

NATHQ CONFERENCE SATURDAY 22 AUGUST 2026 DD FAC PRESENTATION

AGENDA

- Facilities and Defence Estate Audit

DEFENCE ESTATE AUDIT

- Ministerial announcement February 2026
- Scale of impacted Air Force cadets across:
 - six states
 - 13 locations
 - 17 units
 - Approximately 1,390 cadets and staff (13 per cent of parading cadets)
- Geelong have relocated to Newland Barracks and commenced parading 7 July 2026.
- 602SQN Woodside are expected to move to Oakbank school during September/October South Australian school holidays

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- SEG are responsible for negotiating Cadet Leases based on endorsed User Requirements
- **Key message:**
- Cadets will not relocate until a suitable location has been found

PREPARING FOR THE JOURNEY

- Cadet Engagement artefacts have been developed by SEG and will be issued by AFLO's
- The artefacts show detail what is required to prepare and transition to the new entry site

AFLO / Ground Ops role transition arrangements

- Communicate requirement to OC's & CO's
- Conduct exit site visit with FAC Proj Officer
- Oversee completion of inventory – including ICT equipment and ownership
- Conduct entry site FAC condition inspection
- Update DEA spreadsheet
- Capture risks – if the Cadet program cannot be delivered at this location – document and escalate concerns to DD FAC

AAFC CO ROLE

- Distribute engagement artefacts to Cadets, Parents and Staff
- Explain to Cadets, Parents and Staff current state and timeframes (if known)
- Prepare inventory of assets
- Escalate any concerns to AFLO
- Rationalise equipment holdings & identify disposal candidates
- Escalate concerns to AFLO office

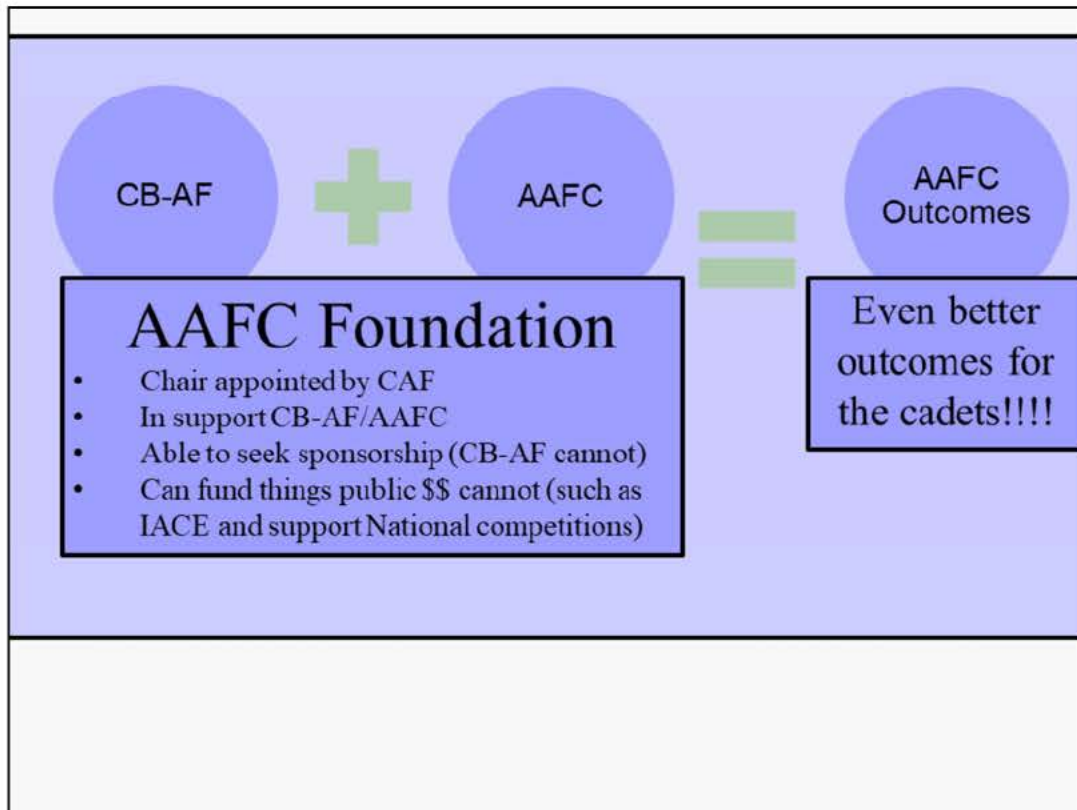
QUESTIONS

The AAFC Foundation: Update!



Air Vice-Marshal Kym Osley AM, CSC

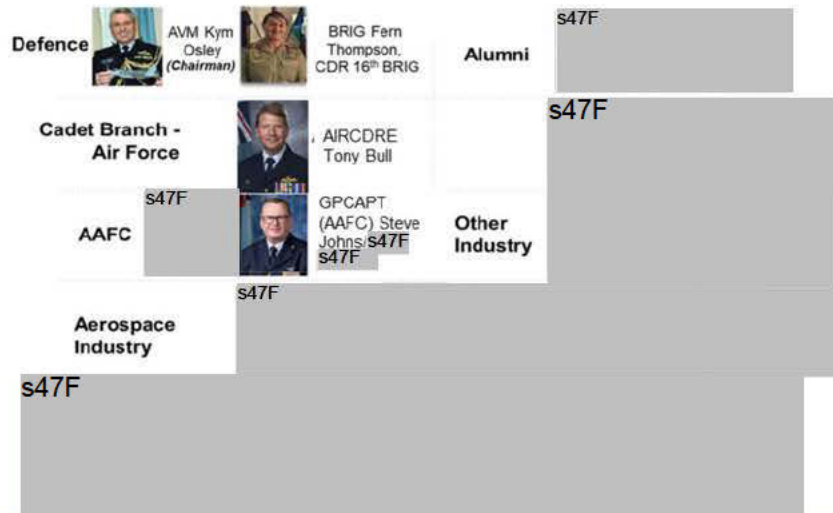
Chair AAFC Foundation



The Foundation's core purpose is to create Pathways to a future in aerospace in partnership with the AAFC

We want to provide unique experiences & activities which would otherwise be difficult to access...and to tell them about potential pathways to a commercial or Defence aerospace related career.

AAFC Foundation Members



How does the Foundation work?

- The Foundation is an ACNC charitable organization that raises sponsorship that RAAF cannot
- The Foundation only does what CDR AAFC/DGCB-AF support.
 - However, the Foundation can act as a conduit for specific sponsorship – eg 4WG charity run
- The Foundation places priority on:
 - Activities/events that have at least Wing level approval
 - Activities that support the Australia-wide AAFC
 - Supporting as many cadets as possible
 - Cultivating industry and community support for the AAFC
 - eg Sponsors Reception
- What the Foundation is not:
 - A big organization – its cannot organise major activities or events itself
 - It is about a dozen part-time volunteers
 - It works best as 'the special sauce' providing support and advice to your planning teams
 - It can connect the dots, get industry support, get sponsorship \$\$



The Foundation gets sponsorship for AAFC activities that public purse can't fund!

What has the Foundation assisted with! #1

- IACE x many – and looking to assist with any new exchange program too!
- AAFC National Awards
- Careers/Tech Expos:
 - 4WG – assisting with 3rd event in Oct 26
 - 3WG – assisted with 3rd event – today at Richmond!!
 - 6WG x 1
 - 7WG – Freedom of the City and Expo – 13 Sep 26!!
 - Purchased marquees for 3/4/7 Wing as better VFM than renting them!
- Avalon Airshow 2027 support – chalet access, speakers and visits to industry stalls
- Pathways program – engagement with industry (eg Kempsey AAFC at CAE)
- Support for Wing visits – eg 5 Wing in April 2026
- Simulation capability for selected AAFC Units
 - 9 units in 2025 and 8 units in 2026 (about \$120K)
- Fieldcraft and other National Competitions
- Acting as a conduit for specific sponsorship – 4WG charity run

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The Foundation gets sponsorship for AAFC activities that public purse can't fund!

What else can the Foundation assist with! #2

- Management of individual donations and bursaries (Foundation is ACNC approved: donations to Foundation are tax deductible and Foundation gets GST refunded)
- Connecting with industry to support the curriculum
- Potentially – more flying sponsorships (eg flat \$2K each or similar for many cadets)
- Support more national events – 3/4WG Bands? Drill Comp? International and national Drone Racing?
- Support/attendance at Wing/Squadron parades, events, etc
- Mentoring and advice!
- If needed: Foundation has the potential to raise significantly more than it does to support the AAFC/CB-AF
 - Foundation already has recurring sponsorship of about \$133K a year plus ad hoc sponsorship of about \$40+K
 - Potentially cover some costs that CB-AF pickup so that funds can be redirected to elsewhere



The Foundation gets sponsorship for activities that public purse can't fund!

***Creating Great Experiences & Building
Pathways to an Aerospace Career!!***



JUST DO IT.

AIR FORCE CADETS

Facilities

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Deputy Director Facilities

INSPIRING TODAY, LEADING TOMORROW

Defence Estate Audit (DEA)

- Tranche 1 Update
 - 427SQN & 428SQN Geelong units relocated to Newland Barracks, commenced parading 7 July 2026
 - 602SQN Woodside – entry site Oakbank School, anticipated move Oct 26 school holidays
- Reserves and Cadets – not managed in tranches, now “Run Orders”

Preparing for the Journey

- Our relocation will happen in clear stages, with information provided along the way.



- 1 Initial Information**
The Cadet Information Pack explains why relocation is happening and how the process will work.
- 2 Meeting With Our Unit**
Relocation team will visit us to answer questions and seek our input.
- 3 Finding and Assessing Options**
Possible locations will be identified, short listed, visited and carefully assessed.
- 4 Our New Location is Identified**
The Cadet Transition Pack explains where we will move, why the location was chosen and what happens next.
- 5 Our Move Date is Confirmed**
The Cadet relocation Pack provides the move date, site map and practical information for our relocation.
- 6 We Move and Begin at Our New Site**
Our equipment and stores are relocated, and regular parade nights and activities begin at the new location.

- We will be kept informed throughout each stage.

AFLO / Ground Ops Journey

- Communicate requirement to OC's & CO's
- Conduct exit site visit with FAC Proj Officer
- Oversee completion of inventory
 - Including identification of ICT equipment and ownership
- Update [DEA spreadsheet](#)
- Conduct entry site inspection
- Escalate concerns to DD FAC

AAFC CO Journey

- ⑩ Distribute engagement artefacts to Cadets, Parents and Staff**
- ⑩ Explain to Cadets, Parents and Staff current state and timeframes once confirmed**
- ⑩ Prepare inventory of assets including:**
 - ⦿ Rationalise equipment holdings
 - ⦿ Identify disposal candidates
- ⑩ Escalate any concerns to AFLO**

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Questions

INSPIRING TODAY, LEADING TOMORROW

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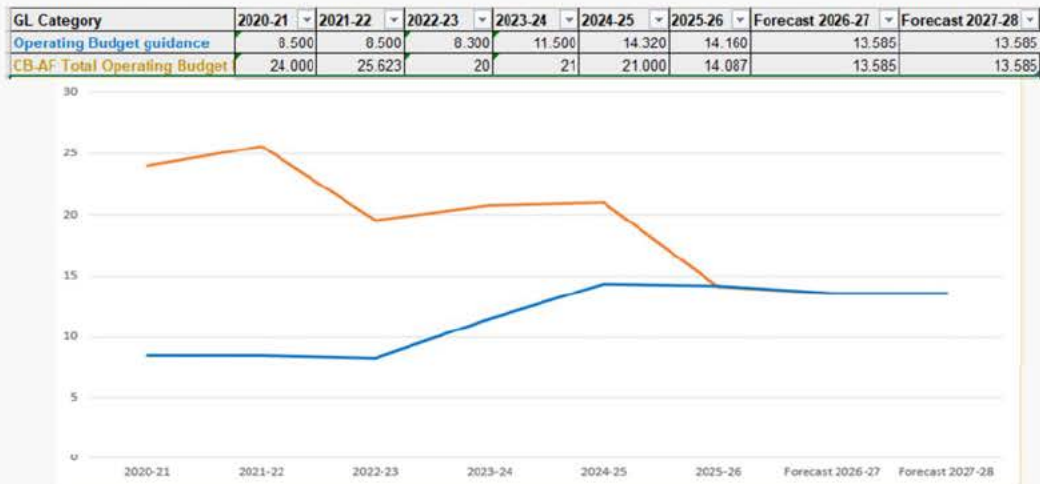
CB-AF Finance

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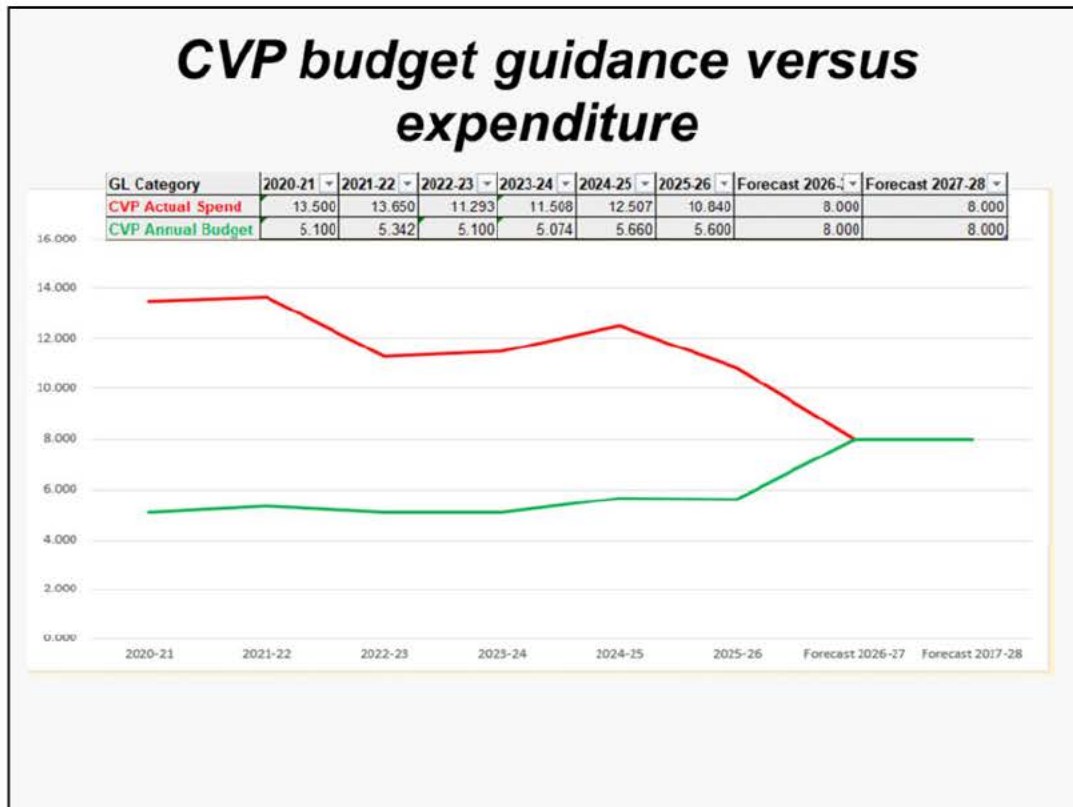
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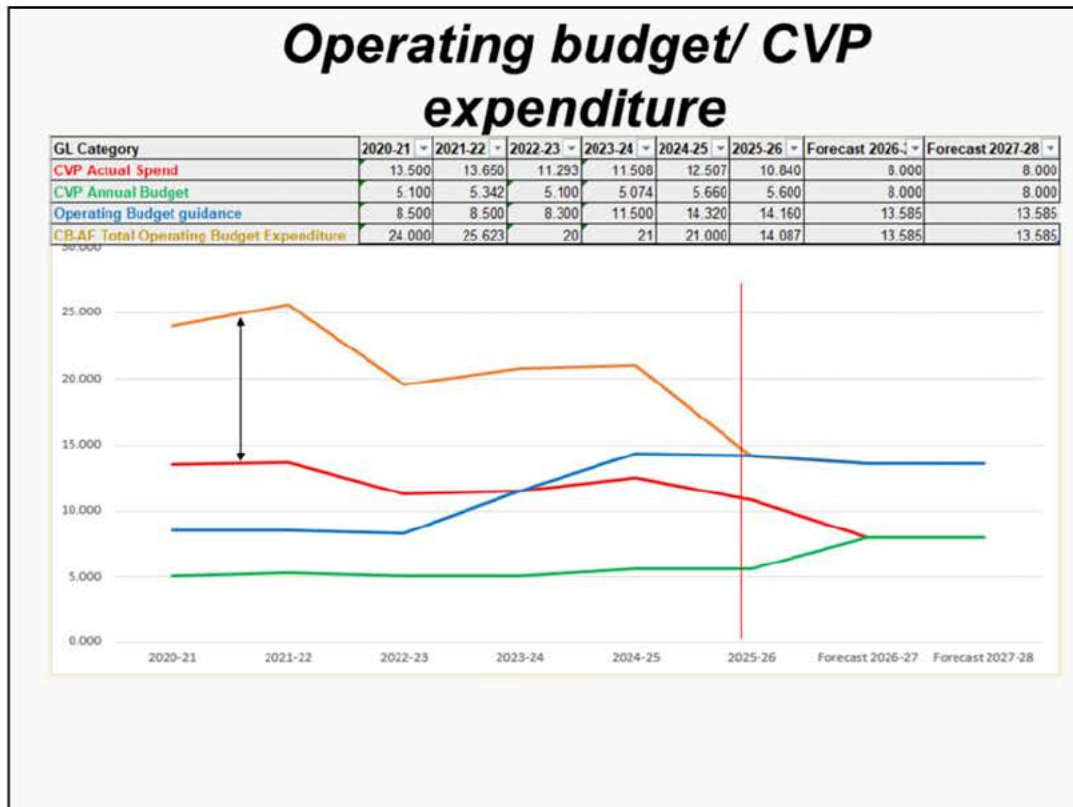
Operating budget guidance versus expenditure



