AIR FORCE CADETS



Wing Information Session – CP / AP

GPCAPT Stephen Johns
Commander - AAFC

INSPIRING TODAY, LEADING TOMORROW

The modern AAFC

"The safety and wellbeing of youth is our highest priority by providing a youth safe environment."

- Youth development
- Our brand: Air and Space, Technology
- Inspirational experiences
- Life skills and habits for future success



Integrated Workforce Model

- The AAFC Enterprise
 - Volunteers
 - Defence Approved Helpers
 - AFLO's / OC's
 - National Headquarters Staff



Volunteerism - Our People

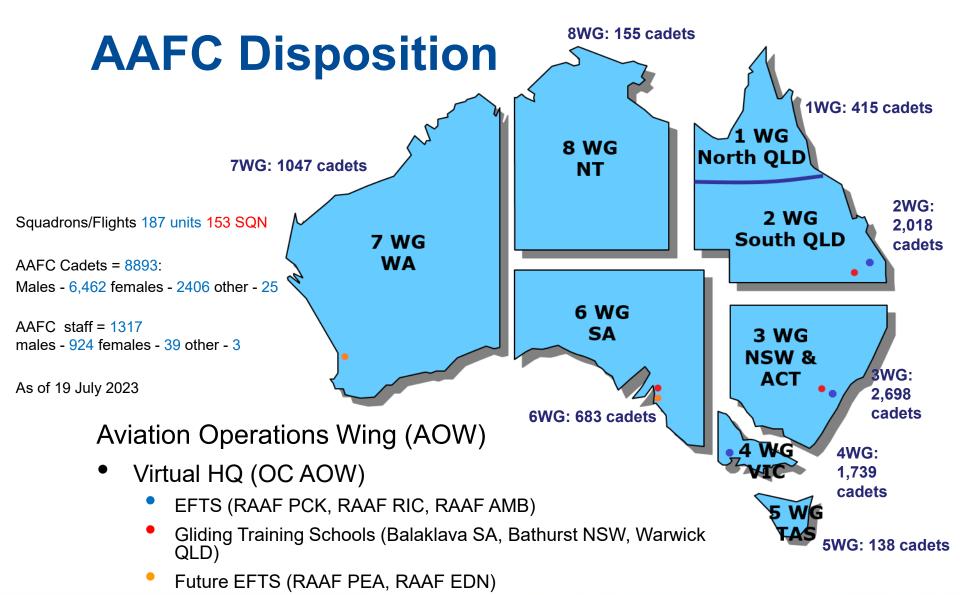
- AAFC Adults
 - All backgrounds
 - Passion to help youth
 - Interest in aviation
 - Help their communities
 - Mix of Military and Non-Military backgrounds



My expectations of AAFC Staff

- Active participation in the integrated workforce model in support of youth development.
- Being professional.
- Planning to achieve success.
- Finding out was it right through policies and procedures.
- Active participation in change management.
- Demonstrating pride in the AAFC & Defence Values.





Cadet Air Experience Flights

Calendar Year 2022

Cadet Aviation Experience Flights

PCK RIC AMB - 1,726

Pilot Experience Flights

PCK RIC AMB - 210

Flying Training

PCK RIC AMB - 46

Total air experience - 1,982



Remotely Piloted Aircraft School

- CONOPS has been signed with the school to build in time.
- 16 Parrot Anafi USA drones have been purchased to support the training.
- CASA Licensed



Other key areas of development

- Cyber learning System is undergoing user testing with implementation ready for the 2024 program.
- Space goes to market to see what is available, this is a draft program that will become available for review
- Looking at concepts in Robotics, Rocketry and VR.



Change of Language

Experience - not training

- Deliver the Cadet Experience
- AAFC is not an RTO

Cadet Program / Adult Program

- CLCR No longer in review
- ALCR No longer in review

Space / Cyber / RPAS

No reference to STEM



Reaching New Heights

- The strategy is an outcome of the AAFC Cadet and Adult Learning Continuum Review, supported by encouraging results in test classes with Cadets and it also reflects the valuable feedback we have received at the information sessions and online.
- The new learning program in this strategy, defines the future learning principles that will become the future foundation of Cadet and Adult learning.
- Take the opportunity to engage with the program, immerse yourself in the curriculum as it rolls out, and hopefully have some fun in your learning journey, no matter what your role is in the Air Force Cadets.
- The Reaching New Heights strategy is divided between a Cadet Program and an Adult Program.
- It is based on contemporary leading-edge learning methods, using inquiry-based learning, critical thinking, often in groups, driven by scenarios and missions.
- We have also introduced a new appraisal to the Cadet Program, called **SITREP** all part of the feedback we have received during the curriculum review.

