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INDIVIDUAL LEADERSHIP APPOINTMENTS

1. ILAs provide TOs with applied leadership experience and development underpinned by the leadership theory delivered in JMET. In addition, the ACHQ joint staff functions enable development of the key characteristics of an effective junior staff officer such as communication skills, resource management, and command discipline.

2. Fulfilling an ILA enables Y2 and Y3TOs to make a positive contribution to the lived experience of the Academy and promotes their initiative, self-reflection, accountability and responsibility. In this regard, the ability of TOs to lead their peers by identifying goals, planning and executing tasks appropriately, providing a positive example to their peers and conducting After Action Reviews will all be considered as part of their development as a Junior Officer.

3. The appointments serve a vital role in Academy life and those who nominate and are subsequently selected, will benefit from the responsibility and development their appointment affords. This includes coaching and mentoring from ADFA staff. Followership, as a tenet of leadership, also plays a key part of the leadership appointment. By demonstrating a willingness to accept direction and guidance from staff or fellow leadership appointments, Y2 and Y3TOs are playing a key part of an effective organisation and are gaining a skillset that is essential for a military career.

4. A leadership position is not linked to any assessment other than conducting themselves at all times IAW ADF values, ADFA unit SOs and extant Defence policy. As such, there is no assessed requirement for all Y2 and Y3TOs to take up a leadership appointment.

5. **Learning Outcomes**. Leadership appointments provide developmental outcomes that reinforces the Graduation Leadership requirement and is linked to Learning Outcome (LO) 3 – Lead a team in the execution of a task, which contains the following Supporting Learning Outcomes (SLO):

a. **Defence values.** Behaves in a way aligned to the Defence values at all times. Embodies the values and principles consistent with Defence ethos and upholds moral and ethical standards.

b. **Decision-making.** Makes confident and timely decisions by having a sound understanding of the task(s). Shows a pragmatic and practical approach to tasks through adequate planning, applying discipline and understands the effect of decisions (judgement and common sense).

c. **Role competence.** Demonstrates effective role (appointment) performance; is committed to achieving excellence and is outcomes focused.

d. **Teamwork.** Works effectively as a part of a team allowing everyone to contribute to tasks in a way that allows all team members to feel valued.

e. **Work ethic.** Responds positively to increasing workloads; plans tasks and assigns priorities to achieve outcomes while maintaining a balance of personal well-being.

f. **Initiative and adaptability.** Demonstrates an ability to take action without direction; think critically; is progressive in thought; has a can-do attitude and demonstrates flexibility and responsiveness in adapting to new or changing situations.

g. **Communication.** Communicates (written and orally) effectively at all levels; is clear and accurate; actively listens to others; uses appropriate style, tone and level for the situation; presents facts, ideas, arguments, instructions and / or orders clearly and consistently.

h. **Interpersonal skills.** Is considerate of others; forms effective working relationships based on respect and valuing diversity. Strives to foster emotional awareness, empathy, compassion and equity among the team, with peers, subordinates and superiors.

i. **Self-reflection.** Demonstrates understanding of role, responsibilities / duties and self-awareness (strengths / areas for improvement). Seeks self-improvement.

6. **Duration.** Leadership appointments are held for 12 months. Handover of the appointment commences in Oct (prior to S2 exams) to the desig for the following year. The incumbent TO shall remain in position until the end of the year with transfer of authority no later than graduation week.

7. **Supervising Officers (SO)**. The SO is a vital link in the leadership chain. The SO is responsible for guiding and mentoring the TO through their leadership appointment and providing oversight to ensure compliance with Command intent and ADFA practices. This is to be achieved through regular face-to-face meetings and observations with frequency of meetings established during the initial leadership appointment briefing.

8. The SO holds no formal welfare role for the ILA; this remains with the divisional staff. The SO may assist the TO in developing appropriate goals. SOs have the responsibility for providing the TO with written / verbal guidance on the perceived risks and vulnerabilities they may encounter and a realistic appraisal of how the individual can best achieve their goals. The SO is to provide feedback to divisional staff for ongoing performance management, and to contribute to MYBOR/EYBOR reporting.

