCA when travelling to and from and when participating in approved AAFC activities.

14. **Service protocols.** AAFC members are to pay normal Service compliments to senior AAFC and ADF members. ADF members are not required to salute AAFC [OOO](#) but common courtesies should prevail and ADF members may pay appropriate compliments at AAFC activities.

15. **Privileges.** While on AAFC duty, OOC/IOC may be invited to attend ADF messes and clubs relative to their AAFC rank and operate in accordance with local mess/club rules.

Rank and promotion

16. [Annex B](#) explains the AAFC rank and promotion processes applicable to IOC up to and including the rank of Flight Sergeant (AAFC) and OOC up to and including the rank of Flight Lieutenant (AAFC).

Posting and transfers

17. OOC/IOC may be required to rotate positions and/or wear rank appropriate to the position to benefit themselves and the AAFC. [Annex C](#) outlines the conditions for rotations in positions. [Annex D](#) outlines the conditions for limited tenure senior appointments.

Attendance and Absences

18. [Annex E](#) outlines the conditions of service regarding attendance and absences.

Conflict of Interest

19. A member must not remain a volunteer with the AAFC where an evident or perceived conflict of interest exists (eg primary employment is against AAFC principles, or an owner of a company which is a supplier to the AAFC).

OOO/IOC as an elected Commonwealth Official

20. Where an OOC/IOC intends to nominate as a candidate for Commonwealth Office, the IOC/OOC may request to be to have their acceptance in the AAFC cancelled or take an extended absence before nominating as a candidate.

21. There is no requirement for an elected Commonwealth Official to be excluded from participation in the AAFC, however, OOC/IOC who are candidates for Commonwealth Office, or are elected to a Commonwealth Office, are not obliged to take an absence or separate from the AAFC but must:

- a. advise the CDR-AAFC of their intent through their supervisory chain
- b. not use their association with the AAFC for political gain or allow their political activities to interfere with, or influence AAFC activities or personnel
- c. must ensure there is no real or perceived conflict of interest associated with their involvement in the AAFC.

22. If elected to a Commonwealth Office, any absence or separation requested is to remain in place while the OOC/IOC holds the Office. If an absence or separation has been

requested in association with holding a Commonwealth Office, the OOC/IOC is to apply to be reaccepted in the AAFC (within 90 days after the declaration of the poll), and the OOC/IOC is to be accepted back under the conditions that prevailed before separation.

Court orders

23. AAFC personnel who are the subject of a court proceeding (including protection order or civil action) that may affect their association with the AAFC must advise their [unit supervisor](#) as part of their membership acceptance process or before attending the next AAFC activity (if already a member). Details should include the:

- a. circumstances which prompted the order/action
- b. duration and conditions of an order/action
- c. impact of order/action on the person's association with the AAFC.

24. Unit supervisors who become aware of a member becoming the subject of a Protection Order, are to:

- a. conduct risk assessment and manage the matter in accordance with the [YOUTH POLMAN, Pt 2, Sect 2, Ch 3](#).
- b. review the member's access to personal information on the CEA and, if appropriate, restrict the member's access to CEA.

25. DGCADETS-AF or delegate is the [decision-maker](#) to allow or disallow a member's continued participation at AAFC activities. When a member provides advice of a court action or order the following considerations apply:

- a. The unit supervisor and the next higher HQ is to jointly assess any impact on the unit, and advise NATHQ, providing relevant information and recommendations regarding ongoing attendance at the unit.
- b. Where it is determined that the member's continued attendance may adversely impact a unit, the member is to [stand aside](#) until advised otherwise by NATHQ.

Separation from the AAFC

26. A member may be separated from the AAFC at his or her own request or because of administrative action. [Annex A](#) outlines the conditions where a member may have their acceptance as a volunteer in the AAFC cancelled.

MONITOR AND REVIEW

27. This Instruction will be monitored and reviewed by the Business Process Owner (BPO), in conjunction with CDR-AAFC, with amendments made when required. A full review of this SI, including associated subordinate OIP, is to be conducted by the BPO every two years in accordance with the 'OIP Biennial Review' table in Annex E to [AAFC SI\(ADMIN\) 06-01](#).

UNCONTROLLED IF PRINTED**Linked Documents:**

- A. YOUTHPOLMAN Part 1—[ADF Cadets Youth Safety](#)
- B. YOUTHPOLMAN Part 2—[ADF Cadets Adult Membership Management](#)
- C. YOUTHPOLMAN Part 2—[ADF Cadets ADF Cadets Adult Behaviour](#)
- D. YOUTHPOLMAN Part 2—[ADF Cadets ADF Cadets Protection Orders](#)
- E. YOUTHPOLMAN Part 2—[ADF Cadets Member Health Management](#)
- F. [AAFC SI\(ADMIN\) 09-04—Performance Management and Administrative Action](#)
- G. [AAFC SI\(FIN\) 01-01—Financial Management](#)
- H. [AAFC Safety Manual](#)

Annexes:

- A. [Acceptance as an OOC or IOC](#)
- B. [OOO and IOC Rank and Promotion](#)
- C. [Postings and Transfers](#)
- D. [Limited Tenure Assignments](#)
- E. [Attendance and Absence](#)

**ANNEX A TO
AAFC SI(PERS) 01-02**

ACCEPTANCE AS AN OFFICER OR INSTRUCTOR OF CADETS

SUITABILITY TO WORK WITH MINORS

1. Only persons deemed suitable to work with young people will be recommended for acceptance as an [OOC](#) or [IOC](#). Applicants are not permitted to attend AAFC activities or work with cadets until approved by a [decision-maker](#) to be registered as an OOC or IOC.
2. To be deemed suitable to supervise and work with minors, an applicant must:
 - a. satisfy the recruitment processes listed in the Cadet Enterprise Application ([CEA](#)) including Working with Children and police checks
 - b. complete Defence Youth Safety Training as directed by NATHQ
 - c. agree to comply with [ADF Cadets Adult Code of Practice](#)
 - d. have experience in and/or be committed to youth leadership.

Application

3. When a person volunteers to work with the AAFC they are usually registered as a [Defence Approved Helper \(DAH\)](#), are allocated to an AAFC [unit](#) and granted [Cadet Enterprise Application \(CEA\)](#) access. A six month management period is assigned for the DAH to complete the induction process and to gain an understanding of the AAFC before applying to become an [OOC](#) or [IOC](#). However, this period may be reduced and a DAH may apply to become an OOC or IOC after completion of the induction process and a favourable recommendation by their Supervisor or Commanding Officer.
4. Wing recruitment staff are to assist applicants in uploading required information into CEA. Once the information is submitted, NATHQ will coordinate checks and registration processes.
5. When recommending an applicant, the [unit supervisor](#) and Wing OC must be satisfied and document as part of the interview process that:
 - a. the selection board has tested the applicant's experience outside and within the AAFC
 - b. the applicant's knowledge of AAFC policies, procedures, objectives and methodologies is commensurate with the role into which they may be accepted
 - c. the applicant can devote sufficient time and energy to the role
 - d. the applicant has a genuine interest in youth development
 - e. applicants for [OOC](#) display understanding and commitment to the obligations and expectations of an [OOC](#).

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Documentation

6. The AAFC will collect certain information to ensure volunteers are suitable to work with young people. Personal information is to be handled in accordance with Defence privacy provisions and [AAFC SI\(ADMIN\) 08-02—Privacy and Information Disclosure](#). Applicant information must be uploaded into [CEA](#) and includes:

- a. a certified copy of birth certificate
- b. evidence of Australian citizenship if not born in Australia (or request for waiver)
- c. applicant's permission to conduct police and referee checks
- d. evidence that the applicant is [sufficiently fit](#), (eg AAFC Medical Examination Record, current aviation or ADF medical) or (subject to acceptance) a Statutory Declaration
- e. certified copies of certificates, diplomas, degrees or other relevant experience
- f. referee reports from previous members of ADF and/or ADFC organisations, including former supervisors, regarding the applicant's period of service and suitability to join the AAFC (this will form part of the NATHQ service history check).

Eligibility

7. **Age.** For OOC, the minimum age requirement is 19 years. For [IOC](#), the minimum age requirement is 18 years. There is no maximum age restriction to become a member of the AAFC conditional on a person being able to carry out their duty of care to cadets.

8. **Citizenship.** Applicants must be Australian citizens or have been granted a citizenship waiver by DGCADETS-AF or delegate. To be considered for a citizen waiver, the applicant must have applied to become an Australian citizen and obtain their Australian Citizenship before the expiry of their initial term as an OOC or [IOC](#). Non-Australian applicants must supply:

- a. certified copy of their passport showing their Permanent Residency Visa or, in the case of New Zealand citizens, a Special Category Visa
- b. copy of their application to become an Australian citizen
- c. evidence of their residency in Australia being more than 4 years or [Non-Australian Citizenship Acknowledgement Form](#).

9. **Assessment.** A selection board is to make a subjective assessment of the applicant's suitability for acceptance as an [OOC](#) or [IOC](#).

10. Applicants for acceptance as [OOC](#) must satisfy an OOC selection board of their capability to be an OOC. The OOC selection board must consist of the WG OC, AFLO and one other officer who will make a recommendation to DGCADETS-AF or delegate.

11. **Education.** The minimum educational qualification to be accepted as an [OOC](#) is Australian Year 12 (or equivalent) with passes in English and three other academic subjects or tertiary studies that include at least 1 year of full-time (or equivalent) written communications type studies. If the applicant is assessed as suitable, the Wing Officer Commanding, in consultation with the Wing Air Force Liaison Officer (AFLO), may request an education waiver from DGCADETS-AF or delegate.