Reaching New Heights

Whenever I have witnessed the new learning program being tested in the classroom, I am reminded of a leadership concept we have in the AAFC; that everyone is a leader, and everyone is a follower.

We all have a role and responsibility to teach, to learn and to become better team members in that process. We can all solve problems and find great solutions better as a group, and great teamwork can form life-long bonds.

We all share the same passion and goal of making the Air Force Cadets the best youth development program in Australia, and I commend this strategy as an import waypoint on the journey.

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Questions?













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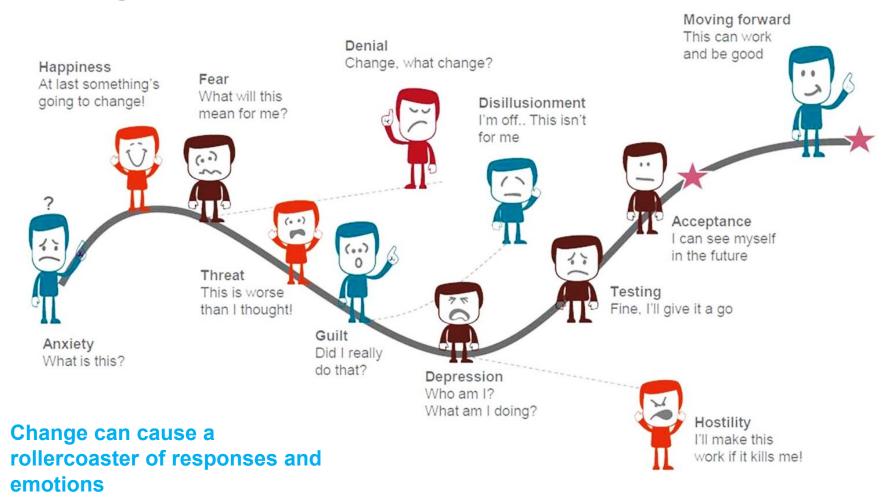


2023 Wing Information Session & Town Hall

SQNLDR Ben Cowan

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Change



Project Timeline

Cadet Program

Adult Program

Jul - Dec 23

Junior Foundation

- Bronze Extensions (x3)
- Bronze CLP
- PDL Sitrep

Jan - Jun 24

Intermediate Foundation

- Silver CLP
- Gold CLP
- PDL Sitrep

Jul - Jan 25

Senior Foundation

- Gold Extensions (x3)
- Silver Extensions (x3)

Jul – Dec 23

Development

- Buddy and Mentor System
- Logbook
- Curated Learning List
- Transition and Communications Plans
- Staff Training Weekend One Leadership
- P1 Clusters

! Jan – Jun 24

Development

- Updated PPG Framework artefacts
- Staff Training Weekend Two Org Understanding
- P2 Clusters

Jan – Dec 24

Transition

- Buddy and Mentor System
 Pilot
- · Staff Training Weekend Pilot
- Individual Transition
- Cluster Soft Launch
- · First Full Launch

