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From: s47F
Sent: Friday, 3 July 2026 11:15 AM
To: s47F
Cc: s47F
Subject: For action: AAFC Structure Proposal - Consultation open, respond by 21 July
Attachments: AAFC Structure Design Consultation 03 Jun 26 - 18 Jun 26.pdf

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Good morning,

The AAFC Structural Review is a multi-workstream project. This email opens the formal consultation on one specific activity within it: the AAFC Structure Design Proposal.

Consultation Panel:

- OC 1-8 & AOW
- AAFC Deputy Directors
- CB-AF Deputy Directors
- AFLO 1- 8

The proposal addresses the organisational structure itself, the number of command layers, how squadrons are grouped, and where authority sits. It does not cover the full scope of the Structural Review. Other workstreams are underway and will be progressed separately (establishments, roles & responsibilities, CVP etc).

Attached is the Discussion Paper. Please read it before responding. It sets out what we found, what we are proposing, and the specific questions we are asking.

We are asking for your views on three questions:

1. Do you support the proposed four-tier model (Squadron → Wing → Group → National HQ) as the basis for moving forward?
2. Which of the four Wing grouping options do you prefer, and why?
3. What are your views on the naming conventions, command titles and rank progression model for the new layers?

Please submit your feedback using the link below.

[CONSULTATION FEEDBACK LINK](#)

Consultation closes: 18 July 2026.

Feedback analysis will support a decision brief to be prepared for DGCADETS-AF and CDR-AAFC and will be shared back with the consultation panel.

This is your opportunity to shape the outcome. The quality of the model we land on will depend on the quality of the feedback we receive. If you have questions about the paper or the process, please come back to me directly.

s47F

(AAFC)

Deputy Director Strategy & Transformation - Australian Air Force Cadets | National Headquarters
Australian Air Force Cadets

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Whilst I may send emails out-of-hours, unless it is urgent, please do not feel any pressure to respond outside of your own work arrangements. The AAFC values flexible arrangements for volunteers.

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From: s47F
Sent: Thursday, 25 June 2026 11:29 PM
To: s47F
Cc: s47F
Subject: Structure Design - Consultation Paper

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Good evening,

Please find link to Structure Design discussion paper for peer review. Please add comments to the live document and share any overall feedback to this group via email. Once we are happy, we can push this out for consultation.

 [AAFC Structure Design Consultation.docx](#)

To support consultation, Still to come:

1. 2-3 slides to present to each consultative group.
2. Forms survey to capture the answers to the 3 questions posed, as well as open text for general comments and feedback.

Consultation Proposal:

1. s47F o share/present to AAFC SLT
2. to share/present to CB-AF DD's
3. DDGNDOPS to consult with AFLO group

Timeline: 2 weeks.

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INSPIRING TODAY, LEADING TOMORROW

8. NAMING, TITLES AND RANK

The four-tier model is structurally settled. What those tiers are called, and what rank attaches to each command position, has not been decided. These questions are intentionally held open: they carry cultural weight, historical significance and governance implications that go beyond the structural design itself. This section presents the options. It is a consultation question, not a recommendation.

8.1 Layer names and command titles

The table below shows the naming and title options at each layer. Note that Layer 3 and Layer 2 naming are linked, if Layer 3 is called Wing, Layer 2 needs a different name (Region or Sub-Wing). If Layer 3 is called Group, Layer 2 can carry the Wing name.

Layer	Layer Name Options	Command Title Options
Layer 4 Direction National Leadership	National Headquarters	Commander AAFC
Layer 3 Enablement Group Leadership	Wing / Group	Officer Commanding / Group Commander / Group OC
Layer 2 Support Wing Leadership	Wing / Region / Sub-Wing	Officer Commanding / Regional Executive Officer / Sub-Wing Wing OC / Region OC
Layer 1 Delivery Squadron Leadership	Squadron	Commanding Officer

8.3 Consultation question, rank for all tenured appointments

A related question is whether all tenured command appointments, including the CO role at Layer 1, should carry a formal associated rank. Currently, the CO role does not always align with the rank of the individual filling it. A formal rank structure tied to tenured command appointments would provide a clearer progression pathway, recognise the command responsibility of each role, and create consistent expectations nationally.

8.2 Rank options

Two rank progression models are presented. Option A is closer to the current AAFC rank distribution. Option B introduces a new progression model. Both are presented for consultation, the final determination is a matter for DGCADETS.

Layer	Option A, Closer to current	Option B, New progression	Option C, New progression Alt
Layer 4 Direction National Leadership	Group Captain (AAFC)	Group Captain (AAFC)	Group Captain (AAFC)
Layer 3 Enablement Group Leadership	Wing Commander (AAFC)	Wing Commander (AAFC)	Group Captain (AAFC)
Layer 2 Support Wing Leadership	Wing Commander (AAFC)	Squadron Leader (AAFC)	Wing Commander (AAFC)
Layer 1 Delivery Squadron Leadership	No rank on appointment	Flight Lieutenant (AAFC)	Squadron Leader (AAFC)





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Note, Group Captain implications under Option C

The AAFC currently has one Group Captain: CDR AAFC. Option B introduces Group Captain rank at Layer 3. Two implications are worth noting for consultation. First, AAFC Group Captains at Layer 3 would hold higher rank than Deputy Directors in Cadet Branch – Air Force and Wing AFLOs, which may create interface and governance challenges. Second, the rank would be equivalent to that of CDR AAFC, which may require consideration at the DGCADETS level. These are not reasons to exclude Option B, they are factors for the consultation group and decision-makers to weigh.

Consultation Question 3, Rank for Tenured Appointments

Should all tenured command appointments, including the Commanding Officer role at Layer 1, carry a formal associated rank? If so, which rank progression model (Option A, B or C) best reflects the authority and accountability of each layer?

What is the right length for a tenured appointment?

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