12. **First Aid certificate.** CB-AF will fund required first aid training for [IOC](#) and OOC. Applicants must be willing to obtain, and continue to maintain for the duration of their AAFC service, the national 'Provide First Aid' competency or authorised higher qualification (see [AAFC Safety manual Chapter 20](#)). Should a volunteer fail to obtain² or maintain the 'Provide First Aid' competency, they will be unable to supervise activities and will have their membership in the AAFC reviewed.

13. **Knowledge.** The applicant should possess some knowledge of aviation and/or associated subjects to be able to contribute to AAFC activities commensurate with the position they will hold within the AAFC.

14. **Commitment.** The applicant must be made aware of, and commit to the time requirements of the position (such as major camps, home training and other activities).

15. **Membership of Other Cadet Organisations.** The applicant must not be a current member of the Australian Navy Cadets, the Australian Army Cadets or member of a foreign military or foreign cadet organisation.

16. **Medical fitness.** Applicants must be medically fit and active enough to supervise young people. The applicant must declare any known medical conditions at the time of application in order to assist the [decision-maker](#) determine their suitability for acceptance as an [OOC](#) or [IOC](#) and, if required, undergo a medical examination at their own expense. Current [Medical Examination Record](#) forms are in the AAFC Resource Centre. A sample Health Clearance form is in YOUTHPOLMAN Part 2 [ADF Cadets Member Health Management](#). See also [AAFC SI\(PERS\) 0107 – Medical Fitness](#)

17. **Drugs and prohibited substances.** Volunteers being considered for acceptance as [Adult Supervisors](#), must have their applications rejected if: they admit to habitual [Prohibited Substances](#) involvement (see AAFC [SI\(ADMIN\) 09-02—Prohibited Substances, Alcohol and Tobacco](#)).

Managing Applications

18. The approving [decision-maker](#) must confirm an applicant's acceptance will be of benefit to the AAFC, the wing and the applicant by considering the applicant's:

- a. current Australian criminal records check
- b. character references or other appropriate letter of recommendation

² Successful applicants will be expected to obtain the 'Provide First Aid' competency within the period of their initial training or six months. Or, for applicants with higher qualifications, a waiver may be granted by the National Safety Manager (NSM). Applications for waivers are to be processed via the supervisory chain.

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- c. declaration of good character
- d. conduct record during service in the Australian Defence Force (if applicable)
- e. record of performance and behaviour from previous service in ADF Cadets (if applicable)
- f. suitability and aptitude assessment and, if not already completed, a psychological assessment (see paragraph 21.b.)
- g. evidence to meet the prescribed medical requirements by a registered medical practitioner or completed Health Declaration, as required
- h. commitment to accept training and personal development
- i. suitability to an existing vacancy within the wing.

19. Assessing and approving [decision-makers](#) are to complete the information in [CEA – Managing applications](#). Where an individual is assessed as suitable for acceptance as an [OOC](#) or [IOC](#), they will be accepted as a volunteer in the AAFC under the authority of CAF. Sopers NATHQ who will coordinate the registration process.

POST ACCEPTANCE

20. An applicant must accept the terms of the acceptance offered in their letter of acceptance and acknowledge that no civil contract of employment is created by their being accepted as an [OOC](#) or [IOC](#). Initial registration will be ongoing but subject to a minimum period of 12 month probation and/or any other conditions stated on letter of acceptance.

21. **Probation.** The initial period of acceptance as [OOC](#)/IOC is conditional on successful completion of a 12 month probation period. Acceptance of a member will remain provisional until the following obligations have been met:

- a. If not already completed as a DAH-CIV, [IOC/OOC](#) must complete the Initial Mandatory Training (IMT) and Uniform Mandatory Training (UMT) programs within 6 months of acceptance. OOC are also to complete the Officer Mandatory Training (OMT) program within 9 months of becoming an OOC. OOC/IOC who cannot complete these programs within the period and have extenuating circumstances must request approval, through the WG OC, for an extension or be transferred to the Unallotted List (UAL) until they have completed all probation requirements. OOC/IOC must also complete and maintain currency in all other mandatory training, (eg AAFC Annual Mandatory WHS Awareness training).
- b. The member is to undergo a psychological assessment to be arranged and managed by WG HQ. The member is to be assessed within the 12-month probation period as suitable or alternatively, if unsuitable, is to be advised by the OC that their acceptance as an [IOC/OOC](#) will not be confirmed.
- c. The member is to demonstrate their commitment to the AAFC by providing [effective service](#) (para 22). Where a member does not meet this criterion the OC is to include

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details of mitigating circumstances influencing their decision on whether or not to confirm member's acceptance as an [IOC/IOC](#).

- d. The member must have performed the duties of the position to which they are allotted, to the satisfaction of the AAFC.

22. **Effective service.** [IOC](#)s and [OOC](#)s are expected to be able to devote time and energy to the organisation in planning and conducting activities and in maintaining personal standards to satisfy duty of care requirements. The determination of effective service for a member of the AAFC can be measured against the following requirements:

- a. **Time Commitment.** [IOC](#) and [OOC](#) are expected to commit to the time requirements of their posted position. Normal IOC and OOC time commitments generally include at least:
 - (1) completion of minimum 75% of approved activities of their posted unit, which includes school holiday camps and major cadet activities
 - (2) availability for one parade night per school week
 - (3) availability for one weekend activity per school month
 - (4) availability for seven days staff development or continuation training
 - (5) personal time for planning and administration.
- b. **Checks and training** [IOC](#) and [OOC](#) must undertake and keep current with mandated training, checks, and personal [duty of care](#) requirements to retain their membership in the AAFC. These requirements include:
 - (1) police and behaviour checks as directed by DGCADETS-AF
 - (2) Working With Children Checks—as appropriate to State or Territory
 - (3) training as directed by DGCADETS-AF (see [AAFC SI\(PERS\) 03-02 Adult Training programs](#))
 - (4) Compliance with [ADF Cadets Adult Code of Conduct](#) Statement
- c. other requirements as promulgated in AAFC Orders, Instructions or Publications (OIP).

23. If an [IOC/OOC](#) consistently cannot meet their time commitment or fails to maintain their personal duty of care currency, the member's [unit supervisor](#) is to advise their higher HQ and request the member be posted to the Unallotted List ([UAL](#)) ([Annex C](#)) or recommend a member's acceptance as a volunteer in the AAFC be withdrawn. A member may also request a UAL posting (in accordance with Annex C, Enclosure 1) where they may temporarily be unable to meet their requirements.

24. **Change in personal status.** Changes in a members personal circumstances including change of contact details, medical conditions, relationships or other any circumstances,

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affecting their AAFC service must be reported to the member's [unit supervisor](#) as soon as possible. Members should also regularly monitor and update their personal details in [CEA](#).

WITHDRAWAL OF ACCEPTANCE AS A VOLUNTEER IN THE AAFC

25. The volunteer nature of the arrangement between the AAFC and an [IOC](#) and [OOC](#) means that the arrangement can end, at any time, initiated by either party. Where possible, notice of the end of the arrangement should be given in writing and enough time to ensure the cadet unit and cadets are not impacted.

Retirement

26. There is no compulsory retirement age for [IOCs](#) or [OOCs](#). However, DGCADETS-AF or delegate will determine the ongoing suitability of any person to remain in the AAFC based on their ongoing ability to fulfil the inherent elements of their role as an AAFC member.

27. When separating from the AAFC, a member's acceptance as an [OOC](#) or [IOC](#) is cancelled. Former members are not refer to themselves as 'RANK(AAFC) (Retired)'. In addition, former AAFC members are not to retain or wear AAFC uniform under any circumstance.

Separation at own request

28. An [OOC](#) or [IOC](#) may request (through their supervisory chain) that DGCADETS-AF or delegate cancel their acceptance as an OOC/IOC at any time and for any reason. The effective date will be the date of the decision by DGCADETS-AF or delegate, or a later date if specified in the request.

29. [Unit supervisors](#) are to ensure that a member's request for cancellation of acceptance in the AAFC is not the result of unacceptable behaviour on the part of any person and that the member requesting separation is afforded any necessary assistance.

30. **Withdrawal of separation at own request.** An application to withdraw a request to cancel acceptance of AAFC membership will not normally be accepted. An [OOC](#) or [IOC](#) may submit a written request for withdrawal to the [decision-maker](#) before separation. After 14 days separation from the AAFC, a former member will need to reapply for acceptance as a volunteer, conditional on a suitable vacancy and must satisfy all acceptance criteria.

Administrative cancellation of acceptance as an OOC or IOC

31. DGCADETS-AF or delegate is the authority to cancel an [OOC/IOC](#)'s acceptance and will consider doing so when an OOC or IOC:

- a. has contravened the [Adult Code of Conduct](#) and cancellation of their acceptance in the AAFC is an appropriate sanction for the contravention
- b. is subject to other adverse administrative or civil action and suspension or cancellation of acceptance is warranted

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- c. has not satisfied the conditions of their probation and an extension has not been granted
 - d. has advised of their intent to be absent for 12 months and there is little chance that they will return to effective service
 - e. no longer has a viable role in the AAFC.
32. DGCADETS-AF or delegate, in accordance with procedural fairness, may cancel a member's acceptance as a volunteer in the AAFC at any time. Prior to a volunteer's acceptance being cancelled, and where appropriate and practicable, the volunteer will be afforded a level of procedural fairness commensurate with their volunteer status. Procedural fairness requires a decision-maker not be biased and that a person who is adversely affected by a decision:
- a. should not be surprised by the decision, or by the information that the decision-maker has relied on
 - b. have an opportunity to be heard in relation to the matter before the decision is made.
33. Administrative actions must be conducted in accordance with [AAFC SI\(ADMIN\) 09 04—Performance Management and Administrative Action](#).
34. Individuals, who are deemed unsuitable to remain in the AAFC and have their acceptance ceased, may be prevented from volunteering in another ADF Cadets organisation.