Jan 25

Implementation

· Second Full Launch

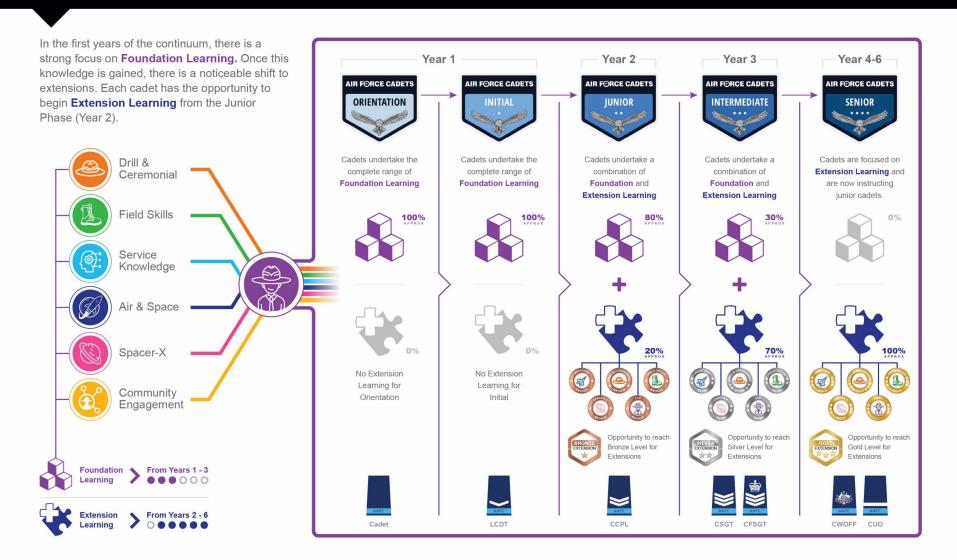


PDL Framework





AAFC Cadet Program

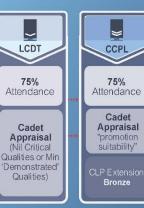


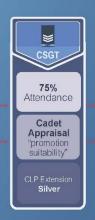
REACHING NEW HEIGHTS | AIR FORCE CADETS

AIR FORCE CADETS PROMOTION PATHWAY





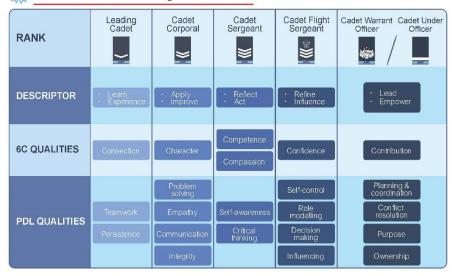






	END OF YEAR RANK				
CADET JOURNEY	1	2	3	4	5-6
CADET JOURNEY 1 (Typical): Join AAFC at 12/13yrs old Typical progression through Cadet Phases Meets promotion requirements Opts in for promotion	LCDT	CCPL	CSGT	CFSGT	CWOFF/ CUO
CADET JOURNEY 2 (Fast Tracked): Join AAFC at 12/13/rs old Demonstrates high levels of PDL Meets promotion requirements Opts in for promotion	LCDT	CCPL	CSGT/ CFSGT	CWOF	F/CUO
CADET JOURNEY 3 (Mature): Join AAFC at 15yrs old Meets promotion requirements Opts in for promotion	LCDT	CCPL	CSGT/ CFSGT	AGE-OUT	

PDL CRITICAL QUALITIES

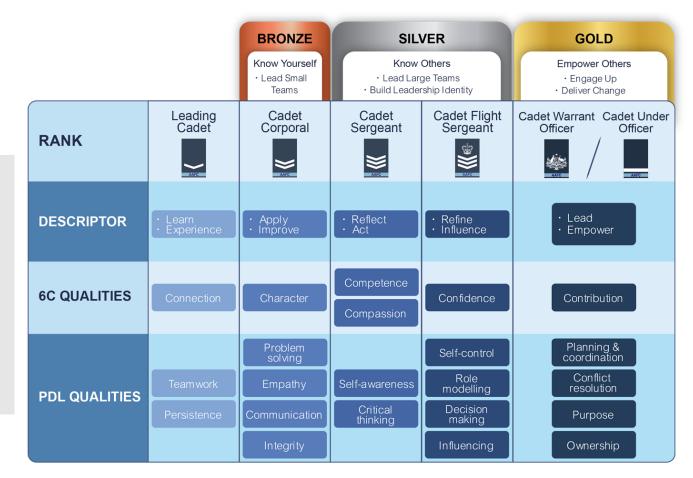


LEADERSHIP DEVELOPMENT PROGRAM

LEVEL	KEY THEME	CRITICAL QUALITIES	POSSIBLE ROLE CONTEXT
BRONZE CCPL	Leading Small Teams (Know Yourself)	Character Problem Solving Empathy Communication Integrity	SECO Instructor
SILVER CSGT	Leading Large Teams (Know Others)	Competence Compassion Self-awareness Critical Thinking	GSI FLT CDR BIV CDR SQN ASST
SILVER CFSGT	Leading Large Teams (Know Others)	Confidence Self-control Role Modelling Decision Making Influencing	CXI CXO Activity Planner SQN ASST
GOLD CWOFF/CUO	Empower Others and Engage Up (Know Others)	Contribution Planning & Coordination Conflict Resolution Purpose Ownership	CXI CXO Activity Planner SQN ASST