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ILAS WITH ASSIGNED SUPERVISING OFFICERS

Academy Cadet Headquarters (ACHQ)	Standing SO
ACC	CO
ACXO (Sponsor Family Program Co-ord)	XO
ACCOS	S3
J1 Personnel	S1
J3 Operations	S3
N3 RAN	SO3 Navy
G3 ARA	SO3 Army
A3 RAAF	SO3 RAAF
J33 International (ISA President)	IMLO
J33 Diversity and Inclusion	OC O
J33 Academy Sports Co-ordinator	WOPTI
J33 Lancaster Shield Co-ordinator	WOPTI
J4 Logistics	S4
J45 Facilities	S4
J5 Plans	S3
J7 Education	S5
J8 Resources	S3
J9 Community Coord	S3
J09 Public Affairs	S3
J093 Social Media	S3
J093 Photography	S3
ACM	
PMC	XO/ADJT
DPMC	XO/ADJT
RTF	SOCM/S4

SPORTS AND VECCS

References:

A. Commanding Officer Directive 03/26 – Sport & VECC at ADFA in 2026
B. MILPERSMAN Part 3 Chapter 3
C. Defence Risk Management Policy
D. ADFA Commanding Officer Directive 01/26 – Code of Conduct
E. ADFA SOP 3.03.3 – Sports and VECCs Awards
F. ADFA SO 3.02 – Activity Management
G. ADFA SOP 3.03.1 – Non-ADFA military and civilian participation in sports and VECCs
H. ADFA SOP 3.03.4 – Sports and VECC Assurance Process (SVAP)

1. Sports and Vocational Extra Curricular Clubs (VECCs) are an important element of life at ADFA that affords all ADFA students the opportunity to embrace ADFA values, develop and promote physical fitness and build on organisational and financial management skills.

Responsibilities

2. **S3**. The S3 is the CO's delegate for the provision of guidance and advice to all sport and VECC Supervising Officers (SO). Sports and VECCs involve inherent risk including physical, reputational and financial. The primary responsibility of the S3 is to manage risk through the Sports and VECC Assurance Process (SVAP).

3. **Supervising Officer (SO)**. Staff are required to nominate for a minimum of one SO role. This will be managed by S3 for CO ADFA approval. SOs are appointed by CO ADFA to be the Command representative for the conduct of a Sport and/or VECC. As such, the SO has responsibility for the duty of care of all participating personnel. They are responsible for ensuring SVAP requirements are adhered to, and are to oversee all administration of the Sport and/or VECC. SO performance will be assessed through the PAR process.

4. **Sport / VECC President**. A president and committee provide leadership to each Sport and VECC. Activities such as organising support at fixtures, coordinating with coaching staff, providing role models, influencing culture, enforcing standards, moderating behaviour, organising social events, drafting required documentation and limited financial management is required, and serves as practical exercise in leadership. Presidents are responsible for the execution of the SVAP within their relevant Sport or VECC.

Sports and VECC List

5. Sports and VECCs are divided into Group 1 and Group 2 clubs, listed in Annex A. Each of these clubs will have a SO allocated and Trainee Officers (TO) within these clubs will hold individual leadership appointments (ILAs).

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LIST OF APPROVED SPORTS AND VECCS

1. This Annex contains two lists of approved sports and VECCs within ADFA: Group 1 and Group 2. All clubs will have an SO allocation and TOs within these clubs may hold ILA positions.

2. Group 1:

a. Australian Rules Football (AFL)

b. Basketball

c. Cricket

d. Crossfit / Strength and Conditioning

e. Distance Sports

f. ADFA Band

g. Soccer

h. Hockey

i. Netball

j. Rowing

k. Rugby Union

l. Touch Football

m. Triathlon

n. Volleyball

o. Car Racing

p. ADFA Production

q. Martial Arts.

3. Group 2:

a. Academy Car Enthusiasts

b. Academy Racing

c. Camping Boating Fishing

d. Future of War Forum

e. Cyber Skills

f. Flying / Aviation

g. Badminton (Racquets)

h. International Students Association (ISA)

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i. Golf

j. Military Skills and Shooting, including the Military Precision Drill Team

k. Ice Hockey

l. Sailing

m. Water Sports

n. Muddies

o. Sisters-in-Arms

p. Focus Group

q. Outdoor Recreation

r. Robotics and Autonomous Systems

s. Navigators

t. Space Force.