Administration

35. **Effective date.** The cancellation of the [OOC](#) or IOC's acceptance as a member of the AAFC will take effect on the date specified in the notice.
36. **Records.** Sopers-NATHQ is to ensure all separations are recorded in the [CEA](#) and promulgated in Personnel Occurrence Reports.
37. **Certificate of Service.** Upon separation, an [OOC/IOC](#) may be awarded a Certificate of Service by Chief of Air Force (CAF) or delegate, DGCADETS-AF or delegate, or CDR-AAFC. Sopers-NATHQ is to coordinate the Certificate of Service to be sent to the member's unit or home address.
38. **Return of Commonwealth material.** On separation from the AAFC, all items of uniform, identification documents (ID) and any unit/Commonwealth owned equipment are to be returned to the AAFC.
39. **Attendance.** Once a member has been separated from the AAFC, they may not attend any AAFC activity in a supervisory capacity (unless registered as a DAH) and must be escorted by a current [OOC/IOC](#) when in the vicinity of cadets. IOC/OOC who have been separated are not to enter any Defence/AAFC Facility as an AAFC member.

OOC and IOC RANKS AND PROMOTION

AAFC RANKS

1. [AAFC members](#) hold AAFC rank and status as a measure of authority within the AAFC for AAFC supervision, and only while on AAFC duty. The AAFC ranks that may be held by [OOC](#) and [IOC](#) and the approved abbreviations are:

Officers of Cadets (OOC)

Group Captain (AAFC) – GPCAPT(AAFC)

Wing Commander (AAFC) – WGCDR(AAFC)

Squadron Leader (AAFC) – SQNLDR(AAFC)

Flight Lieutenant (AAFC) – FLTLT(AAFC)

Flying Officer (AAFC) – FLGOFF(AAFC)

Pilot Officer (AAFC) – PLTOFF(AAFC)

Instructors of Cadets (IOC)

Warrant Officer (AAFC) – WOFF(AAFC)

Flight Sergeant (AAFC) – FSGT(AAFC)

Sergeant (AAFC) – SGT(AAFC)

Corporal (AAFC) – CPL(AAFC)

Leading Aircraftman (AAFC) – LAC(AAFC) or Leading Aircraftwoman (AAFC) - LACW(AAFC)

Aircraftman (AAFC) – AC(AAFC) or Aircraftwoman (AAFC) - ACW(AAFC).

Rank on acceptance as an OOC or IOC

2. A volunteer will start their term as an [OOC](#) or an [IOC](#) at the AAFC rank specified in their Letter of Acceptance, reflecting qualifications, ability, skill, knowledge and experience. OOC will normally be accepted in the AAFC at the rank of PLTOFF(AAFC). IOC will normally be accepted at the rank of AC/W (AAFC) Ex-cadet WOFF and CUO may be accepted at the rank of LAC/W.

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3. **Applicants with ADF service.** An applicant deemed suitable to be accepted to the AAFC, and who is, or has within five years before their acceptance been a member of the ADF:
- may be accepted at a rank that corresponds to the rank the member holds or last held in the ADF (the member's ADF rank), up to and including FLTLT
 - may apply for honorary rank equivalent to their ADF rank where they are offered an AAFC rank, which is lower than their ADF rank.
4. **Former Cadets.** An applicant, who was formerly a AAFC Cadet Under Officer or AAFC Cadet Warrant Officer within the past 5 years before they have been accepted as a member of the AAFC, is deemed to have the qualifications, ability, skills and knowledge to qualify them for the rank of LAC(AAFC) or LACW(AAFC) once having met any other training or qualification requirements.
5. **Registration of a serving Flight Sergeant (AAFC) as an OOC.** AAFC [IOC](#) of Flight Sergeant (AAFC) rank with a total of 5 years' time in rank may be accepted as AAFC [OOC](#) with the rank of Flying Officer (AAFC), if an establishment vacancy exists within the unit and the applicant is deemed suitable for that rank by the selection board.
6. **Registration of a serving Warrant Officer (AAFC) as an OOC.** Retired or former WOFFs of the ADF with a minimum of 5 years' time-in-rank and AAFC [IOC](#) of WOFF(AAFC) rank with a total of 5 years' time-in-rank may be accepted as AAFC OOC with the rank of FLTLT(AAFC) if an establishment vacancy exists within the [unit](#) and the applicant is deemed suitable for that rank by the selection board.
7. **Other cadet services.** Members with prior service with the Australian Navy Cadets or the Australian Army Cadets may request consideration for acceptance at a higher rank if that service is current, or within five years of separation from the ANC or AAC as at the date of acceptance as a member of the AAFC. The recommendation must be supported by CDR-AAFC. DGCADETS-AF or delegate will only consider those cases where a vacancy at rank exists in the AAFC.

Seniority for ex-members returning to AAFC

8. Where an applicant with previous AAFC service is accepted as an [OOC](#) or [IOC](#), seniority and rank is as follows:
- If an applicant is accepted as an [OOC](#) or [IOC](#) within 5 years of the date of previous separation from the AAFC they may retain their previous rank and seniority, provided that a vacancy exists in the unit establishment at that rank.
 - Following more than five years of separation from the AAFC, former AAFC [OOC](#) or [IOC](#) are to be administered as new applicants with rank and seniority at acceptance to be IAW para 2 above. CDR-AAFC has the discretion to waive this requirement and approve the retention of previous rank and seniority based upon the applicant's previous AAFC service and experience.

Actual rank

9. **Actual rank.** The rank to which an [OOC](#) or [IOC](#) is promoted provisionally (para 21), temporarily (para 22), or as limited tenure promotion (para 23) is the member's actual rank while the member is in that position. The member may be paid [ADF Cadets Volunteer Payments \(CVP\)](#) at the tier rate designated for their primary role (ie CVP is not rank related).

Honorary Rank

10. DGCADETS-AF may promote an [OOC](#) or [IOC](#) to a rank that is to be held as an honorary rank conditional on the following:
- Honorary rank relates only to AAFC rank, is not an entitlement and is at the sole discretion of DGCADETS-AF.
 - An honorary rank does not confer authority or responsibility additional to that of the members' actual rank, nor does it entitle the member to receive CVP at other than at the tier rate designated for their primary role.
 - Where honorary rank has been awarded to an [OOC](#) or [IOC](#), that member is entitled to wear their honorary AAFC rank when engaged in AAFC activity.

Acting Rank

11. DGCADETS-AF or delegate may approve acting rank for [OOC/IOC](#) in exceptional circumstances. Applications for acting rank, detailing justification must be endorsed at each level of the [AAFC supervisory chain](#) and forwarded to CDR-AAFC for their recommendation to DGCADETS-AF or delegate. Members with acting rank are considered actual at that rank (para 9) until the acting rank expires.

Wearing ADF rank

12. Current active ADF personnel, who are also accepted as an [OOC](#) or [IOC](#) may apply to DGCADETS-AF or delegate for approval to wear their ADF uniform when engaged in AAFC activities.
13. Approval to wear ADF uniform does not confer authority or responsibility additional to the members' actual AAFC rank and position, nor entitle the member to receive CVP other than at the members' actual AAFC rank.
14. When the member retires from the ADF, the authority to wear ADF uniform is removed and the member is to revert to wearing AAFC uniform and rank but may apply for honorary AAFC rank.

PROMOTION OF OFFICERS AND INSTRUCTORS OF CADETS

15. **Decision-maker.** Under CAF direction to administer the AAFC, DGCADETS-AF or delegate may promote an [OOC](#) or [IOC](#) after considering the length of service, experience, capability and qualifications of the member, and recommendations of [unit supervisors](#) in the member's supervisory chain. Promotion is not a right or an entitlement. To be promoted, an

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IOC or OOC must meet certain conditions and be considered suitable by DGCADETS-AF or delegate.

Eligibility for promotion IOC

16. An IOC may be promoted to the next rank up to FSGT (AAFC) when:
 - a. the member has satisfied time in service/rank for their level (see para 17)
 - b. the member has completed AAFC required training (AAFC SI(PERS 03-02—Adult Training Programs), youth safety and other contemporary requirements required by DGCADETS-AF
17. the member has provided [effective service](#) including regular home parades and periods of continuous training
 - a. the member is deemed suitable and recommended by their unit supervisor
 - b. there is a vacancy in the unit [establishment](#) (if applicable).
18. Minimum time in rank for promotion is:
 - a. **LAC/LACW(AAFC)** - effective service as an AC/ACW (AAFC) for at least 12 months
 - b. **Corporal, (AAFC)** - effective service as an LAC/LACW (AAFC) for at least two years
 - c. **Sergeant (AAFC)** - effective service as a CPL (AAFC) for at least 3 years
 - d. **Flight Sergeant (AAFC)** - effective service as a SGT(AAFC) for at least 3 years.

Eligibility for promotion OOC

19. An OOC may be promoted to the next rank up to FLTLT (AAFC) when the [OOO](#):
 - a. Has provided effective service for at least:
 - (1) 2 years as a PLTOFF(AAFC) for promotion to FLGOFF(AAFC)
 - (2) 3 years as FLGOFF(AAFC) for promotion to FLTLT(AAFC)
 - b. has completed required training ([AAFC SI\(PERS 03-02—Adult Training Programs\)](#)), youth safety training, and other contemporary training required by DGCADETS-AF
 - c. has provided effective service including regular home parades and periods of continuous training
 - d. has received favourable promotion assessments in two Performance Appraisal Reports or a waiver to the two report requirement is supported by CDR-AAFC and accepted by DGCADETS-AF or delegate

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e. is deemed suitable and recommended by their [unit supervisor](#).