Critical Qualities for Promotion

The critical qualities for each rank will be emphasised during the relevant PDL extension. They support cadets in developing the skills required to recognise and monitor their growth, and provide a focus point for development in line with requirements for promotion.



Junior/Bronze Extension Timings

JUNIOR (Compulsory)		SQN Nights
JUNIOR	SQN Specific - misc	8
	Foundation	8
THE STATE OF THE S	Spacer-X	8
	CLP Bronze	8

BRONZE (Opt – In)		SQN Nights
	Aviation	3
	Drill and Ceremonial	2
	Field Skills	3

CLP Bronze



Themes for Parade Nights

- 1. Know yourself (self awareness)
 - Values AAFC & ADF
 - Motivations
- 2. Manage yourself (confidence)
 - Initiative
 - Self belief → quick decision exercises
- 3. What is leadership?
 - Define for theme use critical qualities, think, be, do, feel
 - Framing
 - Styles (authoritive, demo, auto ...etc...)
 - 10 x Principles → how to demonstrate
- 4. What is a team (conceptual case study)?
 - Role of the leader → "how does a leader shape a team"
 - Leading vs managing
 - Importance of followership

5. Build the team (Apply + Skills)

- Skills to positively influence the team
- Giving and receiving feedback (framing)
- Inclusive
- Utilising skills
- 6. Lead the team
 - Decision making ethical (equality vs equity)
 - Comms
 - Diversity
 - Recognition of excellence? (Honours and awards)
- 7. Conflict resolution
 - Managing issues
 - Empathy
- 8. Manage the team
 - Social media
 - Rostering (Duty cadets)
 - Practical administrative skills

Cadet Program Silver/Gold Extension Timings

INTERMED	NATE (Compulsory)	SQN Nights
AIR FORCE CADETS INTERMEDIATE	SQN Specific - misc	8
	Foundation	4

SILVER (Op	ot – In)	SQN Nights
	CLP Silver	7 + weekend
	Spacer-X	7 per stream (35)
	Aviation	7
	Drill and Ceremonial	7
	Field Skills	7

Senior			SQN Nights
	Foundation	on	
	CLP Gold		
	Aviation		
	Drill and C	Ceremonial	
	Field Skills	S	
	Spacer-X		
Spacer-	X	SQN Nights	
Space		7	
Cyber		7	
Extended	d Reality	7	
Robotics	;	7	
Rocketry	1	7	

CLP Silver

Goals:

- · Lead large teams
- · Know others
- · Build leadership identity



1. Self-Awareness and Self-Control

- Reiterate Bronze
- How do you know group sentiment? What can you do about it?
- If you are not self-aware how does that impact others?
- · What is self-control in AAFC
- How is emotional management projected?

2. Compassion

- What is compassion?
- How can you show compassion for a large group when you don't know them personally?
- · How does it relate to empathy

3. Role Modelling and Influencing

- Role modelling all of the time
- · Conscious/unconscious RM supports influencing
- Who's been a RM what influence did they have
- Influence is positive and negative

CONSOLIDATION DAY

- DACC scenario
 - Cadets will be provided with the scenario on the day
 - Will be required to draw on their prior learning and skills development
- Injects
- The ultimate aim is not necessarily to complete the DAAC but to implement learning

4. Decision Making and Confidence

- What is decision making on a large scale what process do you need to undertake to make ethical decisions? What makes something ethical? What considerations do you need?
- · Confidence in your decision making and yourself
- When do you know you've made a bad decision, and what is the impact on others.
- Confidence to pivot and change versus sticking with the decision
- Managing bad decisions and knowing when to change a decision

5. Critical Thinking and Competence

- How do I build competence in others
- · Confidence to change your mind, or stick with it depending on the context
- Consolidation activity
- · Testing your solution, testing an assumption, testing a theory
- · Benefits of failure