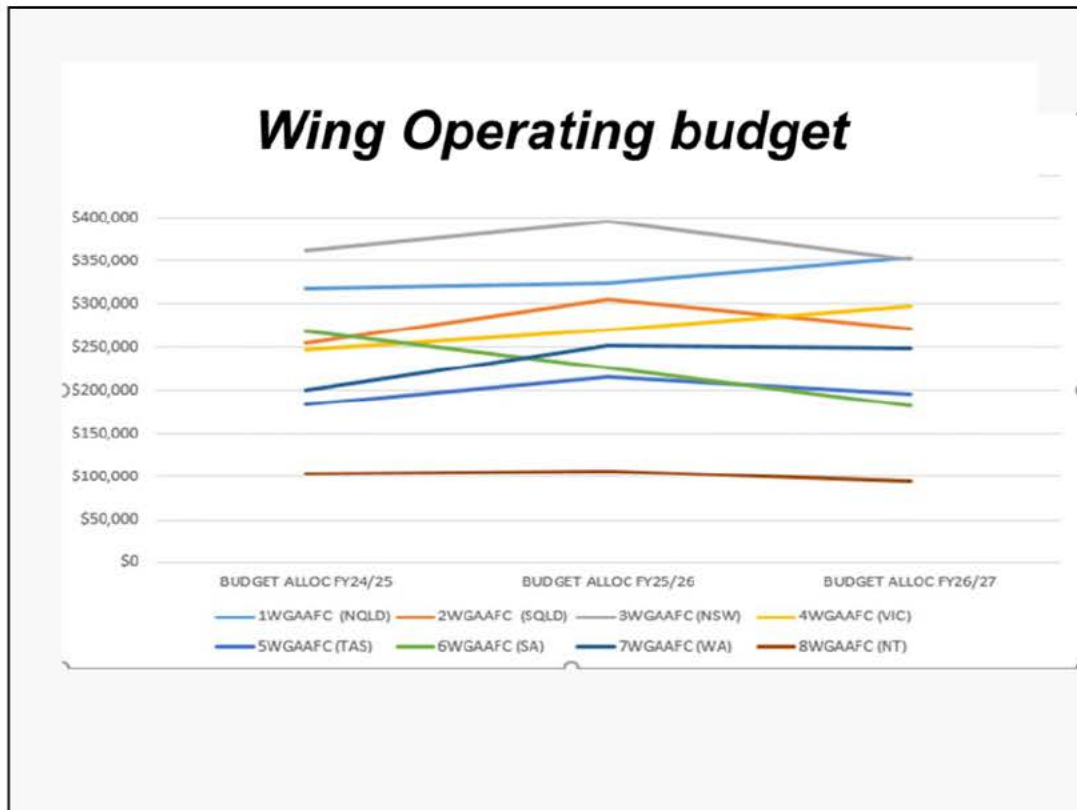
Blue line is the Operating Budget guidance provided by AFHQ. Orange is the actual expenditure. In 2022-23 and 2023-24, AFHQ increased the operating budget, but it wasn't until late 2025-26 that we started to bring Operating costs down to meet budget. Note that in March 2023 the AUKUS Pillar 1 was announced. In 2023-24 CVP was incorporated into the Operating Budget



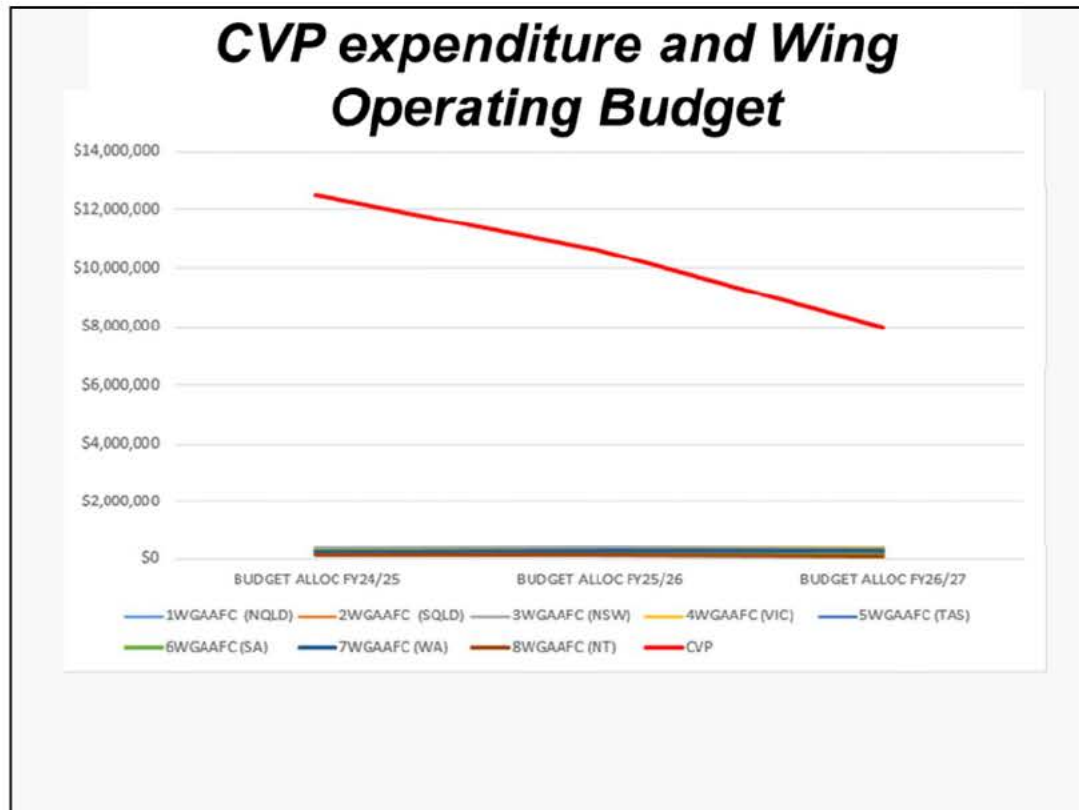
This slide breaks out the CVP budget, which is included within the Operating budget. The CVP budget is in green and actual spend on CVP is in red. The decrease is primarily due to the DG CADETS directive to reduce CVP expenditure in Jan 2026.



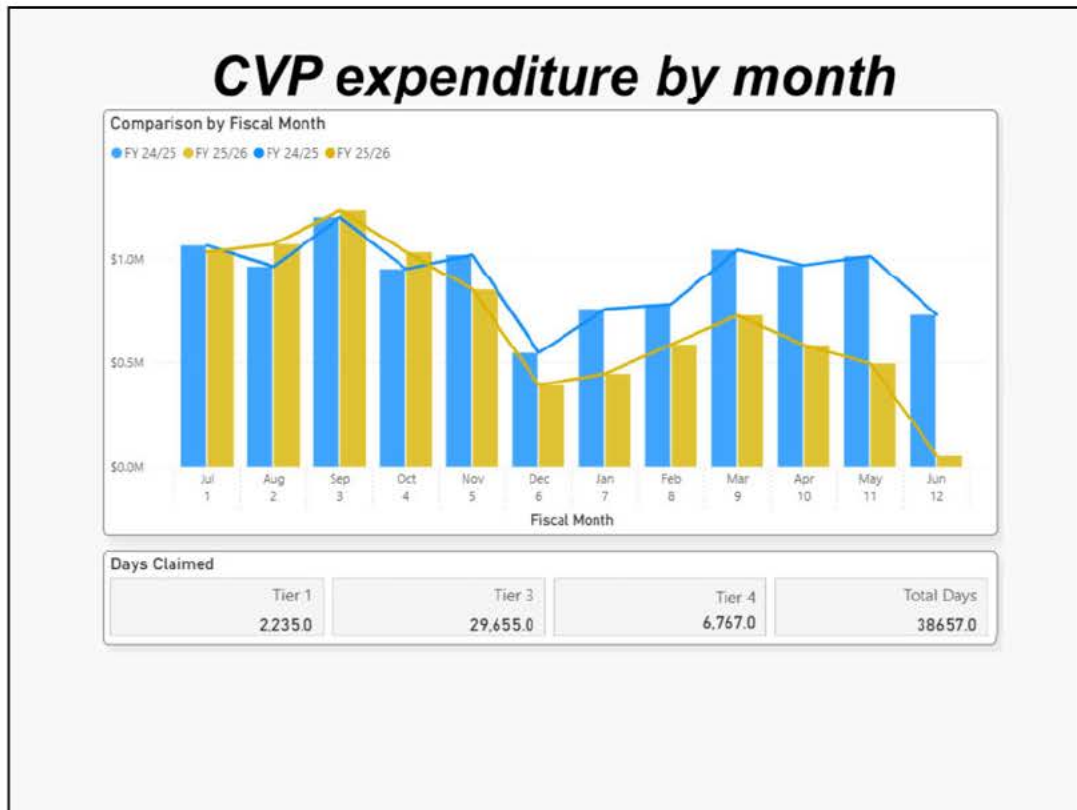
This slide puts both Operating Budget and CVP together to indicate the direct relationship between over-expenditure of CVP with over-expenditure of operating budget. To meet budget, the only lever available is CVP reductions.



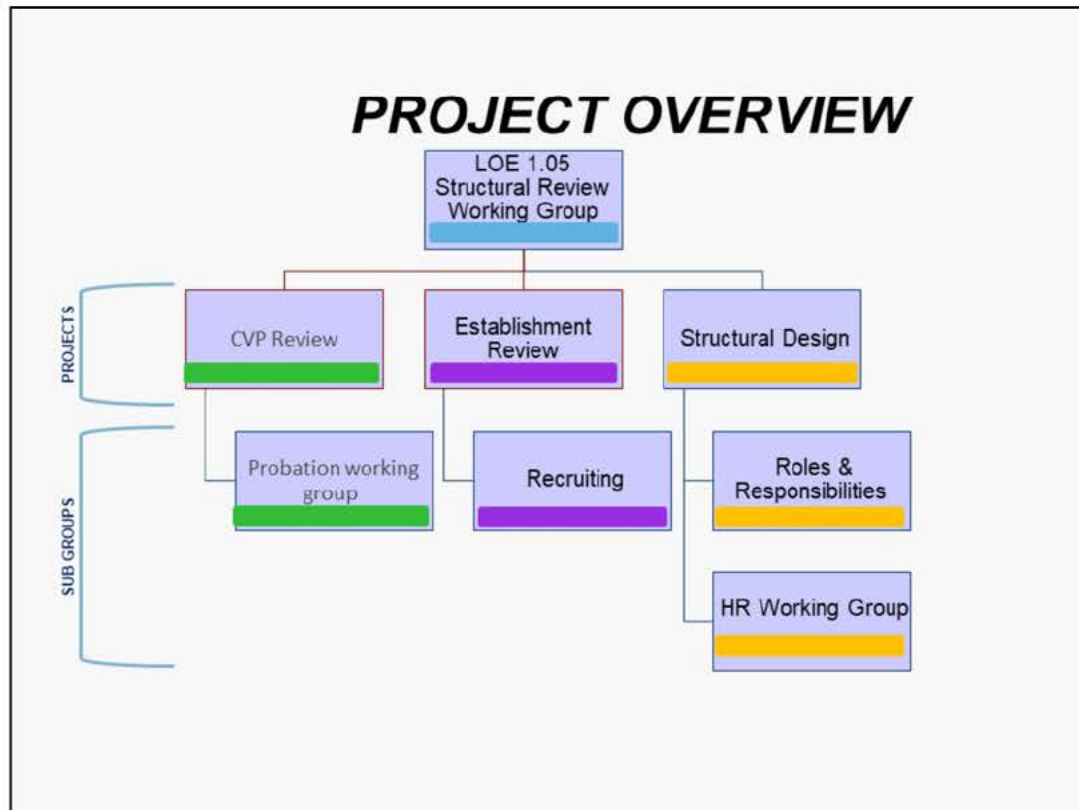
These are the Wing budgets over the last three FY



This shows the magnitude of CVP over and above the Wing Operating budgets



CVP reductions are already happening. Note the CVP reduction in FY25/26 after the January 2026 directive by DGCADETS to reduce CVP expenditure



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Questions

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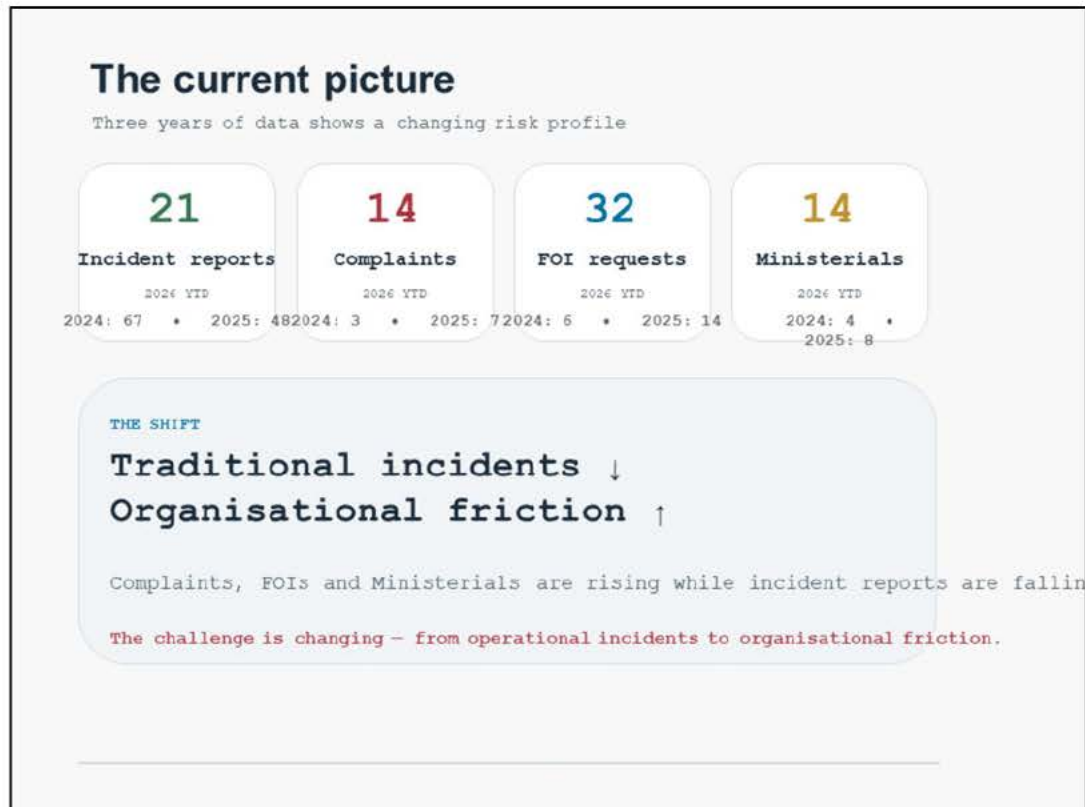


Sensitive strategic issues management is the systematic identification, assessment, coordination and management of complex or high-consequence issues that could materially affect defence objectives,

national security interests, government policy, operational effectiveness, institutional reputation, or relationships with key stakeholders.