20. **Performance appraisal reports.** A satisfactory performance report at current rank is required for promotion and allocation to certain positions in the AAFC. Each [OOC/IOC](#)'s unit supervisor should raise an annual performance report on the member. The report should be sighted and signed by the member, and forwarded to the higher HQ for secure storage. Annual reporting should contain the following base information:

- a. an indication of the member's suitability for continued service with the AAFC
- b. an indication of the member's suitability for promotion to the next rank
- c. has completed the required training/courses and any other requirements as defined in AAFC Standing Instructions
- d. any areas of performance, which are strengths, and any area of performance, which could be improved.

Provisional promotion

21. A provisional promotion is one, which is subject to the member's compliance with stated condition(s). A provisional promotion may be confirmed (become actual) after the member has satisfied the conditions. If the member fails to comply with the specified conditions in the stated timeframe, DGCADETS-AF or delegate may revoke the provisional promotion and the member is to be reverted to their previous rank. If the provisional rank enables the member to perform a certain role, the member may be rotated to another position at their actual rank.

Temporary promotion

22. DGCADETS-AF or delegate may temporarily promote an [OOC](#) or [IOC](#) for a stated purpose and time. DGCADETS-AF or delegate may extend or revoke a temporary promotion at any time.

Limited-tenure promotion

23. Suitable [OOC](#) or [IOC](#) may compete through an expression of interest (EoI) process, or in the interests of the AAFC, be directly promoted to WOFF(AAFC) or SQNLDR(AAFC) WGCDR (AAFC) or GPCAPT (AAFC) to a limited tenure position where a vacancy exists. Annex D to this SI outlines the conditions of assigning a member to a limited tenure position.

REDUCTION IN RANK

24. DGCADETS-AF or delegate may reduce, or revert to actual rank, an [OOC](#) or [IOC](#) for the following reasons:

- a. on rotation of positions
- b. on transfer to the Unallotted List

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- c. to maintain established staff/rank levels
- d. as a result of administrative sanction.

**ANNEX C TO
AAFC SI(PERS) 01-02**

POSTINGS AND TRANSFERS

Rotation of positions

1. Rotation of [OOC/IOC](#) through units helps to maintain the AAFC duty of care to cadets, assists in succession planning, and enables OOC/IOC the opportunity to gain experience in different positions. After consultation with the affected member:
 - a. an OC may approve rotation to another position/unit within the wing where no change in rank or wing establishment is involved
 - b. CDR-AAFC may approve the transfer of a member between wings at both gaining and losing wing request where no rank change is involved
 - c. DGCADETS-AF or delegate may authorise transfer of members between wings, directorates and within NATHQ at any time.
2. Where the transfer of an [OOC](#) or IOC requires the promotion or reduction of rank, approval from DGCADETS-AF or delegate is required before the transfer is authorised.
3. The process of actioning a posting is to be in accordance with the guidance/workflow provided in the CEA and is to be reflected in the Personnel Occurrence Report.

Removal from post

4. DGCADETS-AF or delegate (see [SI\(ADMIN\) 05-01 Positions and responsibilities](#)) may remove a member from a post for any reason as detailed in [AAFC SI\(ADMIN\) 09-04 – Performance Management and Administrative Action](#). Reason may include:
 - a. poor performance
 - b. poor conduct
 - c. unsuitability in post
 - d. development of other members.

UNALLOTTED LIST (UAL)

5. A transfer to the [UAL](#) allows an [OOC](#) or [IOC](#) to retain their membership with the AAFC while not being posted to an operational unit. Normally, the maximum period a member may be held in the UAL is 12 months. On completion of the 12 months period, if the member cannot return to their usual role, their acceptance as a volunteer in the AAFC may be withdrawn. Where exceptional circumstances exist, DGCADETS-AF or delegate may grant an extension beyond 12 months to no more than a total of 24 months combined absence/UAL.

Transfer to the UAL

6. Members may apply to transfer to the [UAL](#) using the ‘[Application for Posting to UAL](#)’ form, a copy of which is in [Enclosure 1](#) to this Annex.

7. DGCADETS-AF or delegate may authorise an [OOC](#) or IOC be posted to the UAL when the member:

- a. fails to meet their personal duty of care requirements, including currency in ADF Cadets/AAFC mandatory training (first aid, youth safety training etc.)
- b. is stood aside in accordance with AAFC SI (ADMIN) 09-04 para 10
- c. applies for more than 3 months absence from an active unit with the likelihood of returning within twelve months
- d. was posted to a unit or position that no longer exists and there is currently no other suitable position
- e. has failed to return to [normal duty](#) following a period of absence but has identified that he/she is likely to return to normal duty within 12 months of the original absence commencing
- f. has not paraded for a period in excess of 3 months without approval or notification.

8. Posting to the UAL is not automatic or guaranteed and is at the discretion of the [decision-maker](#) who will consider each case alongside recommendations from the member's [unit supervisor](#). If a member is not considered eligible for posting to the UAL, a recommendation will be made to the decision-maker to cancel their AAFC membership.

9. Transfer to the UAL for IOC is normally at the member's actual rank for FSGT(AAFC) or below and, for [OOC](#), at the rank of FLTLT(AAFC) or below. Where exceptional circumstances exist, DGCADETS-AF or delegate may approve transfer at a higher rank.

10. **Non-effective service.** The period that a member is on the UAL does not constitute [effective service](#) and does not contribute to time in service for individual proficiency, seniority for promotion, or, the Australian Cadet Force Service Medal.

11. **Attendance.** During the periods that IOC or [OOC](#) is on the UAL they are not permitted to attend any AAFC events, activities, wear AAFC uniform or receive any form of [CVP](#) or allowances.

Removal from an UAL

12. **Reinstatement to normal duty.** Transfer from the UAL is not automatic or guaranteed. A member may apply to be reinstated to normal duty at any time within the 12-month period if they have satisfied their duty of care requirements and a suitable vacancy is available.

C-3

13. **Temporary posting.** In exceptional circumstances, a member may apply via their Wing OC and CDR-AAFC to DGCADETS-AF or delegate to be posted temporarily from the UAL to a unit to undertake training or an activity not involving cadets. Such a posting is to enable essential training and is not intended to enable members to provide relief staffing to Wing or unit activities involving cadets. Members who have not satisfied their personal [duty of care](#) requirements must not associate with or supervise cadets.

14. **Separation from the AAFC.** Where a member cannot, or indicates, as part of their application for transfer to the UAL, that they will not return to normal participation at the end of the intended UAL period, the member is to have their acceptance as a volunteer in the AAFC withdrawn rather than being posted to the UAL.

Supervision

15. SOPERS is responsible for maintaining the UAL, promulgating postings to and from the UAL and liaising with the member's previous [unit supervisor](#) to determine the member's intentions and posting prospects.

16. [Unit supervisors](#) are responsible for monitoring their members on the UAL, seeking their intentions and (after liaison with SOPERS) advising members of possible posting options.

Enclosure:

1. Request for Posting to UAL Form

**ENCLOSURE 1 TO
ANNEX C TO
AAFC SI(PERS) 01-02**



AUSTRALIAN AIR FORCE CADETS
APPLICATION FOR POSTING TO THE UNALLOTTED LIST

SECTION A – MEMBER DETAILS

Rank _____ Surname _____ Initials _____

Service Number _____ Unit _____

Date Request Posting From _____ to _____

Reasons for requesting posting to the Unallotted List (UAL). (Attach additional sheets as required)

By applying for a posting to the UAL, I acknowledge that, whilst all attempts will be made to fulfil the request, the final decision rests with HQAAFC. I also acknowledge that whilst posted to the UAL I cannot attend any AAFC activities and cannot apply for Cadet Volunteer Payment. Furthermore, I am aware that periods on the UAL are not counted as service for the purpose of honours and/or awards.

I am aware and acknowledge that my application to be posted from the UAL to duty with the AAFC will not be approved unless the terms and conditions advised in [SI\(PERS\) 01-02 Annex C-1](#) are first satisfied.

Signature _____ Date _____

UNCONTROLLED IF PRINTED

C1-2

SECTION B – WING HEADQUARTERS/DIRECTORATE ENDORSEMENT

Rank _____ Surname _____ Initials _____

Service Number _____ Unit _____

Appointment _____

Application Recommended/Not Recommended (Strike out as applicable)

Supporting Comments

Signature _____ Date _____

SECTION C – HEADQUARTERS AAFC

Rank _____ Surname _____ Initials _____

Service Number _____ Unit _____
Appointment _____

Posting to UAL is Approved / Not Approved (Strike out as applicable)

Supporting Comments (If Required)

Signature _____ Date _____

☐ Recorded on CEA☐ End Date of Posting Recorded

**ANNEX D TO
AAFC SI(PERS) 01-02**

LIMITED TENURE POSITION

1. Suitable [OOC](#) or [IOC](#) may compete through an expression of interest (EoI) process for, or in the interests of the AAFC, be directly assigned to a limited tenure position. Normally, limited tenure appointments only apply to [unit supervisor](#), WOFF(AAFC), SQNLDR(AAFC), WGCDR (AAFC) or GPCAPT (AAFC) positions where a vacancy exists.
2. AAFC members holding senior management positions must be selected by a Senior Officer Selection Board (SOSB) and recommended to CDR-AAFC for DGCADETS-AF or delegate approval using the Executive Appointment Report.
3. Limited tenure assignments are provisional and subject to the terms stated within the Letter of Acceptance. A member may be promoted to a limited tenure promotion where a vacancy exists and the member:
 - a. demonstrates that he/she is capable of effectively performing the duties of the higher position
 - b. has the prerequisite skills and experience for the position
 - c. has been deemed through an approved selection process as the most suitable candidate.