CONSOLIDATION DAY

6. Feedback and Communication

- · How to give and receive feedback up and down
- Have confidence and skills to provide feedback

7. Facilitation

- Facilitating 101
- Skills to deliver experientials including how to read and interpret mission and experiential documents
- · Role Responsibility

CLP Gold

Goals:

Empower others

Engage up

Deliver change



OPTION 1: 4 Day Residential (national)

- Organised by National HQ
- Five Keynotes from a variety of respected individuals;
 military, business, sporting.
- Cadets (individually/pairs/groups), develop a mini project that will "benefit" AAFC (nationally, Wing or SQN)
- Workshops to be held after each keynote on that topic and provides cadets time to develop project.
- Final session is a "brief" to Commander winner pitches to
 DG

OPTION 2: Local

- SQN nights or Residential Days
- Cadets (individual), develop a project that will "benefit" AAFC (nationally, Wing or SQN)
- Consolidation day which includes a talk from a senior ranking officer and a "pitch" to
 Commander – winner pitches to DG
- Run by Wings

Five Critical Qualities: conflict resolution, contribution, planning & coordination, purpose and ownership.

CURRENT CHANGES Phases Phases 1. Recruit 1. Orientation 2. Basic 2. Initial 3. Proficiency 3. Junior 4. Advanced 4. Intermediate 5. Qualified 5. Senior (Yrs 4-6) 6. Applied Learning & Development Statements Capability Statements **Elements (Foundation)** 1. Air and Space 2. Drill and Ceremonial 3. Field Skills Modules 4. Service Knowledge 1. Aerospace skills 5. Personal Development and Leadership 2. Drill Skills 6. Community Engagement 3. Field Craft **Elements (Extension)** 4. Cadet Skills 1. Aviation 2. Drill and Ceremonial 3. Field Skills 4. SPACER-X 5. Cadet Leadership Program (Personal Development and Leadership/Service Knowledge) Cadet promotion pathways underpinned by Cadet Rank **Promotion Courses** Profiles, Cadet SITREP, Cadet/Staff/Parent Guides and the Cadet Leadership Program Assessments Focus on feedback of development through Cadet SITREP Personal Development and Leadership, embedded Personal Development and Leadership conducted as individual subjects in the curriculum throughout Cadet learning continuum Inquiry-based learning (practical); application of Content driven (PPT focused); classroom based; underpinning knowledge; flexible module focused Cadet-centred (heutagogy) Instructor-led centric (pedagogy) Facilitated Missions and Experientials Individual instructor-led lessons Parade night varying length dominated by lessons Parade night 2.5 hrs (content) characterised by missions

UPDATED: 01 SEP 23

ALCR Analysis



- Alignment to CLCR
- Persona profiles to better understand our volunteers
- Position Profiles for core AAFC functions: OC, CO, TRGO etc
- Identification of optimal workforce structure to support learning
- Identification of adult leadership development pathways
- Used to inform learning design



AAFC Adult Learning Continuum Review Blueprint

The ALCR blueprint comprises an overarching purpose, five design principals, and a five point learning approach. These fundamentals will ensure AAFC Performance and Personal Growth (PPG) Framework contributes to the short term performance of the AAFC and long term strategic development of the AAFC (e.g. the AAFC Growth Strategy, the AAFC PNA Future Goal state).

ALCR Purpose

To ensure adult volunteers are adequately prepared to enthusiastically and confidently perform their AAFC roles and functions, including the delivery of Cadets.



Design Principles

Key principles specific to AAFC that align design to AAFC goal future state

- Leadership at all levels All adults have the ability to model and promote AAFC leadership qualities for cadets and other adults.
- Learning supports AAFC resilience and agility PPG supports efficient onboarding, grows a depth of capacity across the AAFC, has the ability to scale, and enables organisational continuity.
- Valuing the adults PPG instils appreciation of adults' vital role in delivering the cadet program and meeting AAFC's mission and aims.
- A strong and distinct AAFC community PPG fuels a sense of belonging to the AAFC, built around shared passion for youth development, as well as interest in Air Force and the air and space environment.
- Skill and knowledge utilisation The incoming skills of adults are leveraged, and AAFC learning and development is transferable to contexts outside AAFC.