In CB-AF – these should relate to youth protection matters or CB-AF or AAFC incidents of significance with high risk consequences.

Instead, many of the incidents relate to unacceptable behaviour of AAFC staff not cadets, the airing of petty grievances by AAFC staff and complaints unnecessarily escalated externally.



Data

Incident Reports: 67 (2024), 48 (2025), 21 (YTD 2026)

Complaints: 3, 7, 14

FOI Requests: 6, 14, 32

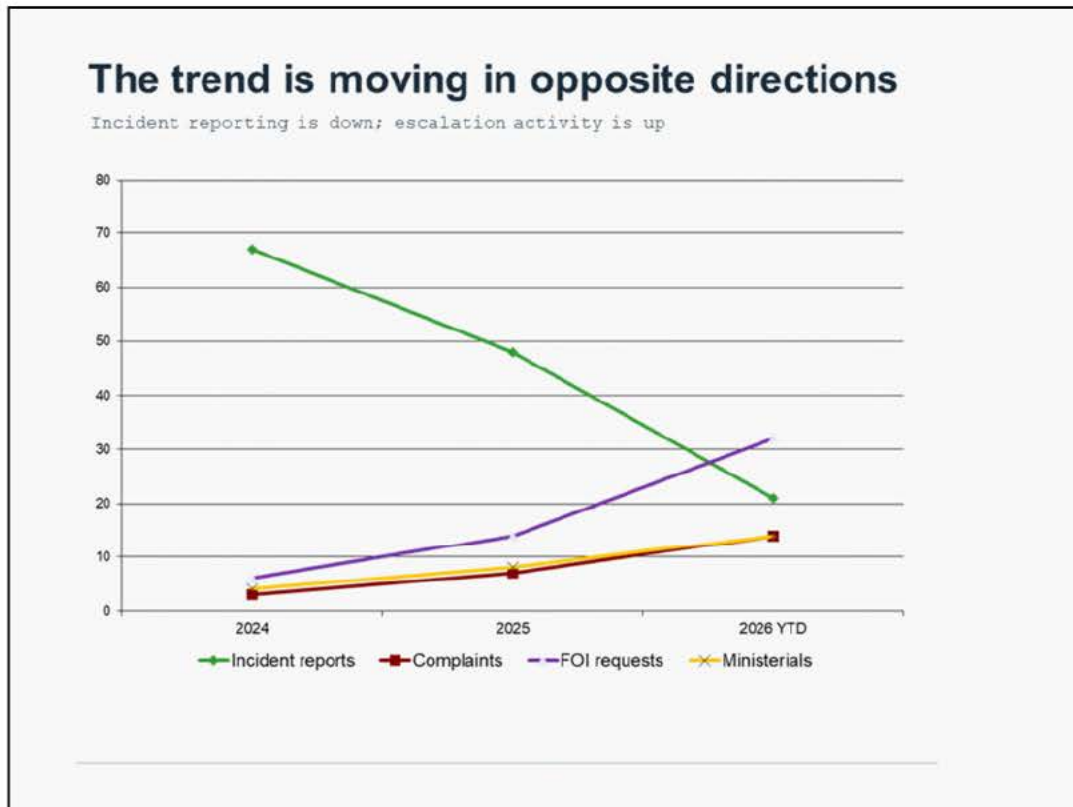
Ministerials: 4, 8, 14

In addition, during 2026 we have received 36 RFIs.

Traditional incidents are reducing, which indicates progress in risk management and operational oversight. That is positive – could indicate issues with incident portal access functionality since M365.

At the same time, complaints, FOIs and Ministerials are increasing rapidly. The strategic issue is increasingly organisational friction: dissatisfaction, grievance activity, trust issues, communication challenges and unacceptable behaviour by a minority of volunteers.

The pattern tells us something about how issues are being experienced and escalated within the organisation.



Incident reports have reduced from 67 in 2024 to 48 in 2025 and 21 YTD in 2026.

Complaints have increased from 3 to 7 to 14; FOIs from 6 to 14 to 32; and Ministerials from 4 to 8 to 14.

This suggests the nature of the challenge is changing. We need to ask what is driving the increase in organisational friction and what leaders can do before matters escalate.



This year alone we have received 32 FOI requests.

The themes are:

Personnel matters — 10

Finance matters — 8

Reviews — 5

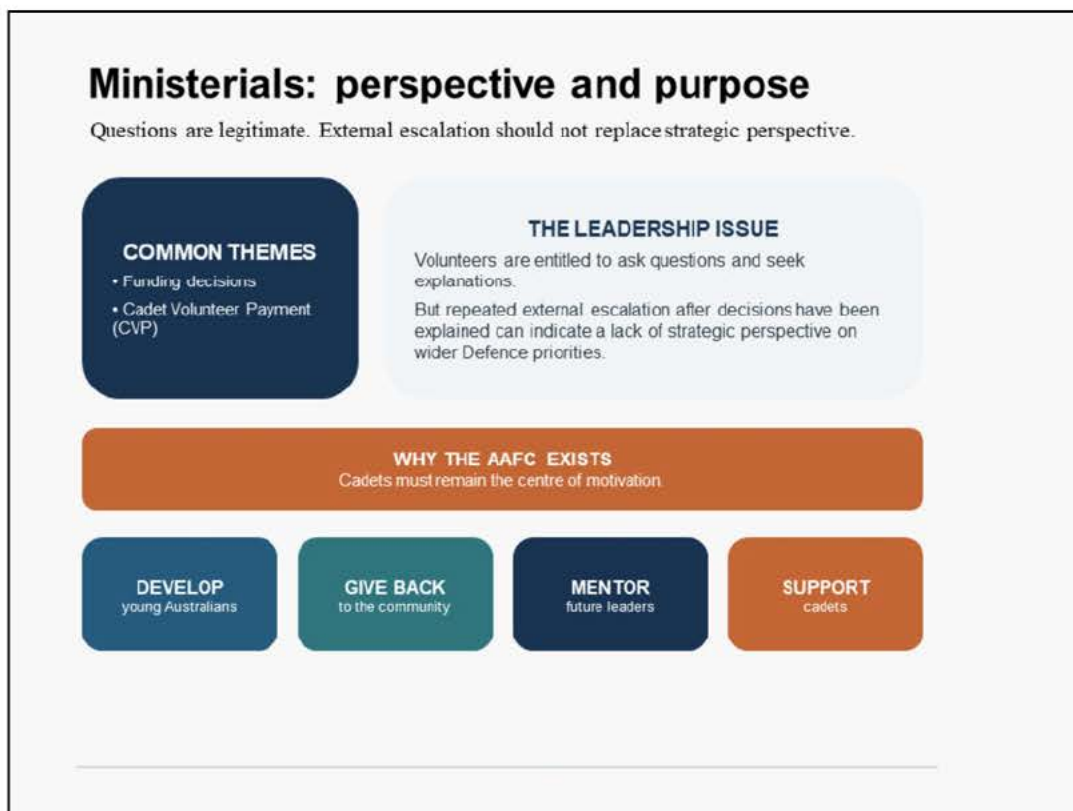
Selection processes — 3

Cadet number caps — 2

The majority relate to organisational decisions, personnel matters (grievances / info about complaints (respondents), funding, governance, reviews and change initiatives.

Importantly, they are **mostly not about cadet activities**. They are largely about organisational decisions and perceived transparency / lack of trust.

This tells us: people are often seeking further understanding, reassurance or validation regarding decisions being made within the organisation. Additionally, there appears to be a level of mistrust or non acceptance of decisions.



A common theme within Ministerials has been budget constraints, funding decisions and the Cadet Volunteer Payment (CVP) as well as airing personal grievances.

There is nothing wrong with volunteers having questions about these areas or about decisions made on them. Questions, respectful challenge and legitimate review mechanisms remain appropriate.

However, an increasing pattern of external escalation after senior leaders have made and explained decisions can suggest that some members are not accepting those decisions or are viewing them without sufficient perspective on wider Defence priorities. As leaders, we need to keep reinforcing why the AAFC exists.

The AAFC is fundamentally a volunteer youth development organisation. The primary motivation should be volunteerism, developing young Australians, giving back to the community, mentoring future leaders and supporting cadets.

Our leadership responsibility is to reinforce those values consistently. Volunteers can ask questions and disagree, but the focus must return to volunteerism, purpose and cadet outcomes. If organisational changes, after explanation and

appropriate internal engagement, are fundamentally inconsistent with what an individual is prepared to support, they may need to consider whether another volunteer organisation is a better fit.



Every Ministerial, complaint or FOI requires substantial effort.

Responses can involve Ministerial staff, Headquarters AAFC, Defence support areas, legal advisors and subject matter experts. A single Ministerial can involve 10 to 15 people across Government and Defence.

REPUTATION - There is also a reputational impact. When matters that could reasonably have been resolved through internal engagement are escalated externally, it can reflect poorly on the AAFC volunteer body as a whole. It can create an impression that the organisation is unable or unwilling to resolve routine disagreement constructively.

PERSPECTIVE - There is an important question of perspective. Time spent by Government Ministers and senior Defence leaders responding to avoidable internal disputes is time diverted from Defence strategic priorities. The issue is therefore not simply the administrative effort involved; it is the opportunity cost and the external impression created by the escalation.

CVP - Complaints about CVP should also be viewed through the lens of volunteerism and cadet outcomes. Where complaints are principally about personal expectations or benefits rather than the interests of cadets or legitimate organisational concerns, they risk creating a perception of entitlement that is

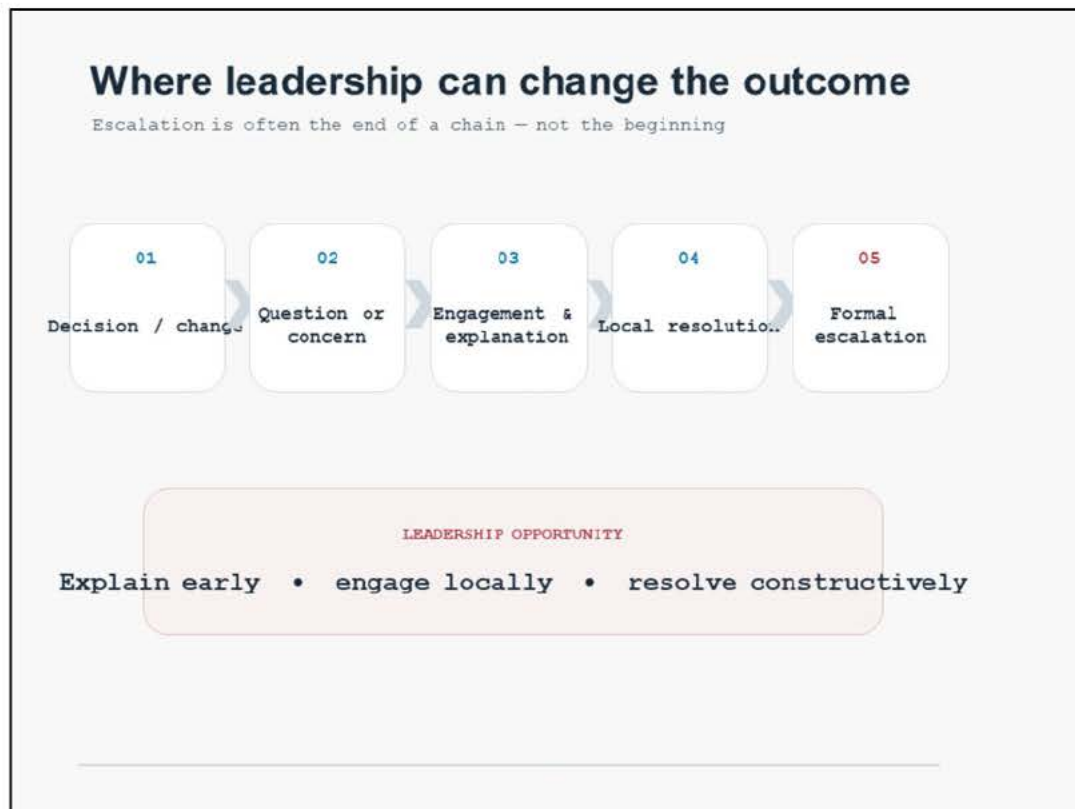
inconsistent with the service ethos of volunteering.

Complaining (anonymously or not) about budgets and CVP demonstrates a lack of perspective, particularly when operational units across Defence are facing budget cuts and veterans are still fighting for DVA claims approved within a cap. It risks undermining the broader contribution and commitment of AAFC volunteers.

Many volunteer organisations throughout Australia operate with little or no financial compensation; their motivation is service and purpose.

The AAFC is changing. Volunteers are entitled to question decisions, seek clarification and use legitimate review or complaint mechanisms. But once changes have been explained and appropriate internal avenues have been exhausted, members also need to decide whether the organisation remains aligned with what they are prepared to support. A volunteer organisation cannot operate effectively if every disagreement becomes an external campaign against change.

The message is not 'do not raise issues'. It is: use judgement, maintain perspective, use the right mechanism, and resolve what can reasonably be resolved at the lowest appropriate level while preserving statutory rights and legitimate escalation pathways.



FOIs, Ministerials and complaints do not appear out of nowhere.

They are often the end result of communication breakdowns, misunderstanding, lack of engagement, reduced trust or unresolved conflict.

This is where leadership matters. The earlier we communicate, explain and engage, the greater the opportunity to resolve an issue before it becomes formal escalation.

Leaders should encourage members to use the chain of command, seek clarification, use existing grievance mechanisms and raise concerns locally.

FOIs and Ministerials should not be the first avenue for obtaining information. They should generally be a last resort after internal engagement has occurred, while recognising that statutory rights and legitimate escalation mechanisms must remain available.



The AAFC is undergoing change. That is necessary and healthy.

Every organisation undergoing change experiences resistance. Some members embrace it, some question it, and some may ultimately determine that the organisation is no longer aligned with their expectations. That is not unusual.

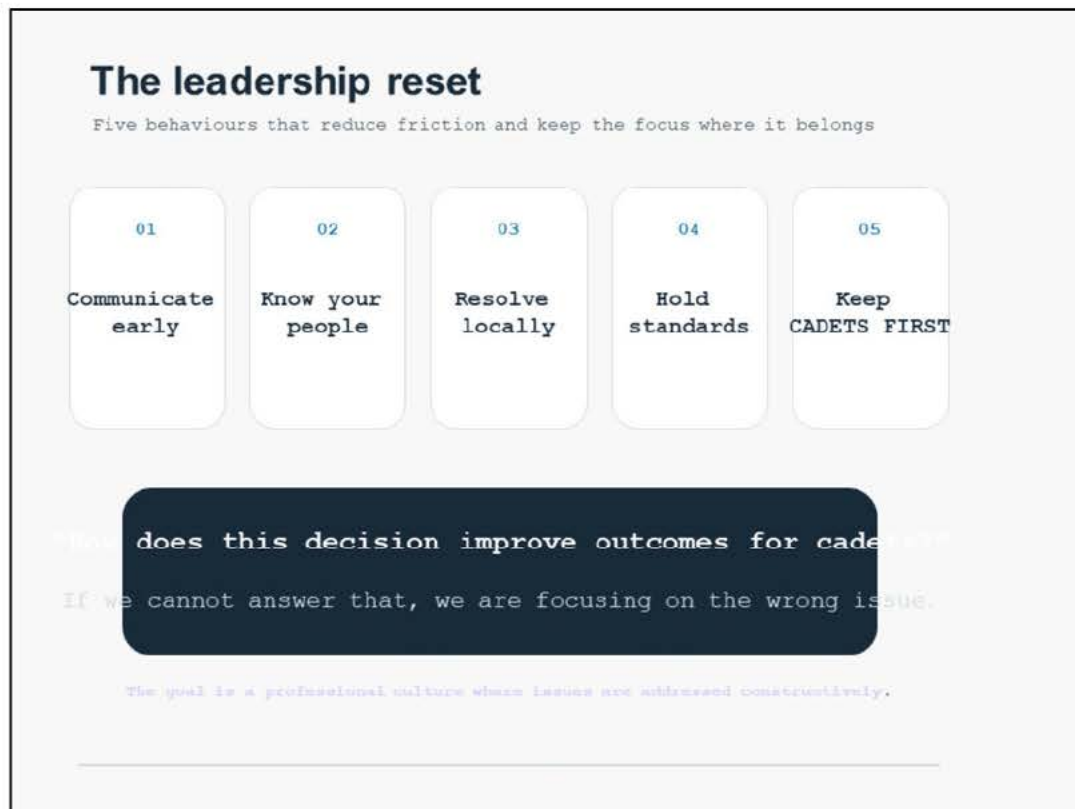
The challenge is ensuring disagreement remains professional and constructive.