Conditions of unit supervisor assignments

4. **Tenure.** Unit supervisor and appointment to other approved limited tenure positions will be for a period of 3 years or as stated in the Letter of Appointment. The assignment may be extended for a maximum of 2 years at the recommendation of CDR-AAFC and discretion of DGCADETS-AF or delegate. The posting may be cancelled at any time at the discretion of DGCADETS-AF or delegate.
5. **Probation.** Assignments are subject to a 12-month probationary period.
6. **Termination.** Assignments can be terminated at any time at the request of the incumbent or by DGCADETS-AF or delegate for any reason within the bounds of procedural fairness.
7. **Rank.** Assignments involving members receiving temporary promotion in rank are conditional on the member either separating from the AAFC or returning to their actual AAFC rank on completion of their limited tenure position.
8. **Promulgation.** Limited tenure appointments/postings are to be promulgated in CEA before the member assumes the assignment. Subsequent promulgation via the AAFC Personnel Occurrence Report is to occur in due course.

D-2

Call for expression of interest process

9. **Call for expression of interest.** Ordinarily, a vacancy in a limited tenure position role is to be promulgated and considered through a call for expressions of interest (EoI). In such circumstances the following process is to apply:
- a. The opportunity is to be advertised within the AAFC via an AAFC Information Circular. In some circumstances, the EoI may be advertised externally through civilian media (subject to CDR-AAFC and DDGCADETS-AF approval).
 - b. The advertisement is to include:
 - (1) a position description and selection criteria by which applications will be assessed
 - (2) a closing date and time and address where applications are to be submitted
 - (3) articulation of the requirement to address all selection criteria through a statement matching the applicant's professional and AAFC (or relevant) experience to the requisite skills and attributes of the position
 - (4) advice that that applications failing to meet the outlined requirements will be unlikely to be successful.
 - c. After considering applications, the person conducting the EoI is to advise applicants successful in gaining an interview of the time and place interviews will be conducted.
 - d. The person conducting the EoI is to convene and conduct a selection board to select the most suitable applicant. The selection board should comprise of 4 or 5 members including:
 - (1) OC WG for promotion to SQNLDR(AAFC)/WOFF(AAFC) and CDR-AAFC for WGCDR(AAFC)
 - (2) a subject matter expert where the position dictates technical expertise
 - (3) an independent member, from another operational wing or NATHQ, of equal or higher rank to the position
 - (4) Air Force Liaison Officer for Wing level EoI appointments
 - (5) a selection board secretary (non-voting member), who will coordinate pre and post selection board administration and take selection board minutes.
 - e. The selection board is to submit their recommendations via the AAFC supervisory chain to the [decision-maker](#).
 - f. Where the recommendations have been approved, the selection board leader is to advise the successful applicant/s of the board outcomes and have the member sign a Letter of Appointment. All letters of appointment will be generated by NATHQ.

D-3

- g. The selection board leader is to advise each unsuccessful interviewed applicant of their interview outcome and debrief the applicant as applicable.

Direct assignment process

10. Where a member has been identified as, having advanced skills and a high level of performance commensurate with the requirements of a particular position, and it is in the interest of the AAFC to optimise their skills and experience, CDR-AAFC may recommend to DGCADETS-AF or delegate that a direct assignment be made and the eligible member be directly offered a position.

11. The OC seeking to make a direct assignment of a member to a [unit supervisor](#) role is to provide a Minute to DGCADETS-AF or delegate, through CDR-AAFC, via the AAFC supervisory chain advising:

- a. the reason why the OC has chosen to adopt a direct assignment process rather than undertake an EoI process. The supporting information is to address the benefits of the direct assignment, including why a wider selection process is not relevant and how other potential applicants were considered to be uncompetitive
- b. the capability of the member recommended for direct assignment by reference to current performance, skills and potential for advancement through the assignment
- c. demonstrated benefit to the AAFC of offering the direct assignment.

Reassignment

12. Members who occupy a unit supervisor position, and who reach the end of the maximum 5-year period of assignment, may express interest in being assigned to a further term in the position. Members wishing to continue with the unit supervisor assignment must apply via the EoI processes (see para 8) and be considered in competition with other applicants.

13. OC may make a submission to DGCADETS-AF or delegate through CDR-AAFC, via their supervisory chain, to re-assign a member to a unit supervisor position where it is evident that calling for expressions of interest will not identify any alternative candidates and will unnecessarily disrupt supervision for the AAFC and AAFC activities. Such requests should be supported as outlined in paragraph 10.

Completion of limited tenure assignment

14. A member who has completed a limited-tenure assignment is to have their acceptance in the AAFC cancelled at the rank to which the member was promoted at the end of the period of the promotion, unless:

- a. DGCADETS-AF or delegate extends the period of the limited-tenure promotion
- b. DGCADETS-AF or delegate authorises the member to revert, to the actual rank the member held immediately before the limited-tenure assignment. The member may apply for honorary rank in accordance with [Annex B](#).

**ANNEX E TO
AAFC SI(PERS) 01-02**

ATTENDANCE AND ABSENCE

Attendance

1. [OOO/IOO](#) should attend at least 75% of approved activities. Where this is not possible, the member should negotiate a plan with their [unit supervisor](#) that can balance the member's individual circumstances and ensure the unit's cadet to supervisor ratio and gender balance is maintained.
2. Unless specifically requested by the unit supervisor to deal with membership administrative matters or visit as a cadet's guardian, an [OOO/IOO](#) is not to attend AAFC facilities, or participate in AAFC activities (with or without receiving Cadet Volunteer Payment (CVP)) or wear their AAFC uniform when the member is:
 - a. undertaking a period of absence
 - b. attached to the Unallotted List ([UAL](#))
 - c. [stood aside](#) from AAFC duty
 - d. suspended from AAFC duty.

ABSENCES

Absence notification

3. Where a member intends to be temporarily unavailable to perform their AAFC duties, the member is to notify their supervisory chain of their period of absence. Supervisors do not have the authority to refuse a member's period of absence but may discuss the potential impact of the absence on both the unit and the member and, if appropriate, negotiate mutually acceptable alternative dates.
4. The effect of an absence is to be managed by the relevant supervisor and their supervisory chain, who are to review of the planned program over the period of the absence to ensure all policy requirements are maintained and, if necessary:
 - a. amend the program to maintain required compliance (eg cadet/adult ratios)
 - b. coordinate [IOO/OOO](#) temporary roles, including (where possible) obtaining staff from other units
 - c. cancel activities.
5. **Extended period of absence.** A member may extend a period absence at any time, noting that period of absences beyond 3 months will be considered to be non-effective service. The maximum period a member may be held on non-effective service is 12 months, inclusive of all other periods of absence taken in the same instance.

Promulgation

6. All periods of absence are to be recorded in the CEA. Periods of absence in excess of 1 month are also to be promulgated in Personnel Occurrence Reports (POR). The member's supervisor is to pass the details of the absence to Sopers NATHQ, who is to ensure the absence details are promulgated. Where a period of absence is in excess of 3 months, the member is to be transferred to the UAL, leaving their posted position vacant to be filled by another [OOC/IOC](#).

Effects of absences on conditions of membership

7. **Effective service - awards.** Calculations for service towards the Australian Cadet Forces Service Medal and other awards will not be affected by an absence of up to 3 months, provided the [OOC/IOC](#), otherwise, meets the minimum qualifying requirements in each year, as specified by the regulations or policy governing the particular award ([SI\(ADMIN\) 10-01—Honours and Awards](#)).

8. **Effective service - promotion.** Periods of absence do not count towards time-in-rank requirements for promotion.

9. **Period of registration.** On acceptance as an [OOC/IOC](#), the Letter of Acceptance will state the member's period of registration. If a member's period of registration expires during a period of absence, their registration is to be renewed to 1 month after the member's expected date of return to allow the member time to resume their duties and satisfy requirements for an extension of registration.

Resumption of duties after a period of absence

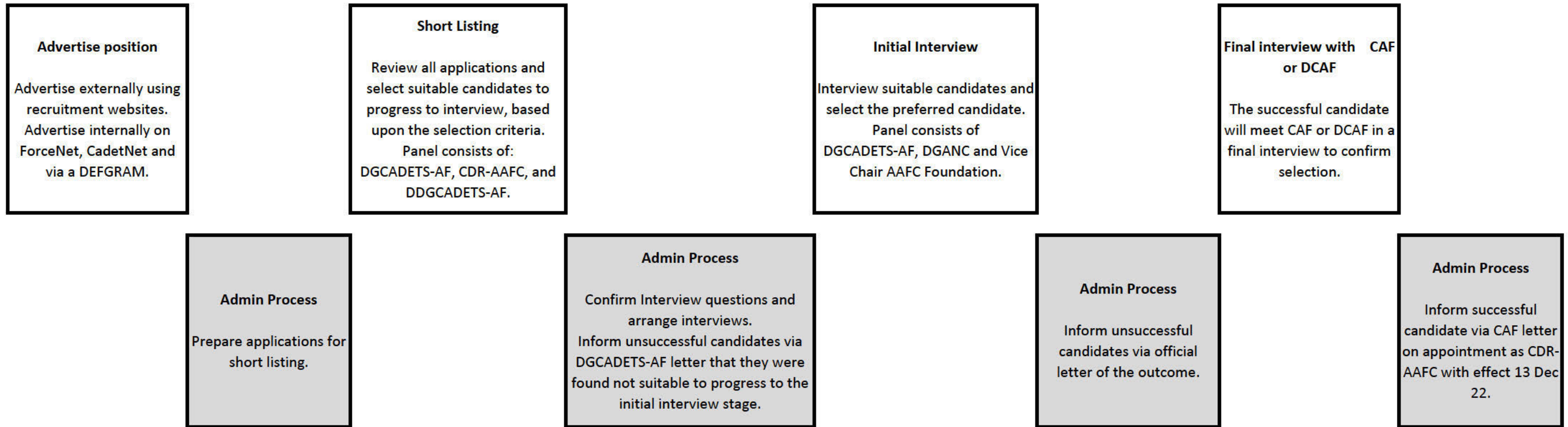
10. An [OOC/IOC](#) may resume the duties of their assigned position at the conclusion of a period of absence provided they:

- a. hold a current first aid certificate, current Working with Children Check and any other mandatory conditions of service requirements at the time
- b. undertake to complete any new or expired training within a period of 3 months
- c. the position is vacant.