Learning Approaches

Key learning and pedagogical themes to shape the adult learning experience

- Experiential learning Learning is intertwined with the overall AAFC experience, with formal and informal learning opportunities reinforced in all activities and roles.
- Timeliness and relevance Learning and development is aligned and relevant to individual adult journeys, so as to prepare them to perform in their role and empower them to embrace challenges.
- High engagement learning A variety of learning methods are used to empower and spark curiosity in adults, resulting in enthusiastic participation in PPG.
- AAFC as a learning organisation Adult learning and growth is valued across AAFC and feedback mechanisms support adaptation and scaling of PPG to meet changing organisational needs.
- Alignment with the CLCR PPG content and experiences complement and support the CLCR learning approaches.

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ADULT FLIGHTPATH & PPG FRAMEWORK

ENABLING CADETS-

LEADERSHIP

AAFC adult leadership means inspiring and empowering cadets in their personal development and leadership journey while enabling the achievement of the AAFC mission.

ORGANISATIONAL UNDERSTANDING

Understanding key AAFC features, youth development principles, one's place in the AAFC, and AAFC conduct expectations and ways of working.

ROLE CATEGORIES

- · Leadership & Management
- Safety & Operations
- · Communications
- Specialist
- · PFA (Personnel, Finance & Admin)
- Logistics
- Learning & Development
- · Adult Helper

BUDDY SYSTEM & LOGBOOK

The AAFC provides avenues for adult volunteers to build skills and knowledge in leadership, organisational understanding, and their volunteer roles. Avenues for learning are readily accessible, and are underpinned by the 70:20:10 model:

7 Learning in the flow of work

20

Learning provided through Mentoring & the Buddy System 10

Formal learning underpinning the adult volunteer experience

Adult Volunteer Performance and Personal Growth (PPG) Framework - Leadership Stream



Leadership for AAFC adults

Adult leadership in the AAFC means inspiring and empowering cadets in their personal development and leadership journey while enabling the achievement of the AAFC mission.

AAFC Leadership Qualities

Influencing

Motivating and inspiring others, through effective communication and conduct for the purpose of shaping AAFC beliefs, attitudes, and behaviours

Judgement

Ability of adults to make sound and timely decisions in order to plan effectively, and to continuously accrue relevant expertise and experience (e.g. for facing difficult and stressful situations)

Self Management

Adults have insight into their own capabilities, habits, and emotions (e.g. emotional intelligence), and use that information to enhance their understanding of their impact on others

Followership

Adults are eager and willing in taking direction from others as appropriate, lending their support and assistance in full reflective of their commitment to the AAFC

AAFC adult leadership is underpinned by character

Adults are encouraged and enabled to act honestly, respectfully, with integrity, and with necessary courage

Adult leadership in all areas of the AAFC

The leadership stream is mapped to key levels of AAFC contribution: Tactical, Operational, and Strategic. In this way, adults can find the most relevant leadership development opportunities, with the majority of opportunities targeting the Tactical level, in line with the needs and experiences of the majority of AAFC adults.

Strategic

Long term planning involving large scale situational awareness and multiple functional areas (indicative area: HQ; indicative role: Officers Commanding).

Operational

Complex organisation involving multiple teams or functional areas, requiring extensive AAFC awareness (indicative area: Wing; indicative role: Deputy Director People Management).

Tactical

Local delivery focused on a single team or single functional area, relying on thorough understanding of AAFC values, guidelines, and processes (indicative area: Squadron; indicative role: Training Officer).

Adult Volunteer Performance and Personal Growth (PPG) Framework - Organisational Understanding Stream



The goal of organisational understanding for AAFC adults

Adults are confident and excited about their contribution to the development of cadets and the AAFC mission, where that confidence is underpinned by understanding key AAFC features, one's place in the AAFC, and AAFC conduct expectations and ways of working.