What we cannot allow is dissatisfaction to evolve into behaviours that damage the organisation, its reputation or its people.

Many incidents involve unacceptable behaviour by adult volunteers. Our cadets should not see adults displaying behaviours that we would not accept from the cadets themselves.

Leaders must consistently address bullying, harassment, disrespectful behaviour, vexatious conduct and unprofessional behaviour.

What leaders tolerate becomes culture.



What can senior leaders do?

1. **Communicate early.** Explain what decision was made, why it was made and how it was made. Leaders must explain not just decisions, but the reasoning behind them.
2. **Be proactive.** Know your people, who is frustrated, who is disengaged and where the tensions are. Leadership engagement before escalation is far more effective than responding after a complaint or FOI has been lodged.
3. **Promote internal resolution.** Encourage use of the chain of command, clarification, existing grievance mechanisms and local resolution.
4. **Hold standards.** Address bullying, harassment, disrespectful behaviour, vexatious conduct and unprofessional behaviour consistently.
5. **Keep the focus on cadets.** A useful leadership test is: 'How does this decision improve outcomes for cadets?' If we cannot answer that question, we may be focusing on the wrong issue.

Closing:

The statistics show that incident reporting is decreasing. That is positive. However, complaints, FOIs and Ministerials are increasing significantly.

The solution is not more policy. The solution is stronger leadership: leadership that communicates clearly, engages early, builds trust, reinforces standards and keeps the focus on cadets.

Ultimately, our goal is not to reduce complaints or FOIs for the sake of a metric. Our goal is to build a professional culture where issues are addressed constructively, volunteers are motivated by service, and cadets remain at the centre of everything we do.

Final message:

The statistics tell us what is happening. Leadership determines what happens next.

And most importantly: if the cadets are not at the centre of the conversation, we are having the wrong conversation.

AIR FORCE CADETS

Ground Operations

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Director Ground Operation, CB-AF

INSPIRING TODAY, LEADING TOMORROW

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Commander's Mission / Intent

AAFC: provide opportunities that:

- Inspire and Motivate
- Build Resilience & Leadership skills
- Provide Air Force-like experiences across:
 - Air, Space & Cyber domains
 - ADF Bases
- are safety conscious and minimised risk
SFARP

GNDOPS: provides and manages AF resources to enable the achievement of Gnd Cadet / Adult Programs and other activities.

Strategic Plan 2030 - GNDOPS			
Organisational Management and Leadership	Budget Discipline	Control and communicate budget constraints to ensure financial accountability and alignment with strategic priorities. Match cadet numbers, adult personnel, size and locations of the AAFC to budget, resources and facilities.	DGNDOPS DD&G DDFAC OC WG OC AOW
	AAFC Planning Guide	Develop and implement a Unit and WG Management Guide to provide FLT, SQN and WG executive command with a simple, practical, and easily referenced framework for leading and managing their units, covering governance, administration, program delivery, and leadership responsibilities across all areas of AAFC operations.	DD&T DGNDOPS DAVNOPS
	AAFC Support	CB-AF enables, supports, and assures AAFC business and cadet programs (prioritised, balanced, funded, and resourced) to deliver a sustainable and effective activity program.	DAVNOPS DGNDOPS COS, DLC
Personnel and Administration	RAAF Reserve Review	Review Reserve positions, functions and chain of command IAW ADF Reserve review	DDPERS DAVNOPS DGNDOPS
Governance	Activity Delivery	Deliver cadet and adult activities in an environment, compliant with WHS, Aviation Safety, Airworthiness, and Youth Protection (YOUTHMAN) requirements.	DAVNOPS DGNDOPS NSM, OC WG OC AOW
	Activity Assurance Framework	Implement an Assurance Framework to assure activities are conducted in accordance with the approved activity guidelines including safety, vehicle usage, supervision, firearms regulations etc.	DAVNOPS DGNDOPS
Activity Planning	Enable National Activity Program	Enable a prioritised, cost-effective national activity program that balances aviation and ground experiences, aligned to the AAFC Planning Guide.	DAVNOPS DGNDOPS AFLOs
	Ground Activity Reporting System	Develop a standardised reporting system for ground activities to ensure accountability, planning integrity, and adequate supervision.	DGNDOPS
	AAFC Planning Guide	Standardise AFLO authorisation and funding processes through the integration of AFLO procedures into the new AAFC Planning Guide.	DGNDOPS DD&T
	Scope Tri-Service Competitions	Scope and coordinate AAFC participation in National and In-Service competitions	DGNDOPS DCDR DDCAD

Ground Operations Key Points

- International Activities
- Other Activities and Next Year's
- Cadet Firearms Ammunition
- Duke of Edinburgh
- Avalon International Airshow
- Staff Changes

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Questions

INSPIRING TODAY, LEADING TOMORROW

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Lunch break

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Engineering and Logistics

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Director Logistics Capability

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DLC Team Leads

- **Aviation Engineering and Maintenance**
 - **DDENG (Vacant)** - §47E(c) posted in Jan
 - **Manages EFTS and GTS facilities and aircraft/maintenance**
- **Aviation Quality Management System**
 - **AQM** §47E(c)
 - **Key task in continuing transition from a MAO to a civilian operator and rationalising assurance.**
- **Logistics**
 - **DDLOG** §47E(c)
 - **National Cadet Distribution Centre Richmond** – §47E(c)
§47E(c)
 - §47E(c) – substantial ERP and governance overhead.
- **Other requirements: Powered Aircraft Contract, DLC oversight of CAF39 requirements for Aviation Service Providers, Gliding, STEM.**

Engineering and Maintenance

- Focus for 2026 has been:
 - maintaining current level of aviation service, replanning to account for resource reductions (Reserves, funding, vacancies)
 - Supporting AVNOPS in reviewing the Aviation Offer and providing scope for alternate options such as a Gliding Aviation Service Provider.
 - Development of future courses of action and requirements for the next Powered Aircraft Contract (PAC - from 2029)
- Upcoming:
 - PAC RFT and ongoing Defence Material Financial Plan engagements.
 - Review of airworthiness management framework and system of maintenance (new DD ENG)
 - EFTS PCK relocation management (TBC)

AQMS Focus Areas

- Continue to realign AQMS under DASR NDRA
 - Consolidate 'ownership' of Quality System by EFTS/GTS leadership
 - Realign aviation quality objectives and update policy
- Aviation assurance
 - AAFC Aviation Assurance Program review – focus on civil regulatory compliance
 - Aviation Service Provider assurance program reviewed to meet DefAA requirements.
 - RPATS/UAS assurance program under development
- AVNOIP management review & update
 - AVNOIP timely review, update and transition - CB-AF Policy Management Cell support

Realign AQMS – post MAOC focus on civil aviation regulatory compliance.

- Update AQMSMAN, quality objectives and quality policy.

Aviation Assurance

- Requirements under DASR NDR to focus on Civil Reg compliance (EFTS CASR Part 141 flight training & gliding GAus MOSP)
- ASP assurance expanded/improved to meet DefAA requirements
- RPATS assurance program being developed

AVNOIP management

- Focus on timely review & update
- Policy Management Cell will continue AVNOIP transition (to NATHQ system of OIP), support OIP review/update & publishing process



Logistics Hot Topics

- A comprehensive review of the AAFC Scale of Entitlements has been completed.
- Establishment of Nationally Consistent Logistics Framework.
- Cold Weather Update.

AAFC Scale of Entitlements Review

Driver	Key Finding	Impact
 Financial Environment	Current budget pressures	Reduced issue quantities
 Inventory Management	Storage and distribution limitations	More efficient stock holdings
 Review Findings	Inefficiencies identified in current practices	Better aligned entitlements
 Cadet Attrition	25% leave within first year	Reduced initial issue scales

Nationally Consistent Logistics Framework

Develop a nationally consistent, SI-compliant logistics support framework that enables all Wings to consistently deliver Branch logistics outcomes through defined accountabilities, standardised processes, and effective governance arrangements.



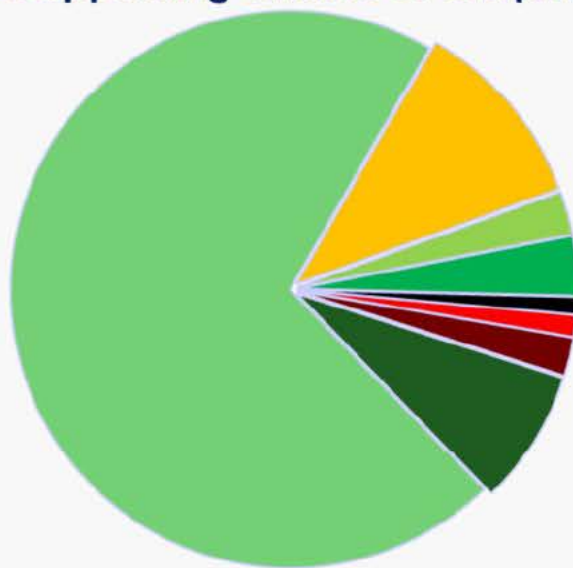
Cold Weather Update

The cold weather rollout has slowed due to organisational pressures around staffing and the need to triage competing priorities.

The NCDC team are attacking this whenever the opportunities arise.



<Supporting Charts or Graphics>



AIR FORCE CADETS

Questions

INSPIRING TODAY, LEADING TOMORROW

AIR FORCE CADETS

***Aviation Operations
Update***

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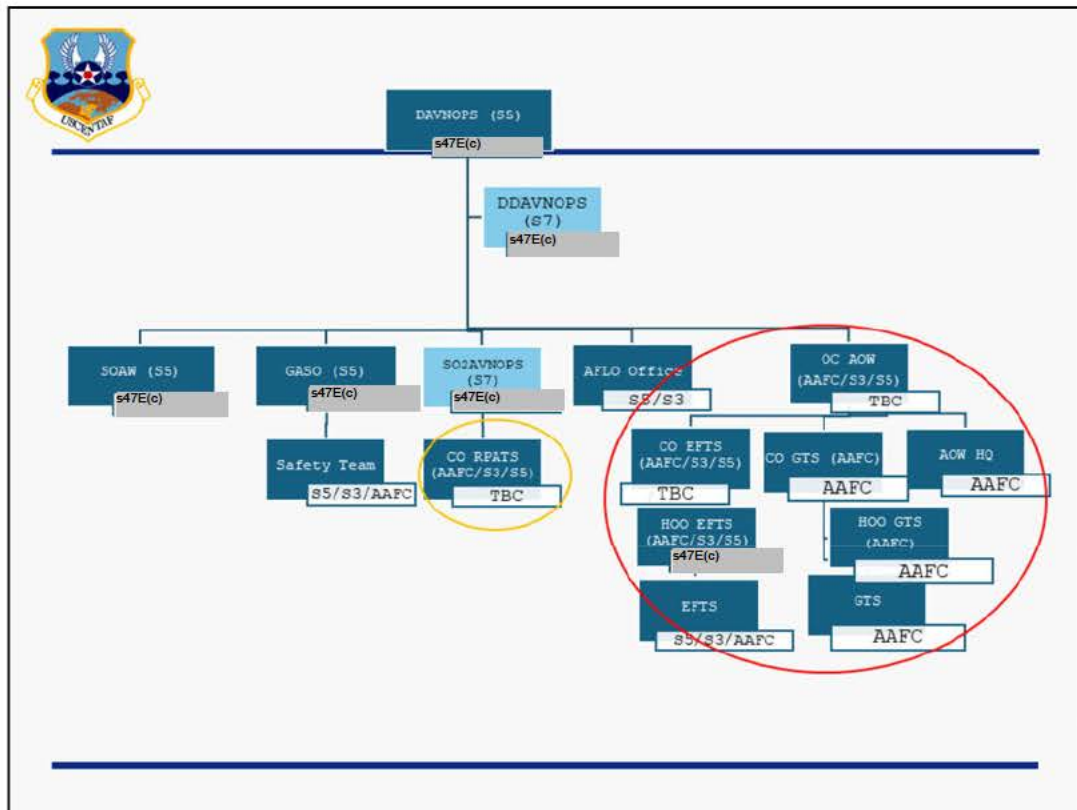
DAVNOPS CB-AF

INSPIRING TODAY, LEADING TOMORROW



Restructure

- Incorporate AOW into AVNOPS
 - Note RPATS separate to AOW
 - Note RPATS already in AVNOPS
-



Powered Aviation Activity Achievement Rate

- Aviation Service Providers
- Commercial operators 'in support' of EFTS FLTs

Aviation Service Provider home locations



CY25		Q1		Q2		Q3		Q4		Total		
WG		Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	% 'success'
1		7	7	12	10	13	10	3	2	35	29	82.86%
2		7	5	11	7	9	2	9	7	36	21	58.33%
3		9	7	7	2	20	8	9	7	45	24	53.33%
4		9	5	9	9	6	6	5	5	29	25	86.21%
5		5	5	1	1	3	3	2	0	11	9	81.82%
6		0	0	1	1	0	0	2	2	3	3	100.00%
7		8	7	13	13	12	12	13	8	46	40	86.96%
8		1	1	1	1	2	2	1	0	5	4	80.00%
Totals		46	37	55	44	65	43	44	31	210	155	73.81%

CY26		Q1		Q2		Q3		Q4		Total		
WG		Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	% 'success'
1		5	3	10	9					15	12	80.00%
2		7	5	9	7					16	12	75.00%
3		12	6	10	7					22	13	59.09%
4		4	4	7	7					11	11	100.00%
5		0	0	2	1?					2	TBC	
6		3	3	4	4					7	7	100.00%
7		7	7	5	5					12	12	100.00%
8		1	1	2	2					3	3	100.00%
Totals		39	29	49	41					88	70	79.55%

AIR FORCE CADETS

Questions

INSPIRING TODAY, LEADING TOMORROW

CY22												
WG	Q1		Q2		Q3		Q4		Total			
	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	% 'success'	
1	3	3	5	4	11	7	5	4	24	18	75.00%	
2	7	3	9	8	8	8	4	2	28	21	75.00%	
3	11	4	18	15	15	10	9	5	53	34	64.20%	
4	5	5	9	8	6	6	5	3	25	22	88.00%	
5	1	1	3	1	0	0	5	1	9	3	33.30%	
6	5	4	4	4	4	1	7	3	20	12	60.00%	
7	0	0	4	4	2	1	15	8	21	13	61.90%	
8	2	2	0	0	1	0	0	0	3	2	66.70%	
Totals	34	22	52	44	47	33	50	26	183	125	68.30%	

CY23												
WG	Q1		Q2		Q3		Q4		Total			
	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	% 'success'	
1	0	0	12	5	9	7	0	0	21	12	57.10%	
2	6	5	10	8	11	8	10	6	37	27	73.00%	
3	10	6	27	7	25	9	23	6	85	28	32.90%	
4	5	2	10	3	13	4	10	5	38	14	36.80%	
5	0	0	3	0	0	0	0	0	3	0	0.00%	
6	4	0	7	5	21	15	83	32	115	52	45.20%	
7	4	2	8	4	15	14	14	13	41	33	80.50%	
8	0	0	0	0	1	1	1	0	2	1	50.00%	
Totals	29	15	77	32	95	58	141	62	342	167	48.80%	

CY24		Q1		Q2		Q3		Q4		Total		
WG		Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	Planned	Completed	% 'success'
1		3	3	16	12	10	9	3	2	32	26	81.25%
2		7	5	14	9	12	9	9	7	42	30	71.43%
3		11	2	18	6	9	7	6	4	44	19	43.18%
4		9	7	15	12	7	7	7	5	38	31	81.58%
5		0	0	2	2	10	1	16	9	28	12	42.86%
6		68	15	13	7	10	6	14	7	105	35	33.33%
7		0	0	12	8	11	11	21	8	44	27	61.36%
8		2	2	0	0	10	2	3	1	15	5	33.33%
Totals		100	34	90	56	79	52	79	43	348	185	53.16%

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Information Systems

s47E(c)

Deputy Director Information Systems

INSPIRING TODAY, LEADING TOMORROW

Reliable Connectivity

3.03

Relative Connectivity

NEW

Insure-AAPC and iBRAF units have consistent access to reliable, high-speed, and user-friendly internet and online systems to enable business critical functions at Headquarters, Wing and Squadron levels.