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AUSTRALIAN DEFENCE FORCE ACADEMY
Cadet Individual Leadership Appointment Structure

s47E(c)

Academy Cadet Captain
s47E(c)

s47E(c)

Academy Cadet Chief of Staff
s47E(c)

s47E(c)

Academy Cadet Executive Officer
s47E(c)

s47E(c)

President of the Mess Committee
s47E(c)

s47E(c)

Deputy President of the Mess Committee
s47E(c)

Academy Cadet Headquarters

s47E(c)

ACHQ Navy Representative
s47E(c)

ACHQ Secretary
s47E(

ACHQ Events
s47E(c)

s47E(c)

ACHQ Army Representative
s47E(c)

ACHQ Lancaster

ACHQ Lancaster 2IC

s47E(c)

ACHQ Air Force Representative
s47E(c)

ACHQ Sports and VECC

ACHQ Logistics

s47E(c)

ACHQ Education and Training

ACHQ Media
s47E(c)

Alpha Squardon Cadet Headquaters

s47E(c)

Squadron Cadet Captain
s47E(c)

Squadron Cadet Executive Officer

s47E(c)

1 Division Cadet Captain

1 Division Cadet Executive Officer
s47E(

s47E(c)

2 Division Cadet Captain
s47E(

2 Division Cadet Executive Officer

s47E(c)

3 Division Cadet Captain
s47E(c)

3 Division Cadet Executive Officer

s47E(c)

4 Division Cadet Captain
s47E(c)

4 Division Cadet Executive Officer

Bravo Squardon Cadet Headquaters

s47E(c)

Squadron Cadet Captain

Squadron Cadet Executive Officer
s47E(c)

s47E(c)

5 Division Cadet Captain
s47E(c)

5 Division Cadet Executive Officer

s47E(c)

6 Division Cadet Captain
s47E(c)

6 Division Cadet Executive Officer

s47E(c)

7 Division Cadet Captain
s47E(

7 Division Cadet Executive Officer

Charlie Squardon Cadet Headquaters

s47E(c)

Squadron Cadet Captain

Squadron Cadet Executive Officer
s47E(c)

s47E(c)

9 Division Cadet Captain
s47E(

9 Division Cadet Executive Officer

s47E(c)

10 Division Cadet Captain
s47E(c)

10 Division Cadet Executive Officer

s47E(c)

11 Division Cadet Captain
s47E(

11 Division Cadet Executive Officer

Delta Squardon Cadet Headquaters

s47E(c)

Squadron Cadet Captain

Squadron Cadet Executive Officer
s47E(c)

s47E(c)

13 Division Cadet Captain
s47E(

13 Division Cadet Executive Officer

s47E(c)

14 Division Cadet Captain

14 Division Cadet Executive Officer
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15 Division Cadet Captain
s47E(c)

15 Division Cadet Executive Officer

s47E(c)

16 Division Cadet Captain
s47E(c)

16 Division Cadet Executive Officer

Echo Squardon Cadet Headquaters

s47E(c)

Squadron Cadet Captain

Squadron Cadet Executive Officer
s47E(c)

s47E(c)

17 Division Cadet Captain
s47E

17 Division Cadet Executive Officer

s47E(c)

18 Division Cadet Captain
s47E(

18 Division Cadet Executive Officer

s47E(c)

19 Division Cadet Captain

19 Division Cadet Executive Officer
s47E(

s47E(c)

20 Division Cadet Captain
s47E(c

20 Division Cadet Executive Officer

Foxtrot Squardon Cadet Headquaters

s47E(c)

Squadron Cadet Captain
s47E(c)

Squadron Cadet Executive Officer

s47E(c)

21 Division Cadet Captain
s47E(c)

21 Division Cadet Executive Officer

s47E(c)

22 Division Cadet Captain
s47E(c)

22 Division Cadet Executive Officer

s47E(c)

Captain
s47E(c)

Executive Officer

s47E(c)

24 Division Cadet Captain
s47E(c)

24 Division Cadet Executive Officer

Academy Cadets Mess Committee

s47E(c)

ACM-C Secretary
s47E(c)

ACM-C Treasurer

ACM-C TOC Manager

s47E(c)

ACM-C Bar Manager

ACM-C Business Operations

ACM-C Media Manager
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s47E(c)

ACM-C Graduation Co-ordinator
s47E

ACM-C Functions Co-ordinator

ACM-C Projects and Assets Manager

s47E(c)

ACM-C General Co-ordinator
s47E(

ACM-C Shop Manager

ACM-C Food Dude

s47E(c)

ACM-C Technical Services Manager
s47E(c)

[redacted]