AAFC Organisation Understanding Facets

AAFC history, purpose, and strategic context

What the AAFC does and how it does it, as well as the journey of AAFC as an organisation and its future

AAFC standards and expectations

What are the minimum standards of behaviour and conduct for adults, and what it means to make an AAFC contribution that excels

AAFC processes and ways of working

Irrespective of role, what are the AAFC processes, systems, and ways of achieving outcomes and collaborating that should be navigable by all

AAFC Youth Development

The nature of young people joining cadets and the AAFC approach to developing its cadets as individuals

Tempo of organisational understanding

Not every element of organisational understanding must be understood at the same time. Indeed, repeated or 'as needed' provision of information and experiences will often be far more appropriate and create a more lasting and valued experience for adults

Once off

Content that is important to deliver at particular points of the adult AAFC journey with little need to be revisited (e.g. during induction, prior to promotion).



Repeated

Content best suited to regular delivery so as to ensure understanding is up to date and to enrich the AAFC experience of adults (e.g. content fitting for adult annual conferences)





Changes and Updates



On demand

Content timed to become available in tune with the specific needs of adults, whether that be in line with a standard adult AAFC trajectory, or responsive to the idiosyncrasies of adults needs



Adult Volunteer Performance and Personal Growth (PPG) Framework - Role Stream



Preparing adults for their AAFC roles

AAFC Regular Categories

Roles organised according to

overlapping realms of responsibility

and required skills and knowledge

Effective role performance requires specialist skills and organisational knowledge. The PPG Role Stream develops those skills and knowledge and ensures that adults can take up new roles with confidence and extend their AAFC contribution.

Understanding AAFC Role Categories

AAFC Role Categories allow adults to easily find learning opportunities that are relevant to their roles. Unlike RAAF Categories, AAFC Role Categories do not constrain the future roles of AAFC adults; that is, adults will likely move categories as they change roles during their time with AAFC. Categories also form the basis of associated communities of practice, to encourage knowledge sharing, mentoring, innovation, and peer support

Personnel, Finance and Administration

Indicative roles: SQN Admin Officer Wing Admin Officer

Personnel, Finance and Administration

Indicative roles: Personnel Clerk Personnel Officer

Adult helper

Skills, knowledge, attributes relating to the supporting contribution of "nonuniformed" adults

Personnel, Finance and Administration

Indicative roles: SQN Finance Officer Wing Finance Officer

Supply & Logistics

Indicative roles: SQN Supply Officer Wing Supply Officer

AAFC Special Categories

Organisation of roles not specifically aligned with other roles, or role skills and knowledge that span roles

Supervisor

Skills, knowledge, attributes relating to AAFC Supervision, for those adults who hold roles that has supervisory responsibly, irrespective of category.

Safety & Operations

Indicative roles: Safety Officer Safety Advisor

Communications Internal/External

Indicative roles: Community Engagement Officer Public Affairs Officers

Specialist Roles

Indicative roles:
Flight Coordination Officer
Chaplain
IT Officer
Duke of Edinburgh Coordinator