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- 2026 Survey Conducted
- Results published
- Report sent to DG
- Building NBN LOC Data
- No progress from RCSD

[illegible]



ICT System

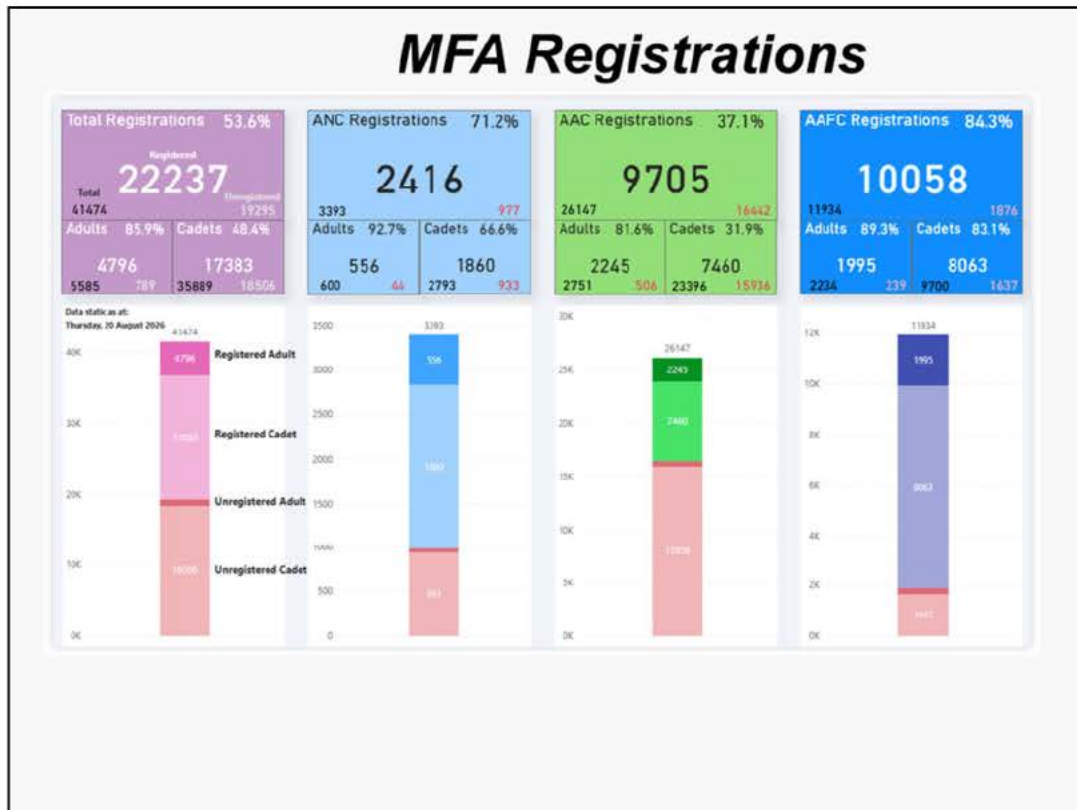
3.02
ICT System
NEW

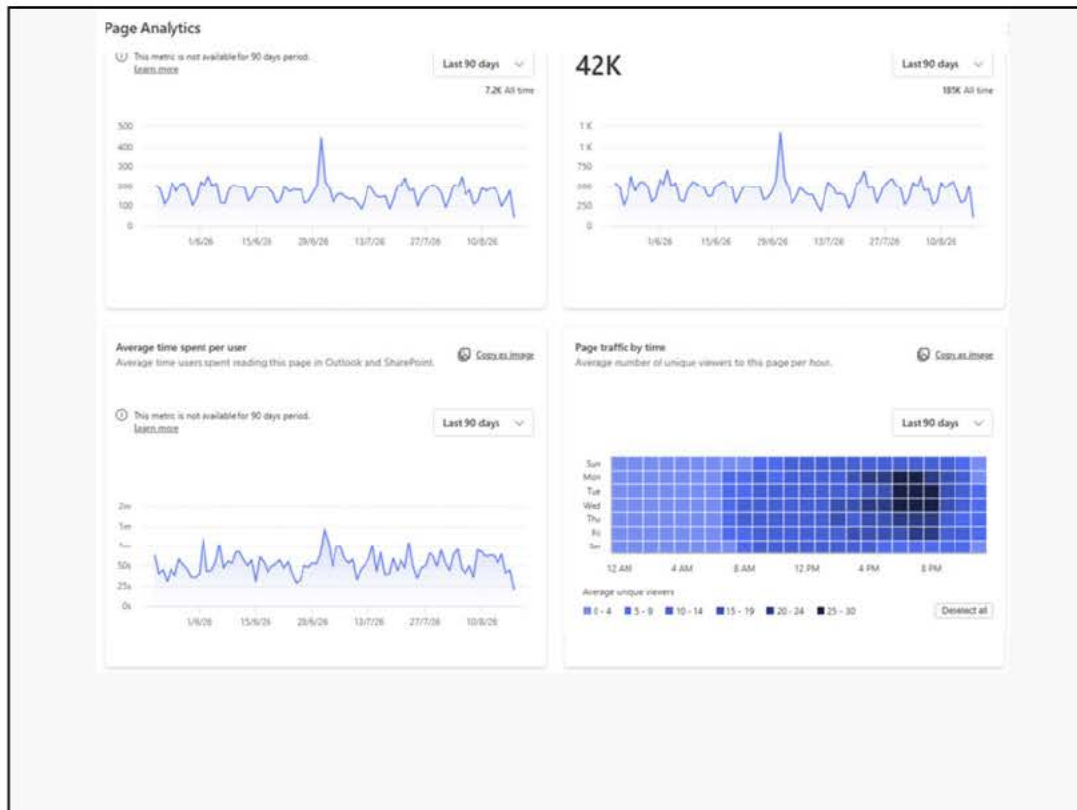
EL1 Rob West

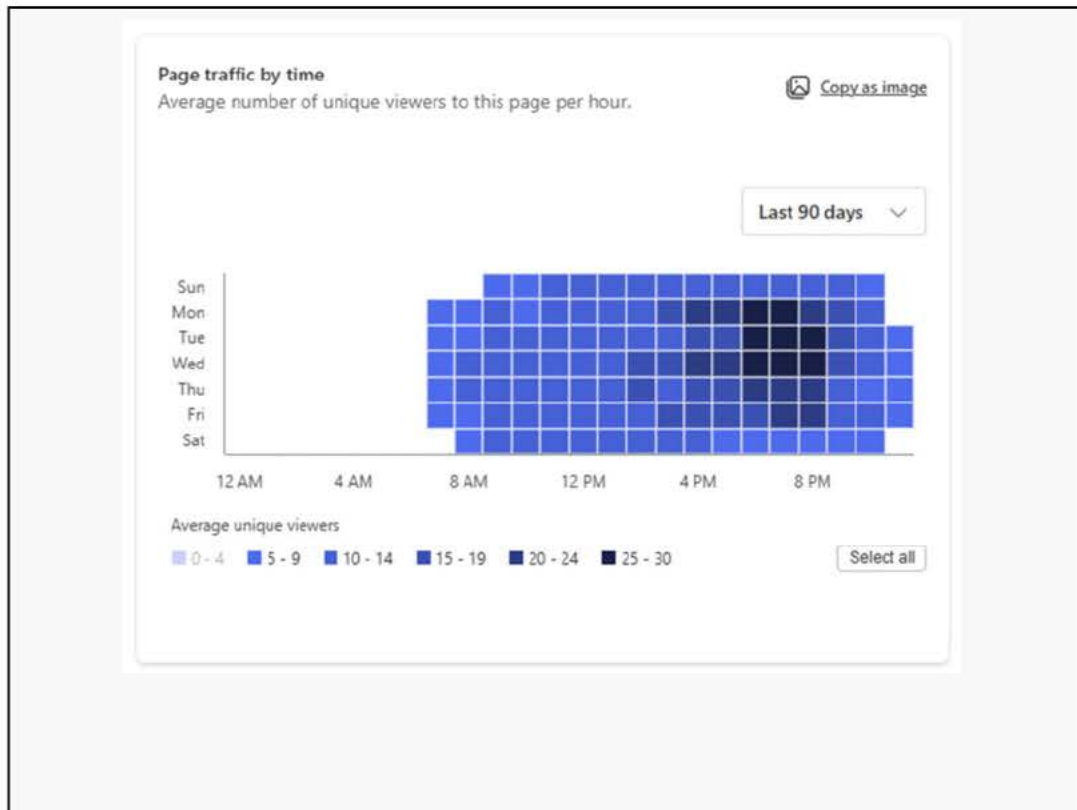
Deliver an ICT system that enables AAFG business with a continuous improvement function and built in redundancy to support future operations evolution.

- **M365 Migration completed (to minimal viable capability standard)**
- **Workshop conducted by RCSD to commence planning for next phase.**
- **Directorates and Wings starting to embrace the use of M365**
 - Lists and Libraries
 - Communications
 - News/IC Pages 😊









Reporting Capability

3.04

Reporting Capability:
Embedded within IR
Function

NEW

Build capability within the information systems (IR) function to support a
centralised reporting system. The system must capture, process and
present timely data to inform decision making, analysis and
planning across administration and program elements.

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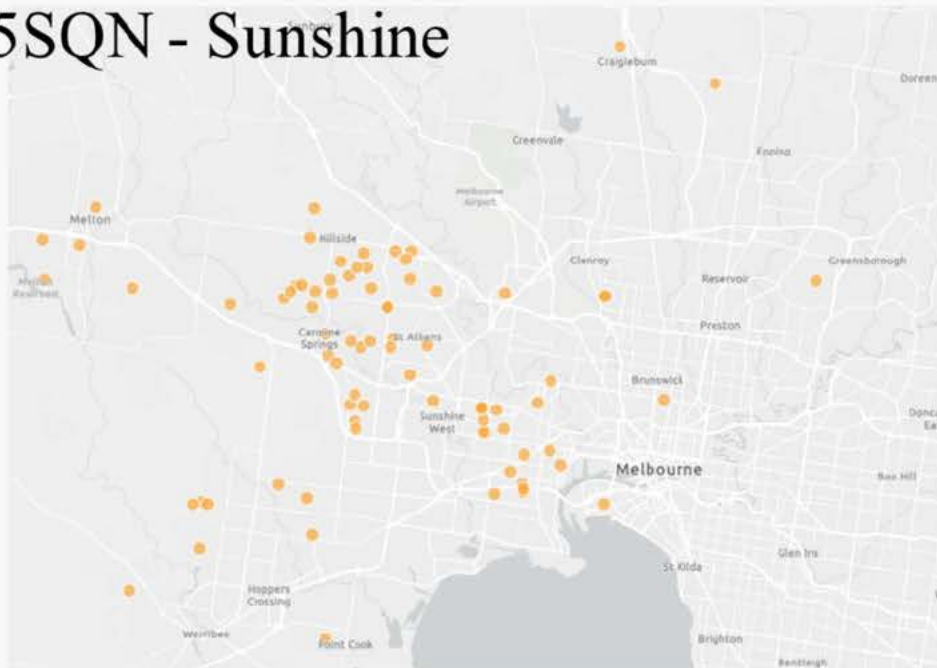
- **PERS**
 - Member Details - National Dashboard (M)
 - Member Change Requests (A)
 - Member Compliance (W)
 - Applications (M)
 - CVP Analysis [Dollars] (M)
- **OPS**
 - Activities (W)
 - AVNOPS - SMART Data (W)
- **Learning**
 - Cadet Program (Includes DoE) (M)
- **Information Systems**
 - MFA Registrations (W)





Cadet Addresses

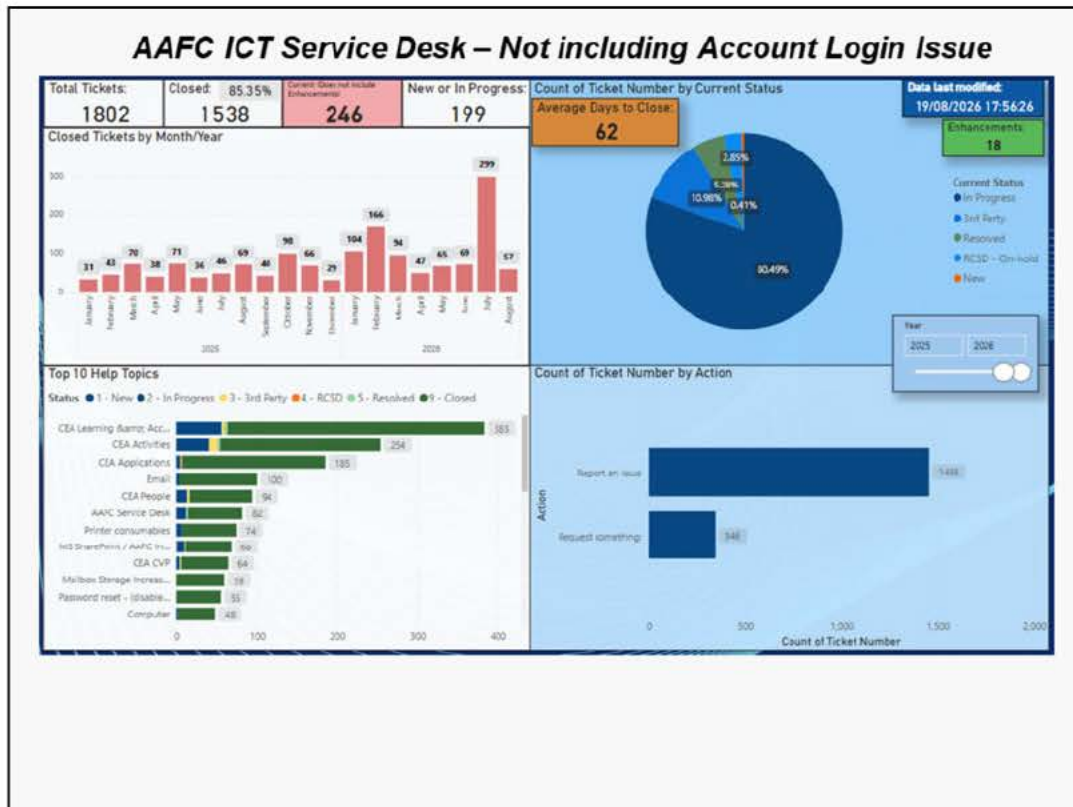
405SQN - Sunshine

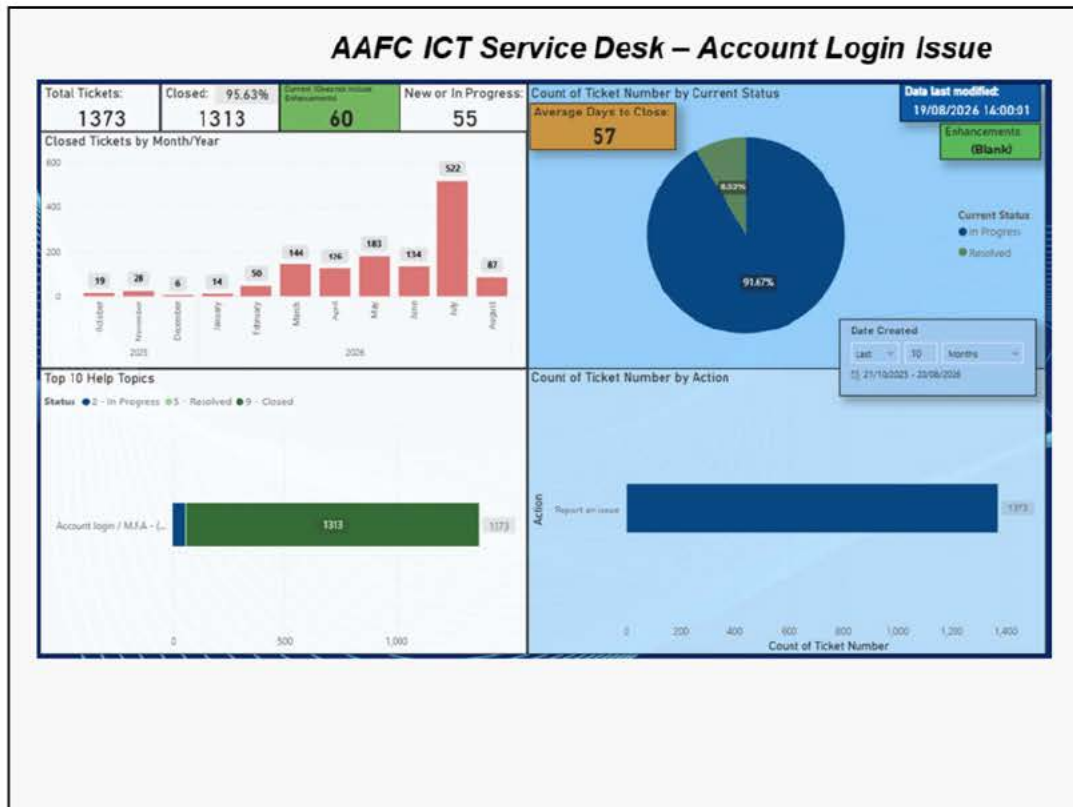


BAU & Supporting Services

- Public Web Site (airforcecadets.gov.au)
- Learning Hub
 - Being Migrated to AAFC Intranet (SharePoint)
for release start of 2027 Training Year
- AAFC ICT Service Desk
- Support to STEM







Support to STEM

- **Cyber System**
 - Admin Support (LS)
- **Remote Pilot Simulation System**
 - Admin Support (LS)
 - V2 Release
 - Includes Virtual Racing Competitions
 - DA-40 and DG1000 virtual famil walk arounds
 - Ability to create our own Circuits



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Questions?