Absence during an activity

11. Should an [OOC/IOC](#) require an absence during an activity, it is to be endorsed in advance by the OIC Activity in accordance with [SI\(OPS\) 01-01—Activity Management](#). The [unit supervisor/OIC Activity](#) is to ensure the cadet to adult supervisor ratio and supervisor gender balance is maintained for the period of absence by an adult supervisor from the activity.

CDR-AAFC Selection Process



AAC STANDING INSTRUCTION - PERSONNEL
MANAGEMENT OF ADULT VOLUNTEERS

REFERENCES

- A. The Defence Act 1903
- B. Australian Army Cadets Policy Manual
- C. Standing Instruction – Personnel - Authorised Establishment
- D. Standing Instruction – Personnel – Structure and Roles
- E. Australian Army Cadets Dress Manual
- F. Standing Instruction – Personnel - Cadet Volunteer Payment
- G. Standing Instruction – Training – Conduct of ALDC Training
- H. Standing Instruction – WHYS – Individual Health Management
- I. Standing Instruction – Personnel - Compliance
- J. YOUTHMAN
- K. Defence Privacy Policy
- L. Standing Instruction – Policy - Delegations
- M. Standing Instruction – Incident Management – Behaviour & Issue Management
Within AAC

SCOPE

s22



f. Part 6 – Selection of Senior ACS Positions

s22



PART 6 – SELECTION FOR SENIOR ACS POSITIONS

78. Whilst participating in AAC program an ACS may wish to fill a Senior ACS Position. These positions offer additional opportunities to assist with cadet development and enable the organisation to have Senior Comd advisers with recent cadet facing and contemporary unit experience at either the Regional or National level.

79. Senior ACS Positions are defined as:

- a. ACU Unit OC
- b. Battalion CO
- c. Regional Assistant Commander (ACOMD)
- d. HQ AAC ACSSO2
- e. HQ AAC Assistant Staff Officer Grade One (A/SO1) Operations
- f. HQ AAC Training Branch A/SO1 ALDC Delivery
- g. HQ AAC Training Branch A/SO1 Cadet Development Continuum (CDC)
- h. HQ AAC Training Branch A/SO1 ALDC Development
- i. HQ AAC National Assistant Commander (NAC).

80. These positions are filled for a period of four years. The incumbent may be extended in extenuating circumstances i.e. to offset a new Regional or National COMD. After that period the position will be readvertised. The incumbent may apply to fulfil the position again but will go back into the selection with other ACS that apply.

81. The position description for each Senior AAC Position is at reference D.

82. Given the importance of these positions within the organisation, a selection board is conducted to determine the suitability of potential candidates. ACS selected for a Senior ACS Position are to be provided a Certificate of Appointment. The Certificate template is at Annex C.

83. Further detail on the conduct of AAC Selection Boards are contained in Annex D.

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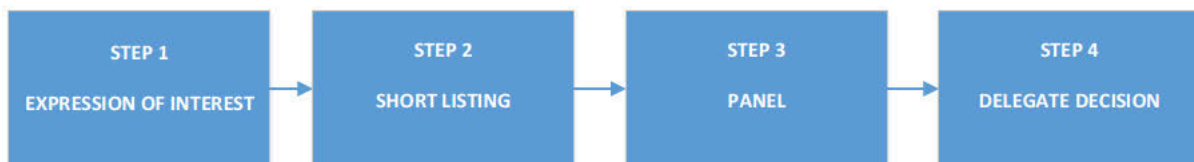


D. Conduct of Senior ACS Selection Boards

Conduct of AAC Senior ACS Selection Boards

Overview

1. This annex details the conduct and internal decision-making processes adopted by selection boards for Senior ACS positions detailed in Standing Instruction – Personnel – Structure and Roles. The purpose of the board is to provide transparency of process and to ensure continuity of approach and consistency in deliberations and outcomes across the program's nine regions.
2. Effective application of these selection boards will enhance the AAC decision-making process to ensure transparency, fairness and consistency with selecting future Senior ACS positions within the AAC.
3. The tasks within an AAC Selection Board varies in complexity between the selections of an OC through to the selection of the National Assistant Commander (NAC). Whilst some tasks may be omitted or altered within the selection process, the four steps which must be adhered to in conducting an AAC Selection Board, which are:



Selection Board Principles



AAC Selection Board composition.

4. Membership of the AAC Selection Board consists of two elements, the Army component and the AAC component. The Board members vary dependent on the position with the AAC Organisation.
5. **Army Component.** Board members responsible for ensuring that the deliberation process for the Board is maintained, that basic decision-making protocols are adhered to, established deliberative processes are observed and appropriate procedural practices adopted.
6. **ACS Component.** Board Members are selected as appropriate for the task based on rank, service, knowledge, experience and proven ability to employ professional judgement and contribute effectively to the deliberative process and decision-making of the Selection Board.
7. The following appointments will comprise the minimum for an AAC Selection Board:
 - a. Chair: Not below 05 level (must be a SERCAT 3-7 member of the Army)
 - b. Required Member: As per table below.

- c. General Member: As per table below.
- d. Selection Board Secretariat: (Non-voting member) this member can be either an APS or ADF member.
8. The table below lists a suggested AAC Selection Board composition for each Senior ACS Position.

Table 1: AAC Selection Board Composition

Senior ACS Position	Delegate	Chair	Required Member	General Member
ACU Unit OC	Regional COMD	Regional DCOMD or O5	Battalion CO Regional A/COMD	ACU OC within the BN
Battalion CO	Regional COMD	Regional DCOMD or O5	Regional A/COMD	Bn CO within the BDE
Regional Assistant Commander	COMD AAC	Regional COMD	NAC	An A/COMD from another Region
HQ AAC SO2	DCOMD HQAAC	HQ AAC SO1	HQ AAC A/SO1	HQ AAC MAJ
HQ AAC A/SO1 Operations	DCOMD AAC	D/TRG/O6	NAC	SO1 Operations
HQ AAC A/SO1 ALDC Delivery	DCOMD AAC	D/TRG	NAC	SO1 ALDC Delivery
HQ AAC A/SO1 CDC	DCOMD AAC	D/TRG	NAC	SO1 CDC
HQ AAC A/SO1 ALDC Development	DCOMD AAC	D/TRG	NAC	SO1 ALDC Development
HQ AAC National Assistant Commander	COMD AAC	COMD AAC	Current NAC ¹	HQ AAC CO or HQ AAC PSO

1. If the incumbent member is reapplying to fulfil the role, select another SO1 within HQ AAC.

Key Board Member task and responsibilities

AAC Selection Board Chair

9. The Chair of the AAC Selection Board is responsible for ensuring that the deliberation process for each Board is maintained, that basic decision-making protocols are adhered to, established deliberative processes are observed and appropriate procedural practices adopted.
10. The Chair is to ensure the application criteria does not vary from the Expression of Interest (EoI) requirements detailed in Appendix 1.
11. The Chair is responsible for the provision of a written outcome for the Decision Maker with a merit list and preferred candidate.
12. The Chair will resolve any 'questions of fact' to ensure that the Selection Board shapes their considerations within a common understanding of relevant facts and an awareness of any issues surrounding any previous breaches of the Code of Conduct is framed. Mistakes and behaviour that have not been repeated and opportunities for growth and

character development. This is a Youth Development program and context and judgement is important for COMDs to make informed decisions.

13. For the Paper Board the Chair will make a determination of suitability by order of merit Suitable (preferred Candidate) / Suitable / Not Suitable with a Statement of Reasons. This outcome will be documented with a digital signature and recorded in Objective regarding the outcome advice, which for transparency is to be dissemination to nominating volunteers for appointments.

AAC Selection Board General Members

14. General Members are to identify Conflict of Interest (COI) situations they may have with any potential nomination prior to consideration of that volunteer.

15. General Members are to plan to attend in person for Regional AAC Selection Boards and via virtual means for HQ AAC positions.

AAC Selection Board Secretariat

16. The Secretariat is to act as the coordinator for the activity. They are to provide regular feedback to the Chair and General Board Members on the progress during each phase of the activity. Templates for the conduct of an AAC Selection Board are at Appendixes 1-3.

