Defence FOI 434/26/27
Document 1

SELECTION PROCESS FOR ILAS SOP

1. ADFA has a number of key leadership roles that aid in the development of TOs as well as providing leadership, mentoring and administration for the entire TO body. These leadership positions are selected by a selection process, and must be transparent and above reproach to ensure the legitimacy of selected leaders.

2. Each year, NLT end of S1 Red Book, the XO will promulgate the selection board timeline to enable selection of Academy wide and SQN/DIV positions with three rounds conducted as follows:

a. Round One – selection of ACHQ Executive Positions (ACC, ACXO, ACCOS, PMC, DPMC)

b. Round Two – selection of Squadron and Division Executive Positions (SCC, SCXO, DCC, DCXO)

c. Round Three – selection of ACHQ staff positions, key RTF positions, Sport and VECC presidents.

3. The ILA positions, EOI template, and handbook is to be reviewed annually, and promulgated with the selection panel timeline.

4. **Round One**. After collation of the required EOIs from each SQN, the XO will convene the Round One Selection to consider all nominations for the ACHQ and ACM Executive positions. The composition of the Round One selection panel is CO, XO, ADJT, RSM, outgoing ACC and PMC. If these outgoing ILAs hold conflicts of interest, the ACXO or DPMC will act in their place on the selection panel.

5. On completion of the Round One selections, the CO will announce the successful ACHQ and ACM Executive ILA position holders to the Academy. This will trigger commencement of Round Two ILA selection panels.

6. **Round Two**. Round Two selection panels are conducted at the SQN level. On completion of the selection, SQN OCs are to advise the XO of selected candidates to enable a Command confirmatory check of suitability (potentially highly sensitive issues which preclude an individual from the nomination). Any rejections will be explained to the OC and SSM for awareness and to enable a further selection. CO ADFA will then announce the successful SQN and DIV Executive ILA position holders to the Academy.

7. **Round Three**. The composition of the Round Three selections is dependent on the SO for the particular ILA to be considered. SOs are to advise the XO of selected candidates to enable a Command confirmatory check of suitability (potentially highly sensitive issues which preclude an individual from the nomination). Where appropriate, the SO may be informed as to the reason of the rejection.

8. **Timings**. Key timings for the ILA Selection rounds are as follows:

a. CO to announce commencement of ILA expression of interest to begin during the CO's commencement of semester two academy address.

b. EOI template to be sent out by XO to all SQNs for distribution to the Year 2 TO cohort.

c. Selection panel convenes NLT week prior to Blue Book and considers all EOIs provided.

   (1) Option to conduct a face-to-face panel to discuss nominee's intent, focus and drive for the ILA to be convened if appropriate

d. CO announces selected ILA positions on Friday prior to Blue Book

e. EOIs for SQN and DIV Executive ILA positions is released for consideration over Blue Book

f. SQN's selection panels convene NLT second Monday after Blue Book

g. SQN's identified selections passed to XO NLT second Tuesday after Blue Book

h. CO announces selected ILA positions during Military Training Day activities in September

i. Final EOIs for remainder of ILAs are released, covering ACHQ, ACM senior positions (secretary, treasurer, Academy Shop Manager, RSA manager), Presidents of sports and vocational and extra curricular clubs (VECCs)

j. ILA nominees are passed through the SQN staff for a recommendation and passed to the SO of the area nominated for

k. SOs of respective positions conduct own-led selection of ILA nominees

l. SO's identified selection passed to XO NLT one week prior to Military Training Days in October

m. CO announces selected ILA positions during Military Training Days activities in October.

Enclosures:

s22

Related ADFA Standing Order:

ADFA UNIT SO – 5. ADFA ROUTINES – 07. SELECTIONS OF ILAS, PRIZES AND AWARDS, IE

Section Sponsor:

XO ADFA

Defence FOI 434/26/27
Document 2

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.

Defence FOI 434/26/27
Document 2

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.

ADMINISTRATIVE REQUIREMENTS

9. **Activity Planning.** Any intended activities leadership appointments intend to conduct must adhere to the Activity Planning Process outlined in ASOs. Failure to meet the requirements stipulated may result in cancellation of an activity / event.

10. Financial arrangements must be considered when planning an activity. For example, a simple adventure training activity to a national park may attract hidden costs such as camping fees, vehicle access fees, fees for use of existing facilities and costs per head. Similarly, access to the ADFA Armoury will incur a monetary cost with access over a weekend requiring payment for a minimum of four hours overtime for weapon issue and another four hours overtime for weapon return.

11. TOs should not assume the Commonwealth or the RTF would cover all costs. TOs must have approval from a S23 delegate (C'wealth funds) or the RTF before financial commitments are made.

12. TOs must carefully consider the amount of activities conducted within their respective areas and by ADFA as a whole. It is not necessary for each ILA to conduct an activity as this places significant strain on Academy resources, staff and TOs. Leadership appointments need to evaluate the purpose of an activity and look to consolidate opportunities with either similar leadership appointments or sports / VECCs.