Leadership & Management

Indicative roles: SQN Commanding Officer Officer Commanding

Learning & Development

Indicative roles:
Training Officer
Chief Instructor

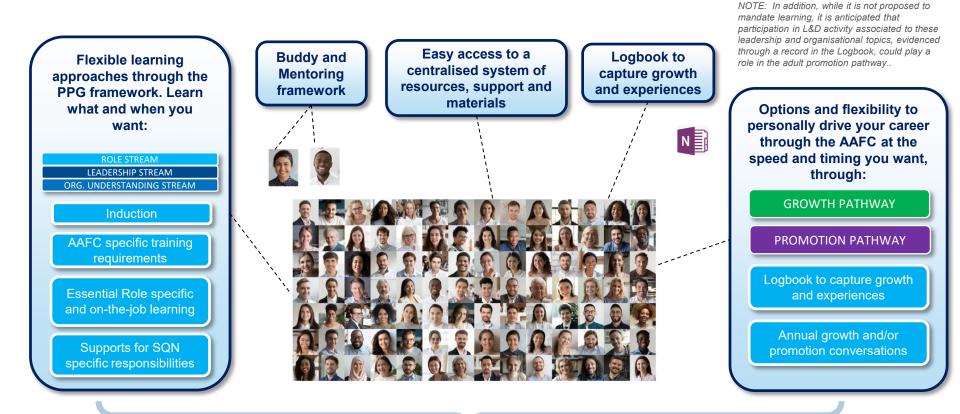
ALC Topic Snapshot

Leadership	Org Understanding	Role Categories
Influencing	AAFC history, purpose, and strategic context	Leadership and Management
Judgement	AAFC standards and expectations	Safety and Operations
Self Management	AAFC processes and ways of working	PFA
Followership	AAFC Youth Development	Comms
Conflict Management	Appropriate Use of Social Media	Logistics
Role Modelling	Understanding Rank	L&D
Building and Managing Teams	Managing Incidents	DAH
Shaping Organisational Culture	Understanding the Cadet Program	Specialist
Decision Making	Understanding Youth (Adolescents)	Facilitation
Responsibility and Accountability	Incident Management	
Followership	Key AAFC Processes	

Resources



Adult Volunteer Ecosystem



A learning ecosystem that enables cadets to be their best

Adult Program Buddy & Mentor System

70:20:10

Empower volunteers to be able to take control of their journey within the AAFC focussing on how they grow professionally and personally

Buddy

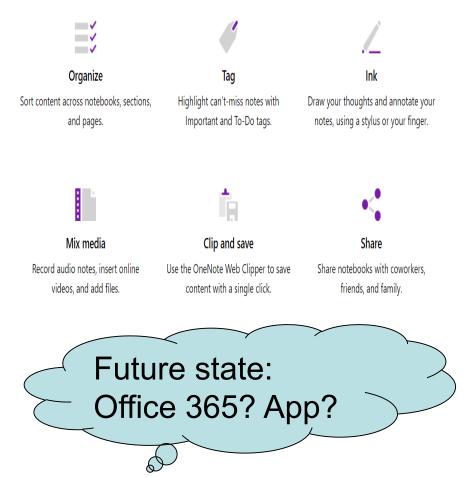
- Welcome a new volunteer on behalf of the AAFC
- Provide personal support in transitioning into the AAFC, or a new role if required
- Give AAFC specific support and guidance based on experience
- Assist with goal setting
- Be a first point of contact for questions

Mentor

- Support the mentee in their development within the AAFC
- Provide guidance as needed by the mentee
- Help their mentee map a pathway to achieve their goals and aspirations within AAFC
- Understand their mentee in terms of their wants, needs, motivations and preferences
- Provide a point of reflection and challenge to reinforce learning

Logbook (Microsoft OneNote)







Adult Program Transition

Activities to implement the AAFC Adult Program and the PPG Framework

- **Pilot**: for particularly important or complex learning artefacts such as the Staff Training Weekends, all modules associated to the delivery of the Cadet Program, PPG framework elements, and artefacts related to Safety, Incidents, and Legislation
- Soft Launch: upload to the delivery system with limited fanfare to grow the catalogue slowly and surely, and to gather live feedback in a less formal capacity
- Full Launch: widely communicated 'significant' content launches
 - Sep or Oct 2024 to ensure all adult volunteers are aware of the new artefacts available and the PPG mechanisms (eg Logbook, Buddy and Mentor systems)
 - Jan 2025 second launch to coincide with the start of the new year

Determination of individual transition requirements – 2024 – CDR AAFC Directed

Adult Program Change Summary

CURRENT	CHANGES
Title:	Title: Adult Program
Formal Training: MT JMT DMT Ad-hoc training SQN/WG and/or HQ driven	Learning opportunities: Topics across the Adult Volunteer Performance and Personal Growth (PPG) Framework, focused on short, accessible, practical learning: Leadership Organisational Understanding Roles
Training Approach: Mandated nconsistent and Wing application Staff training weekends	Approach: Self-directed learning categorised to assist individuals by focusing on need and role requirements (this may include some mandated training such as Behaviour Policy, WHS, Youth Safety). Leadership and Organisation focused weekends
Personal Development and Growth: Allocated a mentor	Development: Consideration of a more holistic approach to support, focused on personal growth and development. It includes: 70% - the ability to capture on-the-job development and growth (logbook) 20% - redeveloped buddy and mentor system 10% - formal training
Capturing Growth: CEA	Capturing Growth: Logbook – in which growth can be captured from anywhere (CEA, on-the-job, buddy conversations, Parade Night)
ime-based promotion	Promotion pathways for volunteers including meeting role and rank requirements; performance review

Points of Contact

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TBA



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Questions?













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