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Learning Systems

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Adult Program

3 Streams: OU, Leadership and Role - OU currently under review

OU Online Learning

- Dec 2025: DG ruled out procurement of a new LMS as an option.
- Jan-Feb 2026: LS transferred the OU e-modules to CEA.
- Mar 2026: Participants were identified for a technical trial.
- May 2026: The technical trial was conducted.
- Jul 2026: User feedback identified several technical improvements to enhance the user experience.

OU Workshop

- Sep 25: CAD identified inconsistencies in course delivery nationally, with excessive content leading to local modification of course materials.
- Mar 26: LS participated in the course
- Mar – Jul: AAFC opportunity to provide feedback to inform future redesign.
- Jul: A draft workshop structure was developed.
- Current: AAFC have submitted further change requests and is reviewing the proposed workshop redesign.

**Please focus on completing the OU and Facilitation Workshops*

Cadet Program – Year 4 of 6

STEM—In review – Developed clear scope and sequences

Cyber

- **Bronze** Working with Fifth Domain after developing a clear scope and sequence.
- **Silver** Differentiation has been added to the program, and gaps are being addressed to increase engagement. An AI support bot will also be embedded by October.
Staff from the WGs will be completing the program to become support, providing weekly updates to create a FAQ opportunity to answer.
- **Gold** Of the four cadets who completed the program last year, two have left. The remaining two are keen to engage in the Gold program, which will effectively serve as a trial for broader engagement next year.

Space

- We are looking to trial three different Mars rovers that are more aligned with the program and the skill level of teenagers.

RPAS

- An RPAS Guide has been developed as a quick reference to assist staff in determining when to use specific drones and simulator systems.
- We are exploring ways to better support cadets who complete Gold and wish to continue towards obtaining a Remote Pilot License.
- We are making better use of the Remote Pilot Simulator System to ensure it is more deeply embedded within the program.

RPAS GUIDE

Quick reference to identify the experientials that require a drone or RPSS licence.

DRONE REFERENCE GUIDE

Identify the correct drone for each activity throughout the RPAS program.

START HERE →

LEVEL	EXPERIENTIALS	DRONE
INITIAL	- First flight - Foundational handling - Drones for surveillance - Drones in hostile areas - Obstacle course	CoDrone
JUNIOR	- Assemble and Ascend - Up, Up, and Droneaway	Joey Drone CoDrone
LEARN	- Drone Manoeuvres - Complex Circuits - Drone Racing	CoDrone
APPLY	- Flight to Opal City - Land Analysis of Opal City - Urban Planning Opal City - A Storm at Opal City - Archaeological Survey of Opal City - Program a Drone for Surveillance	CoDrone
LEAD	- Imagining a Drone-ful Future - Where Industry Takes Flight - The Sky's New Party Crashes! - Drones That Do More Than Buzz - Presenting Your Drone Ideas! - Broadcasting with Altitude! - Create Your Drone Adventure! - Join Us at the Drone Expo!	CoDrone

In the bronze RPAS, RPSS licences are an integrated part of the program.
 In the Silver and Gold RPAS, RPSS will be used as an enrichment tool.

VERSION GUIDE | Version: 1.0

Pygmy Drone can be used in Initial until phased out.

OTHER

Cadet SITREP Review

- 2025: CAD, CMDR and DG identified the Cadet SITREP as administratively intensive and technologically cumbersome, resulting in a poor user experience.
- Nov 2025: CMDR tasked LS to develop a revised SITREP model.
- Mar 26: Draft redesign completed. DCMDR established a nationally representative working group through an EOI process.
- May 26: Feedback received
- Current: Final draft for CDT-LCDT and CCPL-CSGT rank groupings is being prepared as a pilot model for endorsement prior to broader implementation.

AAFC Website

- We have SO2 Learning Systems Hossein, proficient in Drupal – Updating the website

SharePoint

- Working with s47F Has done a great job to build the CP SharePoint page
- s47F s developing the AP pages that will hopefully then link to CEA to complete the learning
- Design to Development is page being created as a centralised point for resources from planning to delivery

AAFC Learning Manual Online

- Completed – Being reviewed and linked to policy

Continuous Improvement Cycle



Real Data

- S47F has developed a Power BI dashboard that provides a detailed breakdown of the data.
- The dashboard could be used to identify trends, emerging issues, and opportunities for improvement.
- Accomplishments not being entered doesn't allow for this.
- Learning Accomplishments bulk – Enabled



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Questions

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AAFC Priorities. ***Decision and alignment discussion***

Latest update: 14 Aug 2026

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SESSION OBJECTIVE

By the end of the session, we want alignment on:

Ownership – Do all AAFC activities have a clear organisational owner? Are there activities that sit outside our existing ownership categories?

Priority – How do we treat activities that sit outside the AAFC Planning Guide and therefore have no defined P1, P2 or P3 priority?

Investment – If an activity is not a priority, what level of AAFC **time, funding, resources and administrative effort** should support it?

Communication – What guidance or instrument do we need to give the organisation so people can consistently understand **what we will prioritise, what we may support, and what we will not invest in?**

SESSION OBJECTIVE

“not a priority” doesn’t necessarily mean “prohibited”.

The discussion is really about whether something that sits outside organisational priorities should continue to consume organisational resources, including the less obvious things such as administration, governance, recognition, badges, policy changes and staff effort.

ACTIVITY OWNERSHIP



DECISION MAKING PRIORITIES

If an activity sits outside our agreed priorities, how do we decide whether the AAFC should invest in it?

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QUESTIONS?

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Afternoon Tea

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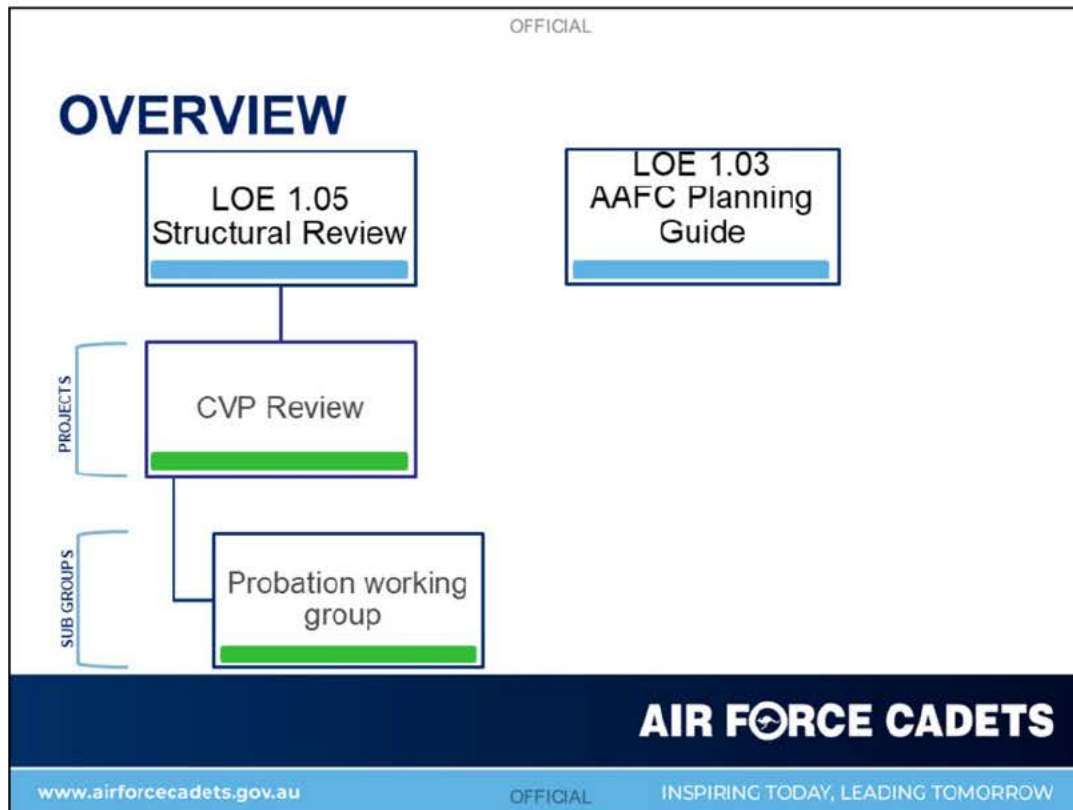
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DELIVERING A BALANCED & COSTED CADET PROGRAM

CVP & THE PLANNING GUIDE

Latest update 14 Aug 2026

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"Noting the significant cost savings associated with this CVP change, when will the AAFC Planning Guide be withdrawn? If it is not intended to be withdrawn, why not?"

- Wing Staff Officer Personnel
(via SharePoint Feedback)

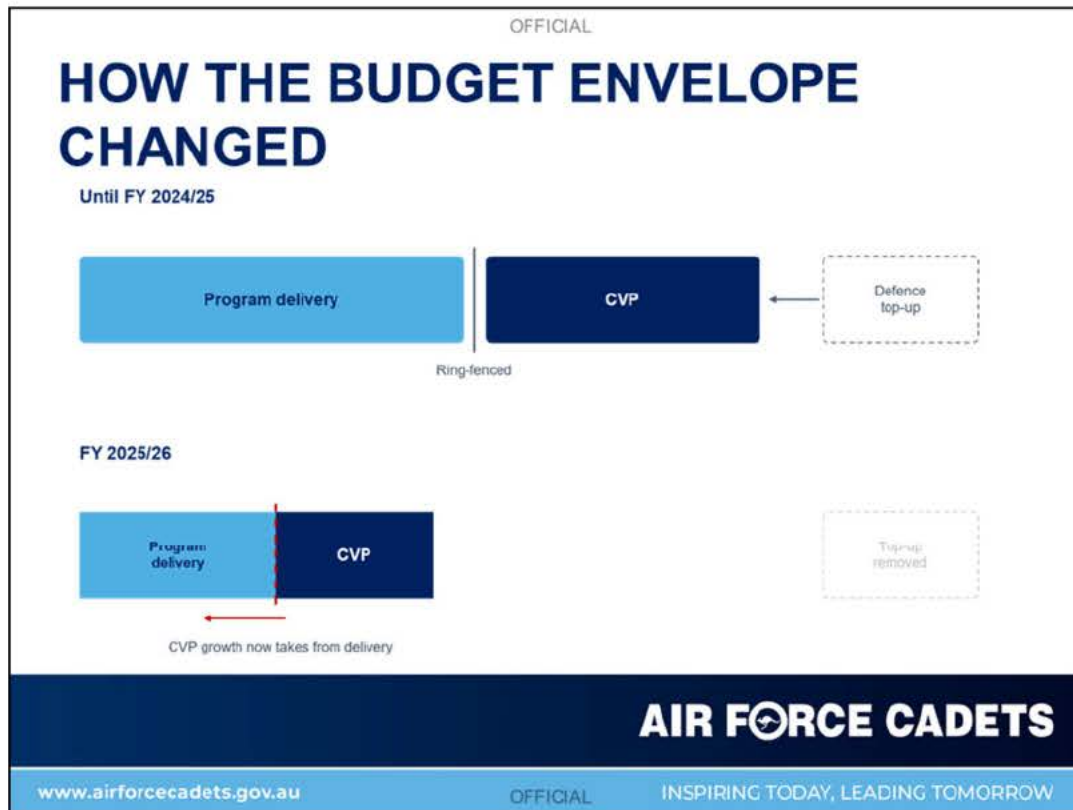
**The Planning Guide and the CVP change serve different functions.
CVP controls what we pay, the Guide controls what we run.
It's the two working together that delivers a balanced, costed program.**

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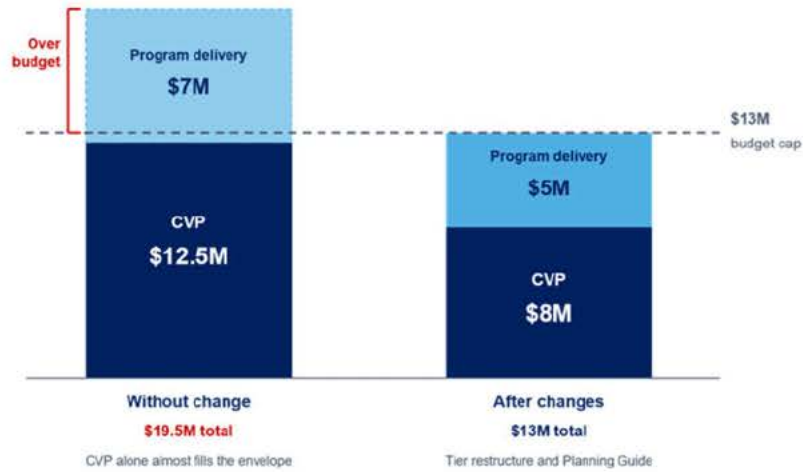
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BRINGING SPEND INSIDE THE CAP



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COSTING THE PROGRAM

PLANNING GUIDE

AIR FORCE FUNDING

Operational Budget

AIR FORCE RESOURCING

CB-AF (AFLO) Time

CVP FUNDING

Payment Tier

CVP RESOURCING

Payment Eligibility

CVP REVIEW

AIR FORCE FUNDING

Operational Budget

AIR FORCE RESOURCING

CB-AF (AFLO) Time

CVP FUNDING

Payment Tier

CVP RESOURCING

Payment Eligibility

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COSTING THE PROGRAM

$$\text{CVP DAYS} = \text{ACTIVITY OCCURENCES} \times \text{DURATION} \times (\text{CADETS} \div \text{SUPERVISION RATIO})$$

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COSTING THE PROGRAM

EXAMPLE

CVP CALCULATION METHODOLOGY

Formula: CVP Days = Occurrences × Duration × max(2, CEILING(Cadets ÷ Supervision Ratio))

P1 Activities				
Activity	Max Occurrences	Duration (days)	Supervision Ratio	CVP Calc Note
Routine Squadron Parade Nights	40	0.5	15	$\max(2, \text{CEIL}(\text{cadets} \div 15)) \times 40 \times 0.5$
Working Bee / Planning Day	2	1	15	$\max(2, \text{CEIL}(\text{cadets} \div 15)) \times 2 \times 1.0$
ANZAC Day	2	0.5	15	$\max(2, \text{CEIL}(\text{cadets} \div 15)) \times 2 \times 0.5$
Cadet Air Experience (CAE)	2	1	15	$\max(2, \text{CEIL}(\text{cadets} \div 15)) \times 2 \times 1.0$
Cadet Orientation Weekend	1	2	15	$\max(2, \text{CEIL}(\text{cadets} \div 15)) \times 1 \times 2.0$
Community Engagement Days	1	1	15	$\max(2, \text{CEIL}(\text{cadets} \div 15)) \times 1 \times 1.0$
Ceremonial Parade	1	0.5	15	$\max(2, \text{CEIL}(\text{cadets} \div 15)) \times 1 \times 0.5$
Firearms Activities	4	1	10	$\max(2, \text{CEIL}(\text{cadets} \div 10)) \times 4 \times 1.0$

#	Squadron	Wing / Parent Unit	Total Staff	Total Cadets	Total P1 CVP Days	Total P2 CVP Days	Total CVP Days
5 Wing - Headquarters							
109	501 Squadron - Dowsings Point	5 Wing - Headquarters	2	24	110	7	117
110	502 Squadron - Hobart	5 Wing - Headquarters	7	54	220	14	234
111	507 (City of Devonport) Squadron	5 Wing - Headquarters	7	22	110	7	117
112	508 (City of Launceston) Squadron	5 Wing - Headquarters	9	55	220	14	234
SUBTOTAL — 5 Wing - Headquarters			25	155	660	42	702

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AAFC PLANNING GUIDE

Line of Effort 1.03 | AAFC 2030 Strategic Plan

Latest update xxx Aug 2026

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How to engage in this session

Go to
www.menti.com

Enter the code

s47E(d)

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Feedback Topics

- Should additional planning principles be adopted?
- Should p3 activities attract any funding
- How should P3 activities be managed?
- Specific to the planning guide, is CVP a finite resource, separate from and not included in defence support?
- When an activity is delivered at a higher level, does that consume the delivering level's allocation rather than the originating unit's, and can allocations be pooled within a wing?
- Should routine wing parade nights, general service training and ANZAC day be reclassified in the activity matrix?