Sequence for Conduct of an AAC Selection Board

17. The following table is a guide for the sequence of events for an AAC Selection Board.

Table 2: AAC Selection Board Sequence of Events

Ser	Task	Lead	Remarks
1	Identify the need to Select a new Senior ACS.	Regional HQ, HQ AAC	Three months before the expiry of the incumbents IoA. i.e. 3 years and 9 months.
2	Establish Selection Board	Regional HQ, HQ AAC	
3	Release an Eoi with Position Description and Selection Criteria	Secretariat	Cleared through the Chair
4	Compilation of applications	Secretariat	Review applications to ensure they meet the selection criteria. Provide application packs NLT five days after application close date.
5	Conduct of Paperboard ¹	Chair	- Meeting organised by Secretariat - Secretariat to update Selection Board Spreadsheet.
6	Notification to Candidates	Secretariat	Secretariat to provide date/timings to interview to successful candidates
7	Selection of interview questions	Chair	Normally five questions based on the role and potential suitability.
8	Conduct of Interviews	Chair	In person or via virtual means Secretariat to take notes
9	Order of Merit established	Chair General Members	Secretariat completes Selection Board Spreadsheet.
10	Results to Delegate	Secretariat	Forwarded to Delegate after the Chair signs the Selection Board Spreadsheet.
11	Candidates informed of results.	Chair	Chair to inform successful candidate and recommendations to

			unsuccessful candidates.
12	ACKNote released with result	Secretariat	• For A/COMD and HQ AAC LTCOL (AAC) Positions. • ACKNote to be cleared by the Chair before release.
13	On-boarding, new loA raised	Regional HQ, HQ AAC	

1. If there is only one applicant, the Chair is to conduct an interview to confirm suitability. If the member is deemed suitable, the chair provides the Delegate with a recommendation IAW Serial 10.

Appendixes:

1. ACKNote - EoI – Template
2. AAC Selection Board Spreadsheet – Template
3. ACKNote - Position Selection Announcement - Template

OFFICIAL

DIRECTOR OF PERSONNEL–AIR FORCE

POLICY GUIDANCE No 11

MANAGEMENT OF CAREER MANAGEMENT BOARD - COMMAND

Background

1. The Career Management Board – Command (CMB-C) is responsible to the respective Service or Joint Chief for the selection of officers for Command appointments at the GPCAPT and WGCDR levels, and for a small number of SQNLDR positions. The staffing of Air Force Command positions is vital to support the generation of capability. All substantive GPCAPTs, WGCDRs and SQNLDRs, as well as members identified for promotion to those ranks, can be considered by the CMB-C with the intent of selecting the most appropriate person for each upcoming Command vacancy.
2. The CMB-C will consider all suitable or competitive candidates for Command and propose, for approval by the respective Service or Joint Chief, a recommended primary candidate and one or more reserve candidates for each available position. Selected officers' are interviewed by CAF and panelled on the next available Air Force Commanders' Course either prior to or shortly after commencing Command. Appointment to a Command position by the respective Service or Joint Chief also authorises the associated remuneration under the Graded Officer Pay Structure (GOPS)¹.

Aim

3. The aim of this Policy Guidance (PG) is to provide direction for DP-AF and guidance to DSOM-AF staff involved in the conduct and management of CMB-C on behalf of Chief of Personnel (CPERS).

Policy and reference material

4. Other policy documents that are relevant to this PG are:
 - a. [CDF Directive 05/2025 – Appointment to Command in the Australian Defence Force](#), which sets CDFs intent and expectations of delegates appointing officers to Command in the ADF.
 - b. [CDF Directive 03/25 – Fit and Proper Person Check – Selection for Promotions, Command and Other Select Appointments, and Service Suitability Checks](#), which sets CDFs intent and expectations for confirming a member is a fit and proper person to undertake the role of Command.
5. General advice on CMB-C processes and procedures is available via the 'Air Force Career Development & Competitive Selections/Command Boards' buttons on the [ADF Careers](#) website. This site contains the *Air Force Career Management Board – Command (CMB-C) - Applicant Guide* that provides an overview of the CMB-C and application processes, extant *CMB-C - CAF Board Guidance* that is updated annually. Additionally, the *Air Force Career Management Board – Command (CMB-C) – Opportunity Profile* will be published on this website while open for application and serves as the CMB-C Expression of Interest (EOI) to the workforce, containing submission dates, selection process requirements, and a list of Command positions likely to be considered by the CMB-C.

¹ Note that posting delegations for O6 Commands reside within CPERS

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CMB-C composition

6. The CMB-C selects officers for recognised Command appointments, Director Logistics Capability and Deputy Commander positions only and comprises the following permanent members:

- a. Deputy Chief of Air Force (DCAF) - Board Chair
- b. Air Commander Australia (ACAUST)
- c. Head of Aerospace Systems Division (HASD)
- d. Deputy Commander Joint Capabilities (DCJC)
- e. Director General Personnel–Air Force (DGPERS-AF)
- f. Warrant Officer of the Air Force (WOFF-AF)
- g. Independent Member (Refer paragraph 7).

7. **Independent Member.** To support CMB-C voting and deliberations a seventh permanent Independent Member is required. Should the CMB-C permanent members not include a gender split, DP-AF is to include an independent male or female member at the minimum rank of O7 who has previously held Command to support the CMB-C selections. An alternate service (Navy/Army) is preferred but not essential.

8. When selecting officers for specialist Command positions, the CMB-C may appoint specialist members as required to support selections, if considered necessary by the Board Chair. Specialist members will hold the minimum rank of O7 and will have previously held Command.

9. The appointments of DSOM-AF and DP-AF will participate as advisors to the board, DD CMB will facilitate the board, DDSOM-AF and SO2 Career Development and Competitive Selections (SO2 CD&CS) act as the CMB-C Secretary for the O6 and O5/O4 selections respectively.

CMB-C Administration

10. **Board timing.** The CMB-C is held annually in the Rodgers Conference Room (BP29-31, Level 2), usually over a period of three days in early March. The CMB-C Secretary is responsible for board administrative and IT support arrangements respectively.

11. **CMB-C position review.** In October each year, DGPERS-AF will formally request the applicable O8 (ACAUST, DCAF, HASD, etc) to provide a primary list of GPCAPT, WGCDR and SQNLDR GOPS/OA command vacancies over the next 18 months for their respective areas of control. The list is based on the planned dates out (PDOs) for incumbents of Command positions and will reflect PDO extensions approved by the responsible two-star.

12. Following completion of the annual DP-AF Promotion Boards (CMB-P), DD CMB will also include vacancies that arise as a result of incumbents of Command positions who are not due for a posting, but have been classified as highly competitive (PC: A Band 2) for promotion. DSOM-AF will provide DD CMB with a primary list of GPCAPT command vacancies for selection at CMB-C.

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13. **Shadow Selections.** Shadow selections are contingency based selections to prepare for potential vacancies or to allow for specific preparation requirements. Position sponsors are able to indicate Command positions that may require a shadow selection due to succession planning requirements, personnel circumstances or other relevant capability impact consideration. Command positions identified for shadow selection may or may not be advertised to the workforce, dependent on any sensitivities associated with the selection requirement. However, relevant candidates will be identified through extant CMB-C processes.

14. **Fit and Proper Person Check.** In accordance with [CDF Directive 03/25 – Fit and Proper Person Check – Selection for Promotions, Command and Other Select Appointments, and Service Suitability Checks](#), a Tier 3 fit and proper person check will be undertaken for all members recommended for Command prior to consideration by the Service or Group Chief.

Selection criteria

15. Selection criteria will be utilised to confirm suitability and competitiveness for each Command Position. The following definitions apply to the criteria:

- a. **Essential Criteria:** A mandatory criteria the candidate must possess to be considered as suitable for the respective Command position.
- b. **Highly Desirable Criteria:** Criteria or set of criteria considered as preferred for the candidate to possess in order to be considered as competitive for the respective Command position.
- c. **Desirable Criteria:** Criteria that may be used as a discriminating factor to determine candidate competitiveness for the respective Command position.

16. The following criteria are considered applicable to all Command selections:

- a. Member received at least a suitable (S) on their most recent PAR for Command suitability (Essential)
- b. Member has demonstrated an interest in Command through a Members Statement (Highly Desirable)
- c. Member has completed ACSC (or equivalent) **OR** a Sub-Unit Command (SUC) (Highly Desirable)
- d. Member has not indicated no interest in undertaking a Command in this cycle (Highly Desirable) (ie. has not opted out)
- e. Member has completed ACSC (or equivalent) **AND** a SUC (Desirable).

17. Additionally, each year the selection criteria specific to Command positions are developed in consultation with the relevant one-star responsible for the Command and approved by DP-AF and DSOM-AF respectively. A list of essential, highly desirable, and desirable candidate criteria are developed for each command to be selected. If candidate criteria is uniform across multiple equivalent commands then these will be grouped by Command Type.

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Initial Candidate Review

18. **Initial Candidate Review (ICR).** A series of selection criteria are utilised in the CMB-C preparation phase allowing CMB-C members to focus their reading on the most competitive candidates for each Command position. The preparation phase will commence considering all WGCDR and GPCAPTs. Any SQNLDRs who have opted in for consideration and have been awarded a Career Management Board Code A Band 1 at the most recent CMB-P will also be included for O5 Command consideration. O4 Command selections will consider those members who have opted in.

19. Members in the following circumstances will not be considered further at the CMB-C:

- a. Have previously or currently hold a GOPS Command at the rank of consideration
- b. Have been awarded an A code Band 2 for promotion to O6
- c. Are transferring to the reserves
- d. Are currently posted overseas and won't be available for a role in the required year
- e. Have a Return On Investment (ROI) posting or on a Specialist pathway
- f. Are currently posted to a statutory position and won't be available for the role in the required year (O6 only).

20. Where members in the above circumstances are to be considered by the CMB-C, by request of the member or due to a capability need, the respective CM will confirm presentation to the board in writing to the member.