13. **Administrative Instructions (AI) and Safety Risk Assessment (SRA).** An AI or TASKORD can be a effective communication method for directions and taskings for activities. These documents must be accurate, workable and comprehensive. TOs will be responsible for producing all administrative documents associated with their leadership appointment and accordingly, will be appraised on their staff work, military communication and attention to detail..

14. A SRA (see ADFA S3 cell for the current template) is a requirement for all activities. TOs will be responsible for generating the SRA and the SO is responsible for reviewing accuracy, comprehension and suitability. Once the SO is satisfied with the SRA, a copy is to be placed in the appropriate file on Objective.

15. **Graduation Report.** The performance of the ILA, while not graded, will positively contribute to the Board of Review in the field of ADF Values and this will go towards the TOs overall graduation result. The TO will receive recognition for the successful completion of their leadership appointment on their ADFA Graduation report. An example of this is as follows:

[Rank Name] was selected for and successfully completed the Leadership Appointment of [insert].

16. **Professional Misconduct.** While leadership appointments are not assessed, a TO's conduct will reflect their ability to demonstrate the Defence values which is assessed. Evidence of professional or academic misconduct or unacceptable behaviour demonstrates a lack of personal integrity and professionalism. Such behaviour is not tolerated and will likely result in disciplinary and/or administrative action, failure of the values component of the JMET assessment, and removal from the leadership appointment. These will be treated on a case-by-case basis with direction provided by CO ADFA.

17. **Selection Process**. The efficient selection of the next generation leadership appointments is a

Defence FOI 434/26/27
Document 2

crucial component to enable the announcement, effective hand over and development of the next Leadership Appointment recipients. The selection timeline is provided in ADFA unit SOP 5.07.1.

Annex:

s22

Related Orders Instructions and Publications:

ADFA unit SO 5. ADFA Routines – 07. Selection Panels for ILAs, Prizes and Awards

Section Sponsor:

XO ADFA

Defence FOI 434/26/27
Document 3

SELECTIONS OF ILAS, PRIZES AND AWARDS

1. Selection panels are convened to ensure that a legitimate and transparent process is applied to the allocation of TOs for leadership positions, prizes and awards, and international engagement (IE activities). The selection panel process can also be used to appoint ADFA staff members into key positions, such as ADJT and battlefield study tours (BFST)/IE supervising officer (SO). This sub-section outlines the process for conducting a selection panel at ADFA, for the allocation of individual leadership appointments (ILAs), prizes and awards, and IE positions.

2. **Selection panel coordination**. Although a selection panel may be convened at the CO's discretion, the three standing selection panels convened during the ADFA training year are;

a. ILA selection

b. prizes and awards

c. IE and BFST (students and SOs).

3. The XO is responsible for coordinating selection panels. The ADJT (Secretary for all panels) is responsible for the coordination of any out-of-session panels (i.e. non- scheduled IE activities and when new ILA positions are created) and is to assist the XO in the conduct of any paper-based selection panels.

EOI Process

4. Information about upcoming selection panels will be promulgated to required attendees. Prior to the conduct of the panel, the respective BOS Coord is to collect the necessary information for CO ADFA (Chair) to make informed decisions. An EOI will be released for each selective opportunity, and will include standard information regarding the TO such as WAM, year group, service and degree. The EOI may also require additional information such as whether passports are held. The EOI must pass through the CoC prior to submission and OCs/DOs are to note any administrative or disciplinary action including those still under consideration/investigation.

5. Selection processes for ILAs, prizes and awards and IE are provided in ADFA unit SOPs 7.05.1, 7.05.2, and 7.05.3 respectively.

BFST selections

6. Each year, ADFA sends TOs on BFST to provide TOs with valuable professional development opportunities and foster greater understanding of key developments in the ADF's history. TOs are selected for BFST based on merit (combination of academic and military achievements including contribution to the Academy through ILA). Prior to the conduct of the BOS, the BOS Coord is responsible for the collection of required information needed by the BOS to make a decision.

7. The BFST Selection BOS consists of the CO, XO, S3 (BFST activities SME), ADJT and RSM.

8. **Timings**. The key timings for the BFST Selection BOS will vary depending on planned annual BFST.

9. The purpose of selecting TOs and staff six months out from the proposed IE dates is to allow time for liaison between ADFA HQ and external agencies (IP Div, Defence Attaché staff and foreign military academy POC) and to complete the appropriate administrative preparations required for overseas travel.

Related Orders Instructions and Publications:

Nil

Section Standing Operating Procedures:

5.07.1 Selection process for ILAs
5.07.2 Selection process for prizes and awards
5.07.3 Selection process for international engagements

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[redacted]
Personal Privacy

2027 INDIVIDUAL LEADERSHIP APPOINTMENT—EXPRESSION OF INTEREST

Part 1: Applicant

Rank/Name:					
PMKeyS:		Average WAM:		SQN/DIV:	
Degree:				Year:	
Preference 1:					
Preference 2 & 3:					
Preference 4 & 5:					
Comments:					
Applicant Signature					

Part 2: DO/OC		
Preference 1:	*Select*	
Preference 2 & 3:	*Select*	*Select*
Preference 4 & 5:	*Select*	*Select*
Comments:		
DO/OC Signature:		
Supervising Officer Signature (As req):		

[redacted]
OFFICIAL: Sensitive