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AAFC STRUCTURAL REVIEW

Line of Effort 1.05 | AAFC 2030 Strategic Plan

Progress Pack

Latest update 13 Aug 2026

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TERMS OF REFERENCE

PROJECT OVERVIEW

AAFC Structural Review

Line of Effort 1.05 within the AAFC 2030 Strategic Plan. The project reviews AAFC's Wing and Squadron structure to improve volunteer sustainability, reduce workload, and deliver a consistent cadet experience.

KEY STAKEHOLDERS

Accountable Officer: DG-CADETS AF / CDR AAFC

Responsible: DDFIN / DDSG / OC3WG / DDST

Consultation Group: AAFC SLT / CBAF DD / NSM / ALFO

Project Administration: SOGC / PO(Strat)

OBJECTIVES

1. Assess current workforce, structural design, and distribution of resources across Wings and Squadrons.
2. Develop evidence-based recommendations for optimised structures, staffing ratios, and regional boundaries.
3. Identify functions that must be delivered at Wing, Squadron, or central level.
4. Recommend distribution of cadet numbers and CVP allocations based on sustainable capacity.
5. Provide an implementation roadmap supporting orderly transition and stakeholder engagement.
6. Assess the impact of current structures on volunteer workload, sustainability, and retention.
7. Ensure the organisational model supports a consistent, high-quality cadet experience across all units.

KEY PRINCIPLES

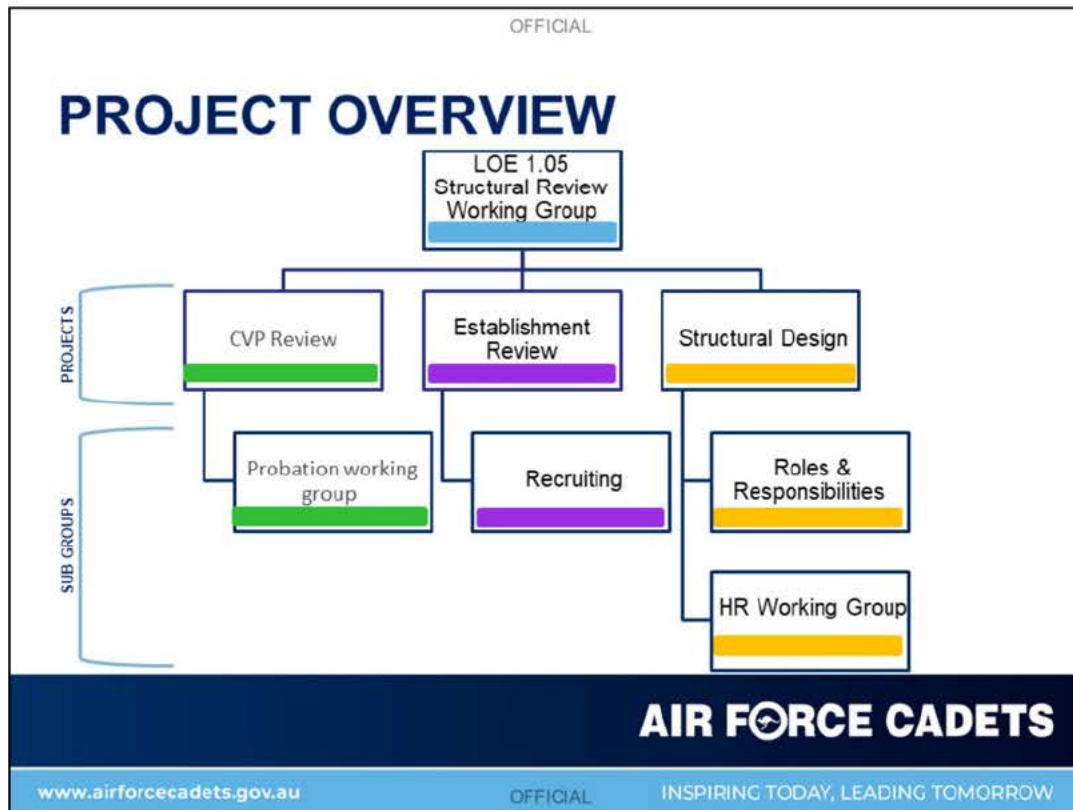
- Funded to a ceiling of 10,000 cadets - resource allocation must be cadet-centred.
- CVP allocations based on actual cadet numbers (adjusted ~10%); non-cadet-facing roles must be justified.
- Structural design must equitably support metropolitan and regional units.
- Deliverable within sustainable volunteer effort, recognising finite time and capacity.

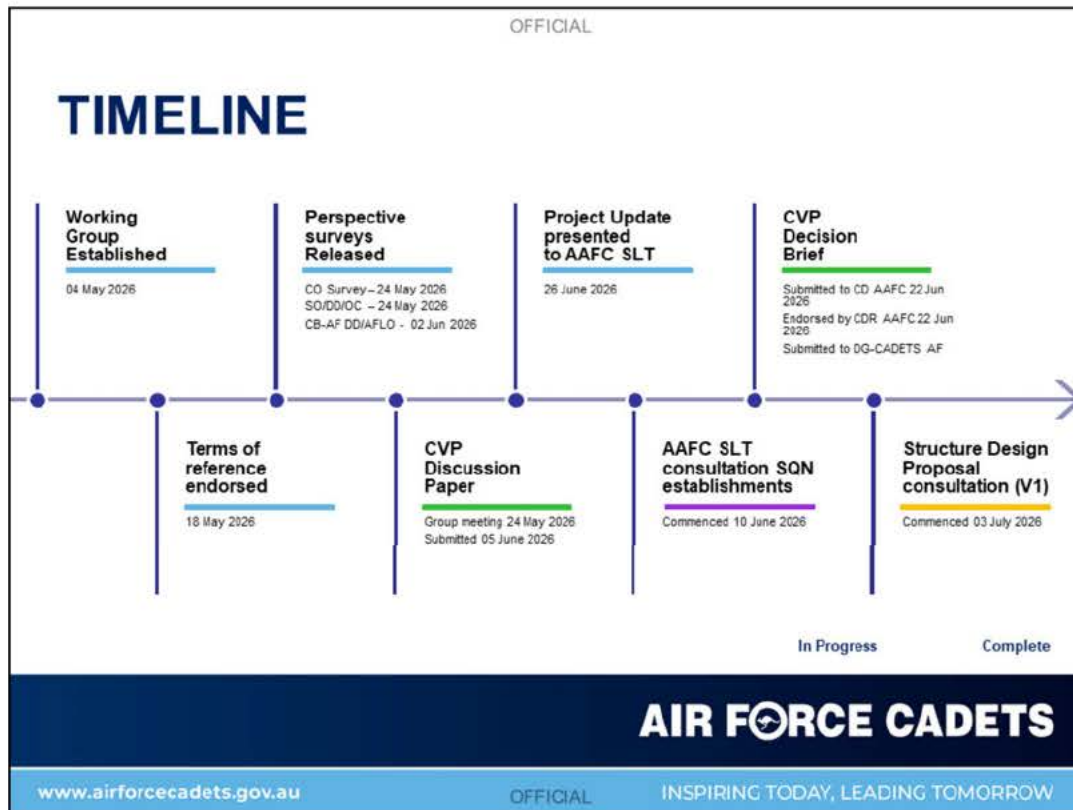
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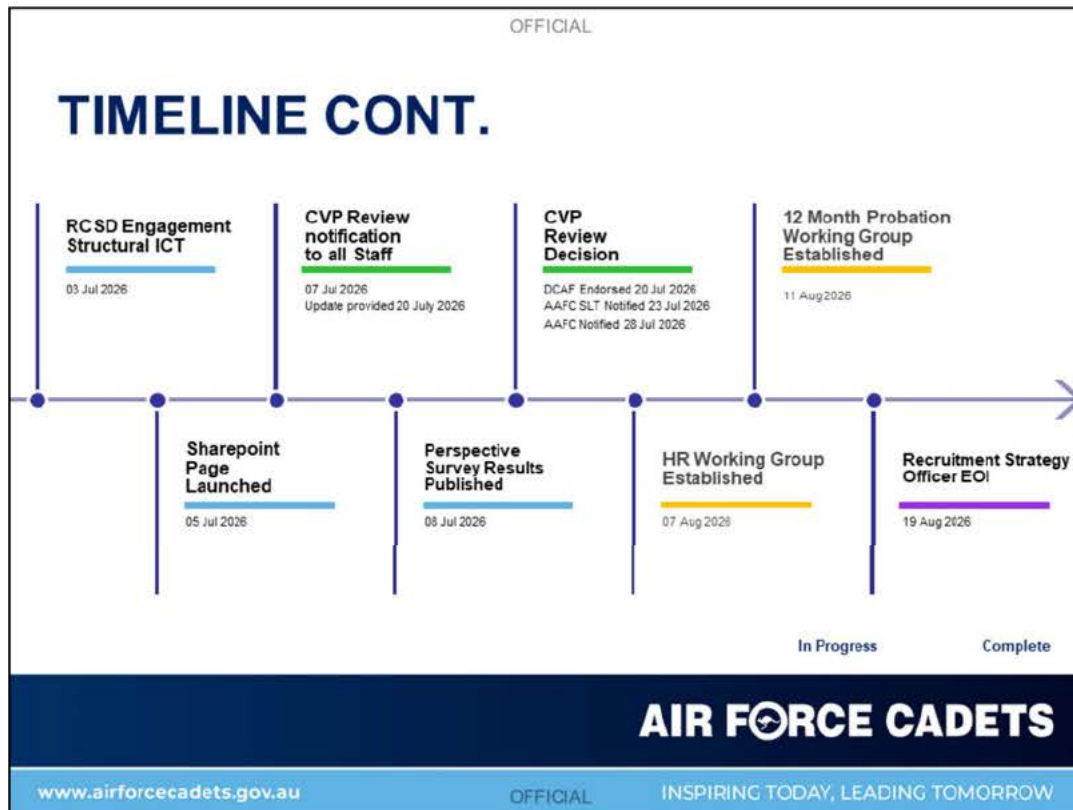
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SURVEY FINDINGS

91
CO Responses
Closed 7 June

42
SO/OCDD Responses
Closed 7 June

9
CB-AF Response
Closed 9 June

142
Total Respondents

The Bottom Line
142 respondents from three cohorts, across every level of the organisation, are telling the same story: the AAFC's operating model is not sustainable on a volunteer basis in its current form. A structural change is necessary, but alone is not sufficient. The structure creates capacity; the administrative, ICT, role authority, and staff management reforms are what fill that capacity. The projects task is not only to choose a structural option, but to commit to the accompanying changes that will make it work.

RESULTS

- [Structural Review CO Survey Analysis.pdf](#)
- [Structural Review CB-AF DD AFLO Survey Analysis.pdf](#)
- [Structural Review SO OC DD Survey Analysis.pdf](#)
- Executive Summary
- All Data

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SHAREPOINT

 National Headquarters



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AAFC Structural Review

Project Summary

As part of the 2030 Strategic plan, the AAFC is conducting a Structural Review. The purpose of this review is to conduct a functional and organisational analysis of the Australian Air Force Cadets (AAFC) to determine the optimal structure of the Integrated HQ, Wings and Squadrons required to support effective, efficient cadet delivery. The review will assess the current establishment structure, identify structural and functional gaps, and recommend a redesigned organisational model that maximises operational effectiveness, streamlines workflows, and aligns resource allocation to cadet outcomes, while enabling a sustainable, high-quality volunteer-led delivery model.

TOR

Project Team

Timeline & Progress

FAQ

Feedback

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IN PROGRESS

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CVP REVIEW

OBJECTIVE: Deliver a fair, sustainable, and defensible CVP tier restructure, redistributing entitlements within the existing operating budget.
Lead: 547E(c)

STATUS

Actions taken

- Decision Brief endorsed and approved through chain: Commander AAFC, DGCADETS-AF, DCAF, Deputy Head RCSD
- Preferred model selected (Option 1: redistribution) over rank/IOC alignment and flexible model options
- Full communications suite delivered (AAFC and CB-AF)
- Feedback received from AAFC membership through SharePoint, mixed support and disgruntlement

Actions to come

- ICT update: tiers updated in CEA
- AAFC policy (SI(FIN) 03-01) reviewed and amended
- 12-month probation framework outworked by working group
- Phase 4 (CO tier transition) date TBC, pending Structural Review outcomes

WHAT IS BEING DETERMINED

- Optimal Model**
The fairest, most sustainable CVP structure achievable within the existing operating budget.
- Implementation**
How the new tiers are rolled out: phasing, systems, and policy updates required to go live.
- Communication**
How the change is explained to and understood by the AAFC membership.

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CVP SUB WORKING GROUP

12 MONTH PROBATION

OBJECTIVE: Establish a consistent, equitable framework for assessing, recording and managing the 12-month probation period for new AAFC members, including clear criteria for progression from Tier 1 to Tier 2, and a defined process for managing non-completion.

Lead **S47F**

STATUS

Actions taken

- Identified that no functioning BAU framework currently exists
- Gathered background and input from PERS & LS
- Established existing KPMG-developed tools (Adult SITREP, Adult Member Appraisal) are built for ongoing performance and promotion suitability, not onboarding/probation
- DDPERS tasked to lead a working group to develop the framework

Actions to come

- Develop a simple, tick-box-style completion and assessment tool (not a narrative appraisal)
- Develop accompanying guidance on setting new members up for success (mentoring, training links, timeframes)
- Develop guidance/policy on managing non-completion (extend probation or end membership) and who owns that decision

WHAT IS BEING DETERMINED

- Assessment Standard**

What "satisfactory performance" looks like for progression from Tier 1 to Tier 2, and who assesses it.
- Scope Boundary**

How initial probation, limited tenure probation, and Tier 1 relate to and differ from one another.
- Non-Completion Pathway**

The process and decision-owner where a member doesn't meet requirements (extend vs. terminate).
- System Fix**

How the CEA probation flag is repaired so the policy isn't undermined by a broken tool.

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ESTABLISHMENT REVIEW

OBJECTIVE: REDUCE CADET NUMBERS TO ~10,000, ALIGNED TO BUDGET ENVELOPE.
Lead: S47F

STATUS

Actions taken

- Min/Max Establishment Table drafted
- Consultation with Wing OCs on current establishment data

Actions to come

- Validate findings with Squadron Safety Managers.
- Establish a recruitment strategy

Outcome

- Pending

WHAT IS BEING DETERMINED

- Minimum and Maximum Viable Squadron Numbers**
The lowest and highest establishment at which a unit can safely, efficiently and commercially deliver the Cadet Curriculum and P1 activity program
- Maximum Establishment**
The upper threshold beyond which a CO's volunteer workload becomes unmanageable, triggers split or restructure.
- Support for Sub-Threshold Units**
What support (structural, financial, mentoring) must be in place for units that cannot yet meet minimum viability.
- Recruitment Pipeline Protection**
Guidelines for over-establishment units to grow sustainably (new units, lower initial establishments) without disrupting existing cadet recruitment and pipeline of cadets through the program.

SUBWORKING GROUP(s): Recruiting

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NOT STARTED

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ESTABLISHMENT REVIEW SUB WORKING GROUP

RECRUITING

OBJECTIVE: Design and stand up a recruiting strategy that moderates intake for over-established squadrons and supports under-strength squadrons aligned to the AAFC's 10,000-cadet ceiling.