21. The essential criteria will be applied to all remaining members to confirm suitability to undertake the relevant Command. At discretion of DP-AF or DGPERS-AF, for the O4/O5 and O6 cohort respectively, the highly desirable criteria may be used to further refine the competitive candidate field for consideration by the CMB-C board members.

22. Where there is insufficient candidates for consideration for a specific Command PERSBR-AF staff will work to identify additional staff who may be suitable, including those identified in para 17. DP-AF or DSOM-AF may seek DCAF approval (in advance of the CMB-C sitting) to present PC: A Band 2 officers for specific/specialist command appointments.

23. **AD718 – Air Force Member Statement.** Officers eligible for command positions, as detailed in the *Air Force Career Management Board – Command (CMB-C) - Applicant Guide* are required to lodge an AD718 – *Air Force Member Statement* expressing their intent. To enable collation and inclusion in CMB-C documentation, all submissions are to be received NLT two weeks prior to the scheduled CMB-C date, submitted to:

- a. For O4 and O5 Commands - s47E(d) [REDACTED] [@defence.gov.au](mailto:[REDACTED]@defence.gov.au), cc the respective DD CM
- b. For O6 Commands – s47E(d) [REDACTED] [@defence.gov.au](mailto:[REDACTED]@defence.gov.au)

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Board preparation

24. In Dec/Jan each Career Management Cycle (CMC), the CMB-C Secretaries will issue a CMB-C process overview document to the workforce detailing matters such as eligibility considerations, application processes and the information to be considered by the CMB-C. The current process overview can be accessed via the *Air Force Career Management Board – Command (CMB-C) - Applicant Guide* on the [ADF Careers](#) website. This will be distributed along with the *Air Force Career Management Board – Command (CMB-C) – Opportunity Profile*² that will include a consolidated list of O4/O5 or O6 Command positions respectively for CMB-C consideration that CMC, including applicable selection criteria.

25. DD CMs and DDSOM-AF are to compile lists of candidates based on selection criteria listed in the CMB-C ICR process overview, Command selection criteria and individual expressions of interest. DD CMs will populate the spreadsheet that will form the CMB-C members Notes Pages, bearing in mind the information considered by the board. This may include, but is not limited to:

- a. Seniority in rank
- b. The applicable Essential, Highly Desirable and Desirable selection criteria
- c. Details of the reasons for a potential contender previously declining a command appointment (see further information at paragraph 27).

26. Additionally DD CMs are to review the members MAPS profile available to the CMB-C board members to confirm:

- a. Posting history
- b. Reporting history, including in previous sub-unit and unit command positions
- c. Any honours and awards, including commendations
- d. Candidate AD718 – Air Force Member Statement, where provided
- e. Details of any administrative sanctions or disciplinary action in current rank (and in previous ranks)
- f. Individual Readiness and Medical Employment Category status, including any restrictions and waivers.

27. **Trial board.** Approximately two weeks before the actual CMB-C, a trial board or “run-through” will be held to test the associated processes and validate the candidate information presented by DD CMs and DSOM-AF. Information presented to the CMB-C is in Microsoft Excel format and is coordinated by the CMB-C Secretary.

² This can be released as soon as Command positions for selection at the CMB-C are confirmed by the responsible two-star through the Command Tenure Extension Minutes.

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Post-board actions

28. **CMB-C documentation.** On completion of each CMB-C, the relevant CMB-C Secretary will ensure the following administrative actions are taken:

- a. Prepare the CMB-C Minutes for sign-off by the CMB-C Board Chair
- b. Staff Decision Briefs to the respective Service or Joint Chief
- c. Draft the CPERS Signal and CAF message
- d. Update the Commander's List
- e. Update the respective OC/CO Outlook distribution lists at the commencement of the Command tenures.

CMB-C outcomes

29. **Promulgation.** Following approval from the respective Service or Joint Chief, officers selected by the CMB-C for appointment to Command will be informed of their selection by the relevant O8 Officer. A CAF Message listing all successful Command appointments will then be promulgated and Command Certificates will be produced by OCAF for presentation to the members. Officers selected as either reserve candidates or shadow selections will not be informed of their status, unless they are called upon to fill a subsequent command vacancy. Individual feedback to members regarding CMB-C deliberations is not provided. DD CMs may have opportunity to take limited candidate notes during CMB-C deliberations however, this is not guaranteed.

30. **Request to decline Command.** Any officer seeking to decline a Command appointment is to submit their reasons in writing via Minute to the respective Service or Joint Chief for consideration through the board chair (DCAF). When a request to decline Command is considered, the respective Service or Joint Chief will determine if the organisational requirement to post the member to a Command role is stronger than the reasons presented for declining Command.

31. **Commanders' Seminar panelling.** Following completion of each CMB-C, School of Postgraduates Studies (SPS) will utilise the CAF Command Message to coordinate nominations from SQNLDRs and WGCDRs selected Command positions to attend the next available Air Force Commanders' Seminar. These seminars are panelled by SPS and are usually conducted at the start and towards the end of the calendar year. The Commanders' Seminar will (ideally) be completed before taking up Command or as soon as practicable upon commencement of Command tenure. For out of session Command selections the CMB-C Secretary is to notify SPS of the nomination to make the required panelling arrangements.

Other considerations

32. **Contacts.** Further information and advice on the conduct and management of CMB-C can be obtained from DD CMB, DDSOM-AF or SO2 CD&CS.

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Policy implementation

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

s47E(c) Digitally signed by
s47E(c)
Date: 2025.10.22
17:00:57 +11'00'

s47E(c)
DP-AF

Sep 25

Related directives and policy guidance:

1. CDF Directive 05/2025 – *Appointment to Command in the Australian Defence Force*
2. CDF Directive 03/2025 – *Fit and Proper Person Check – Selection for Promotions, Command and Other Select Appointments, and Service Suitability Checks*
3. DP-AF Policy Guide No 21 – *CMB-P CMB Code A Promotion Process*

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From: Pesce, Steven AVM
Sent: Friday, 19 June 2026 12:55 PM
To: s47E(c), s47E(d)
Cc: s47E(c)
Subject: 260619 - e-mail - S Pesce/s47E(c), s47E(d) - Statement of Impartiality and Independence

OFFICIAL: Sensitive

Thanks s47E(c), see you next week
(c)

Regards,

Steve Pesce, AM
Air Vice-Marshal
Deputy Chief of Air Force

Phone: s47E(c) | Mobile: s22 | s47E(c) | Russell Offices, RUSSELL, ACT, 2610

Royal Australian Air Force
Office of the Chief of Air Force



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From: s47E(c), s47E(d) <s47E(c), s47E(d)>
Sent: Thursday, 18 June 2026 4:14 PM
To: Pesce, Steven AVM <s47E(d)>
Cc: s47E(c) <s47E(c)>
Subject: Statement of Impartiality and Independence [SEC OFFICIAL: Sensitive]

~~**OFFICIAL: Sensitive**~~

Hello Sir

In accordance with your ToR for the conduct of a fact-find into a complaint about the selection process used to recommend the next commander Australian Air Force Cadets I attach a Statement of Impartiality and Independence. s22

I will continue tomorrow with planning out how best to achieve the requirements in the ToR but will not engage potential witnesses/respondents or complainant until we have the impartiality statement agreed and signed.

s22

s47E
(c)

s47E(c), s47E(d)

s22

s47E(c)

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From: Adams, Jules AIRCDRE
Sent: Wednesday, 1 July 2026 6:14 PM
To: Pesce, Steven AVM; s47E(c), s47E(d)
Cc: s47E(c)
Subject: 260701 - e-mail - J Adams/Many - CDR AAFC Selection Fact Find

~~OFFICIAL: Sensitive~~

No problem Sir

I have a meeting with CAF on Friday. Thanks to s47E(c) for the speed and thoroughness of the report.

Regards

J Adams
Air Commodore
Chief of Staff Air Force Headquarters

s47E(d)
Office: s4/E(c)
Mob: s22

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From: Pesce, Steven AVM <s47E(d)>
Sent: Wednesday, 1 July 2026 4:07 PM
To: s47E(c), s47E(d) <s47E(c), s47E(d)>; Adams, Jules AIRCDRE <s47E(d)>
Cc: s4/E(c) <s4/E(c)>
Subject: RE: CDR AAFC Selection Fact Find ~~[SEC=OFFICIAL: Sensitive]~~

~~OFFICIAL: Sensitive~~

Hi s47E,
(c)

Thanks for the prompt conduct of the FF s47E(d)

Hi Jules,

Can you please advise CAF in my absence of the outcome of the FF s47E(d)

Regards,

Steve Pesce, AM
Air Vice-Marshal
Deputy Chief of Air Force

Phone: s47E(c) | Mobile: s22 | s47E(c) | Russell Offices, RUSSELL, ACT, 2610

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From: s47E(c), s47E(d) <s47E(c), s47E(d)>
Sent: Tuesday, 30 June 2026 1:51 PM
To: Pesce, Steven AVM <s47E(d)>
Cc: s47E(c) <s47E(c)>; Adams, Jules AIRCDRE <s47E(d)>
Subject: CDR AAFC Selection Fact Find [SEC - OFFICIAL Sensitive]

CONFIDENTIAL

Hello Sir

I have completed a Fact Find into circumstances surrounding the recent selection process for the next CDR AAFC. The individual lines of review lead me to conclude that the selection process used s47E(c), s47E(d) was reasonable and aligns with contemporary processes to select Commanders in Air Force. s47E(d)

[REDACTED]

Trusting this Fact Find addresses all of the aspects that you directed me to review.

s47E – PDF copy attached just in case Objective is troublesome.

Regards

s47E
(c)

s47E(c), s47E(d)

s22

s47E(c)

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