STATUS

Actions taken

- Terms of Reference drafted for a temporary Recruiting Strategy Officer position, reporting to DDS&T
- Identified no mechanism currently exists to cap or constrain squadron recruiting intake against Structural Review establishment benchmarks

Actions to come

- Appoint Recruiting Strategy Officer
- Design recruiting support strategy for under-strength squadrons
- Design moderation approach for over-established squadrons
- Prepare and issue national guidance to Wings and squadrons ahead of 1 October cycle opening
- Recommend how establishment caps should be introduced for the 1 October recruiting intakes, for SLT consideration and endorsement

WHAT IS BEING DETERMINED

- Recruiting Constraints**
Whether and how intake should be capped for over-established squadrons ahead of 1 October.
- Under-Strength Support**
What practical measures NATHQ and Wings can deploy to lift recruiting for squadrons below minimum viable threshold.
- Cycle Guidance**
What direction is issued to Wings and squadrons before the recruiting cycle opens.
- Future Pathway**
A recommended, senior-leadership-endorsed approach for applying establishment caps in future recruiting cycles.

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IN PROGRESS

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STRUCTURE DESIGN

OBJECTIVE: Redesign the AAFC's structural model to close the gap between the current volunteer-led delivery model and a sustainable one within the 10,000-cadet ceiling, addressing span of control, decision-making bottlenecks, task duplication and workload pressure.
Lead **S47F**

STATUS

Actions taken

- Released consultation pack (proposal and options) to the consultative group on 3 July
- Received substantial feedback, including both concerns and support for the proposed model
- Currently analysing consultation feedback to identify key themes and objections

Actions to come

- Report feedback themes back to the consultative group
- Advise the consultative group that a revised (V2) proposal is forthcoming
- Develop V2 proposal incorporating consultation feedback
- Run second round of consultation on V2

Outcome

- Pending:** V1 proposal not adopted as-is, being reworked in response to consultation feedback

WHAT IS BEING DETERMINED

- Span of Control**
Wings currently range from 4 to 41 squadrons; determining the sustainable oversight limit per Officer Commanding
- Decision-Making Bottlenecks**
Too few (or too many) points in the chain to triage, support, or resolve issues at the volume required
- Role Consistency**
The same functions sit at different levels across Wings; determining a standard allocation of responsibilities
- Workload Sustainability**
CO and SO/OC workload is at or beyond sustainable limits; determining what structural change relieves this
- Leadership Pipeline**
Succession planning is fragile; determining how the structure itself affects willingness to take on CO roles

SUB WORKING GROUP(s): Roles & Responsibilities

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IN PROGRESS

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STRUCTURE DESIGN SUB WORKING GROUP

ROLES & RESPONSIBILITIES

OBJECTIVE: Map what appointment holders actually do against and beyond their position descriptions, to build a defensible, evidence-based picture of which functions belong at which layer of the future four-layer structure.

Lead **S47F**

STATUS

Actions taken

- Built and tested a pilot survey for the Commanding Officer (CO) role, this is now the template for all remaining role surveys
- Defined the explicit vs implied task classification method (explicit tasks are redistributable, ratable, or automatable; implied tasks are inherent behavioural expectations and excluded from the form)
- Established task rating dimensions: Criticality to Role, Layer Alignment, Functional Home, Time Burden, Duplication Risk
- **In Progress:** Locating position descriptions, building role-specific survey forms from the CO template, and distributing to nominated respondents

Actions to come

- Build, test, and distribute survey forms for each remaining role
- Collect responses (two-week window per form, reminder at halfway point if response rate <50%)
- Export and analyse response data; consolidate into functional clusters and map to Layer 1–4 framework

WHAT IS BEING DETERMINED

- 1 Task Ownership**
Whether each task sits at the right layer, or should be elevated or delegated.
- 2 Functional Clustering**
Which functional group (e.g. training, admin, safety) each task belongs to.
- 3 Workload Burden**
Approximate time cost per task, to support workload modelling.
- 4 Duplication**
Where the same task is being performed by more than one role or layer.

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STRUCTURE DESIGN SUB WORKING GROUP

HR WORKING GROUP

OBJECTIVE: Recommend an HR function model (standalone HR, or split PERS into policy/admin/HR) that reduces duplication and frees commanders for cadet delivery.

Lead: S47F

STATUS

Actions taken

- TOR issued, group membership confirmed
- Reviewed 15 PDs across 4 domains + Delegated Decision Makers matrix
- Built PERS and HR function mapping matrices
- Session pack prepared for first meeting

Actions to come

- Hold first working group meeting
- Agree current-state baseline
- Shortlist and test options
- Interim check-in (Day 10), recommendations (Day 21)

Decisions

- Decided:** At least two options to be tested: standalone HR, or split PERS
- Decided:** Group recommends only; Structural Review team decides
- Pending:** Preferred option. Awaiting first meeting

WHAT IS BEING DETERMINED

- Command vs Specialist Split**
What personnel work should remain a command function, and what becomes a specialist HR function.
- Function Boundary**
Which functions sit in HR versus PERS, including workforce planning, succession planning, wellbeing, and retention.
- Independence**
How complaints and performance matters are handled credibly, with a clear reporting line.
- National Capacity**
Whether reshaping PERS frees NATHQ capacity to absorb Wing-level work (e.g. OOC boards, role interviews).

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QUESTIONS?

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Morning Tea

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Context & Participation

12.85% response rate

1. Anecdotal evidence suggests staff believe nothing will come of “yet another” survey.
2. Despite limitations, the data highlights consistent themes across wings, roles, and age groups.
3. Survey aligns with national WHS obligations to manage psychosocial risks.



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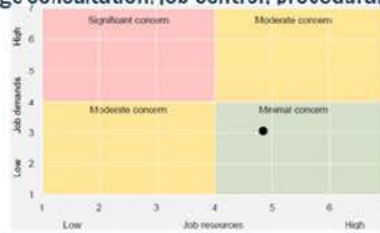
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Overall Risk Profile

- The AAFC sits in "minimal concern" overall, but several moderate risks require targeted action.

"Moderate pressure points... highlight emerging risks."

- Job demands:** Role overload, emotional demands, role conflict all in the moderate range.
- Job resources:** Change consultation, job control, procedural justice also moderate.



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Cultural & Behavioural Risks

- **Bullying:** 27.84% experienced; 43.19% witnessed. Most common source: co-workers.
"This signifies a cultural risk... cultural and behavioural breakdowns."
- **Work-related violence:** 7.11% experienced; again, most commonly from co-workers.
- These issues correlate strongly with workload pressure and unclear roles.



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Psychological Distress

- 23.08% of respondents in high or very high distress bands.
"This indicates a significant at-risk cohort (~ 1 in 4 personnel)."
- Distress linked to absenteeism, reduced performance, and retention challenges.



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Change Management & Trust

- **Lowest-rated job resource:** Change consultation.
"Staff are reporting limited consultation, lack of clarity... restricted ability to influence decisions."
- Weak consultation is a systemic issue affecting trust, engagement, and acceptance of change.
- **Job Demands** must be equal to or less than the **Job Resources**.
- The survey identifies that our organisation is change fatigued and does not have a change management system.
- We have a 26 year history of constant change and incomplete transitioning.



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Leadership Strain

- Supervisors/managers report higher job demands than non-supervisors.
"Leadership capacity may be strained... risk of top-down pressure."
- This increases the likelihood of cultural issues cascading downward.



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Key Message:

Lessons Must Translate Into Action

- Staff remain uncertain that identified issues lead to meaningful change.
- Central communications alone **are not shifting perceptions**.
- Direct, personal engagement from wing and local leaders is essential.



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Leadership Action:

Connect, Listen, Demonstrate Care

- Personally connect with wings and have open conversations about changes underway.
- Address perceptions of distance between leadership and staff.
- Demonstrate visible care, not just procedural compliance.



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Why this matters:



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**"The growth and development of
people is the highest calling of
leadership." — Harvey S. Firestone**



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Role of the Safety Team

- The National Safety Team will continue promoting EAP, wellbeing resources, and psychosocial guidance.
- But the strongest influence on culture and wellbeing is **leader behaviour**, not central messaging.



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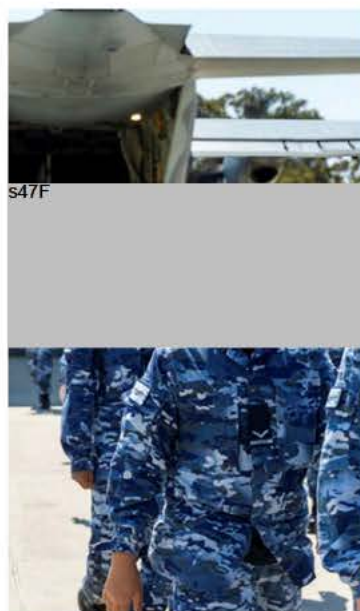
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Recommended Actions

1. **Focus groups to validate findings** (critical due to low response rate).
2. **Reinforce zero-tolerance** for unacceptable behaviour; strengthen reporting pathways.
3. **Review workload allocation** and clarify tasking lines.
4. **Improve change management** transparency and consultation. Implement a change management system. Minimise change until we have a system. Reduce activities and tempo until resources improve and can be managed accordingly.
5. **Standardise decision-making processes** to strengthen procedural fairness.



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Final Message

- The organisation is broadly stable, but early-stage systemic risks are emerging.

"If unaddressed, [they] could escalate into workforce, culture, and performance problems."

- The most powerful corrective action is **authentic leadership** engagement at every level.



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QUESTIONS?

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AAFC Culture

*From stated values to everyday
behaviours*

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What is culture?

*Unwritten rules that shape how people behave, decide
and work together*



What people believe
and value.



What leaders
reward, tolerate and
model.



What behaviours
become normal over
time.



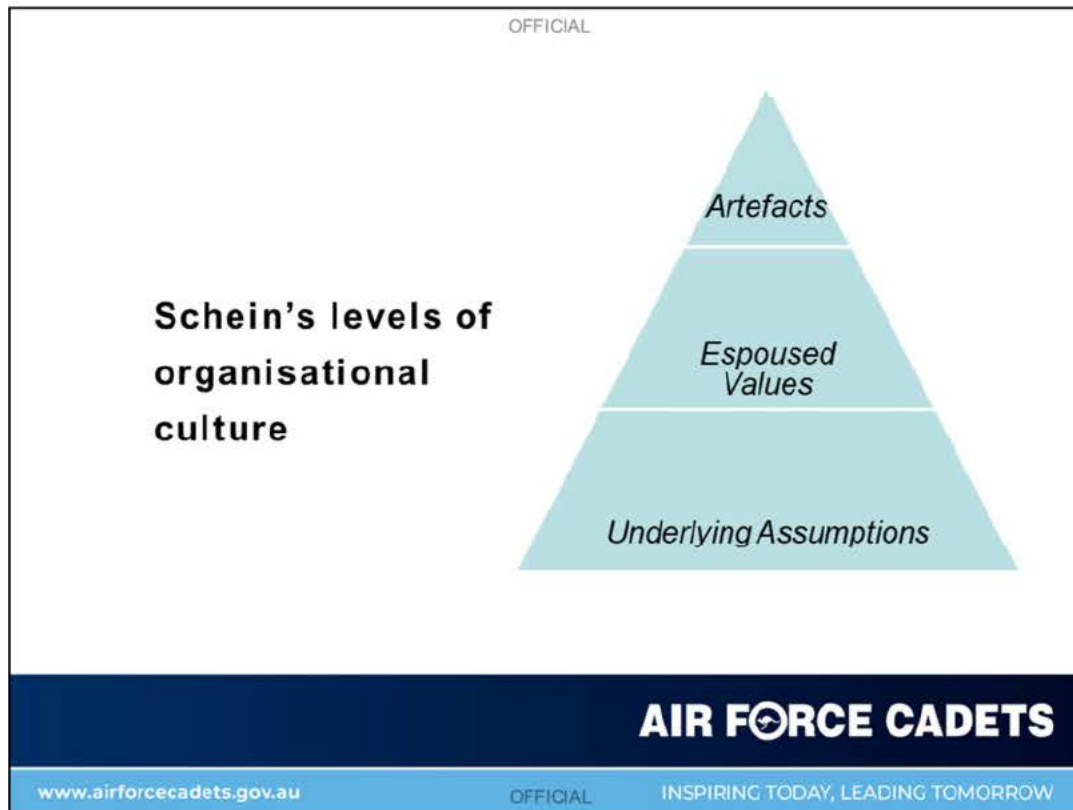
The gap between
'what we say' and
'what we do'.

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What is the AAFC's culture?

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Why is culture hard to change?

Culture is reinforced by systems, habits and social signals

People copy what leaders do.

Existing incentives can undermine new values.

Old habits feel safer and more efficient.

Change can create uncertainty, resistance or change fatigue.

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**What do we want
the AAFC culture
to be?**

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How can we change culture?

- What is the goal?
- What is the current state?
- Model it
- Reinforce it

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Behaviour Change Loop

Make the desired behaviour easy, visible and worthwhile



Clarity – people know what 'good' looks like



Capability – people have the skills, tools and confidence



Opportunity – systems and processes allow the behaviour



Reinforcement – leaders recognize and reward it.



Repetition – the behaviour becomes habit and in-turn how 'we do things'

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**What can we, as
leaders, do
now?**

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Key messages

Reflection of AAFC culture is required

- ✖ Culture changes when behaviours, leadership and systems point in the same direction
- ✖ Start small. Be consistent. Make the new behaviour visible
- ✖ Consistency across organisation is important
- ✖ Repeated behaviours become norms and norms become culture

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Lunch break

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AAFC

NATIONAL HEADQUARTERS CONFERENCE

Acting Deputy Chief of Air Force
AIRCDRE Jarrod Pendlebury

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STRATEGIC ENVIRONMENT

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2

STRATEGY

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National Defence Strategy 2026

Strategic Priorities

Deter

Shape

Respond

National Civil Preparedness

'Whole-of-nation support is key to Defence preparedness in a crisis of conflict. Civil preparedness efforts would support continuity of government, the availability of essential goods and services to Australians, **social cohesion** and surge support to Defence operations.' (23)



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3

INTENT AND DIRECTION

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CDF's Intent

- Resources
- Strategic Effect
- People
- Preparedness
- Relationships
- Security



CHIEF OF THE DEFENCE FORCE

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COMMAND INTENT 2026/27

OPTIMISE the use of every cent, every second
to every person

MAXIMISE deterrence to
to warfighting potential
while

enhancing wellbeing & resilience of our people
and their families
as we

TRAIN, LEAD, COMMAND & COMMUNICATE as we
intend to fight
alongside

Our ALLIES & PARTNERS

for the
Security & Prosperity of all Australians

S22

M. S. VANDER
ADM, RAN
CDF

DEFENCE VALUES

Service Courage Integrity Respect Excellence

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4

INTENT AND DIRECTION

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CAF's Intent

- People
- Purpose
- Preparedness



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INTENT AND DIRECTION



CAF's Intent

- **People**
 - Cadets: future of the nation
 - Instructors and volunteers: critical enablers
 - RAAF members: supporting framework
- **Purpose**
 - Confidence
 - Self discipline
 - Career motivation
- **Preparedness**
 - Social cohesion
 - Life skills
 - Peer leadership



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RESOURCES

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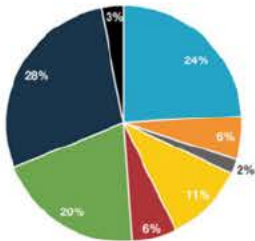
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AIR DOMAIN

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Chart 1 – Proportional Capability Investment for the Decade 2020-2030



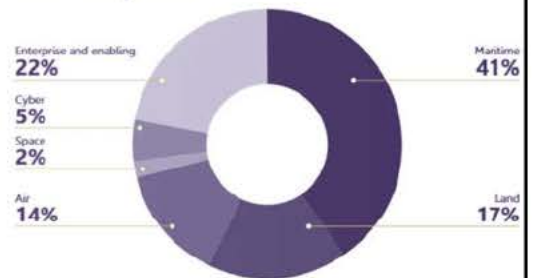
■ Air Domain
■ Other Enterprise and Enabler Programs

Chart 2
Proportional investment for the decade 2024-2034 by domain



From balanced to focused

Chart 2: Proportional investment for the decade 2026-2036 by domain



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Funding Pressures

UNIQUE TO AIR FORCE

- Fuel
- Sustainment
- Capability development – spiral upgrades
- Reserve Service Days





Reserve Service Days

- Two ways of managing reserve service:
 - Number of days
 - Budget
- BUT -These don't match:
 - 'Average' daily rate inaccurate for Air Force
- Historically, softness in other areas enabled cross-levelling (fuel, etc)
 - Centre-directed cap on days
 - Close management
- ADF-wide challenge





We need Australians who are curious.

We need Australians who can think critically.

We need Australians who can adapt.

We need Australians who can work with others.

And we need Australians who are prepared to lead

Chief of Air Force, AIRMSHL S. Chappell, DSC, CSC, OAM – 21 Aug 26

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DISCUSSION

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