



AIR FORCE CADETS

INSPIRING TODAY, LEADING TOMORROW

AUSTRALIAN AIR FORCE CADETS

STRATEGIC PLAN 2030





FOREWORD

We are pleased to introduce the Australian Air Force Cadets (AAFC) Strategic Plan 2030, which succeeds the AAFC Strategic Plan 2020-2025.

The Royal Australian Air Force remains the primary sponsor of the AAFC. It is therefore essential that the AAFC continues to demonstrate relevance and value to the Australian community, to the Royal Australian Air Force, and to Defence, by remaining contemporary, sustainable, and aligned with the Defence organisation.

The AAFC must continue to show that it is not only a modern youth development program, but also a highly efficient and flexible one that delivers exceptional value to the nation. Success will be measured by the ability of the AAFC to remain resilient, resourceful, and relevant. This Strategic Plan will position the AAFC to continue to offer meaningful experiences for youth in Australia, whilst also enabling the organisation as a valued contributor to the Royal Australian Air Force, Defence, and the broader Australian community. The integrated National Headquarters will lead the delivery of this Strategic Plan, but the success of the plan will depend on all levels of the AAFC embracing and championing its outcomes.

The AAFC Strategic Plan 2030 presents an actionable strategy across eight Lines of Effort (LOE), agreed between the AAFC Strategic Leadership Team (SLT) and Cadet Branch – Air Force, and endorsed by Deputy Chief of Air Force (DCAF). The tasks, initiatives, and projects articulated by this Strategic Plan are intended to strengthen the cadet experience, whilst also supporting our people.

Over the next five years, the organisation's priorities include upgrading CadetNet with Microsoft 365 to deliver a connected, user-friendly IT network that reduces the administrative burden for our people. Additionally a new AAFC Planning Guide, aligned with the outcomes of the AAFC Structural Review, to simplify processes, will provide clarity for local leadership, and align the AAFC activity program with available resources. These actions will ensure cadets have access to high-quality opportunities while safeguarding the wellbeing of our people. The AAFC will also implement robust reporting systems that support effective decision-making, transparency, and prioritised resourcing.

Central to these initiatives is the recognition that our people are the key capability and operational centre of gravity (COG) of the AAFC. By streamlining the manner in which the AAFC undertakes activities and manages resources, the AAFC will reduce unnecessary pressures while protecting the resilience and wellbeing of our people to secure the long-term sustainability of the AAFC experience.

We commend this Strategic Plan to you and trust it serves as a catalyst to usher in the next exciting era for the AAFC, and most importantly, for the cadets themselves.

A Heap, AM, CSC
AIRCDRE
DGCADETS –AF

S Johns
GPCAPT (AAFC)
CDR-AAFC

01 December 2025

01 December 2025





AAFC Vision

To be an exemplar Australian Youth Development organisation

AAFC Mission

To inspire and develop young Australians, with a focus on the air, space and cybersecurity environments, enabling them to achieve their full potential and contribute to Australia's future success.





Commander's Intent

Purpose

To provide Australian Youth with inspirational and developmental learning opportunities within a safety focused, Air Force-like setting, across the air, space and cyber domains while building resilience, leadership skills and a contemporary knowledge of areas not covered in the normal education system.

Method

- Inspire and motivate cadets with Air Force-like experiences
- Provide experiences, including overnight opportunities, at ADF bases, and other identified locations
- Provide a safety conscious, risk managed, minimised SFARP activities
- Provide a system to enable adults to deliver a safe, efficient and effective program
- AF provides and manages resources to enable CP, AP and other activities.

End State

A modern Air Force-like youth development organisation that inspires and motivates young Australians.





Strategic Plan 2030 - Lines of Effort

Summary

The Strategic Plan uses eight Lines of Effort (LOE). DGCADETS-AF and CDR-AAFC remain the Accountable Officers¹ for this Strategic Plan.

LOEs list overall Responsible Officers² and associated activity responsible officers.

01 Organisational Management and Leadership

02 Personnel and Administration

03 Enterprise Services

04 Governance, Compliance and Assurance

05 Learning Systems – Cadet and Adult Development

06 Logistics, Sustainment and Facilities

07 Activity Planning

08 Communications and Community Engagement

¹ Accountable Officer – final signatory for Strategy, program and project

² Responsible Officer – responsible for the coordination of program, projects and tasks





Phase Journey

Transition
(2025-2026)

Foundation & Alignment

Establish core structures, data driven decision-making frameworks, and strategic alignment tools to enable cohesive national operations.

Consolidation
(2027-2028)

Integrate & Embed

Operationalise, normalise and refine strategic systems to drive continuous delivery and Defence alignment.

Review
(2029-2030)

Evaluate & Adapt

Measure strategic success, assess operational maturity, and adjust systems to enable future transformation.





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Organisational Management and Leadership

End State: An integrated National Headquarters (NATHQ) structure that enables clear, aligned, and prioritised decision-making between CB-AF and AAFC, supported by enterprise systems and risk-aware planning to deliver strategic intent.

Responsible Officers: DDGCADETS-AF/COS and DCDR

CORE ACTIVITIES				
Serial	Type	Activity	Outcome	RO
1.01	NEW	AAFC Directive	Develop and implement an AAFC Directive, for sign-off by DGCADETS-AF and the CDR-AAFC, to ensure a balanced and funded activity program across the AAFC, with clear roles at NATHQ, Wing, and Squadron levels.	COS DCDR
1.02	NEW	Budget Discipline	Match cadet numbers, adult personnel, size and locations of the AAFC to budget, resources and facilities. Control and communicate budget constraints to ensure financial accountability and alignment with strategic priorities.	DGNDOPS DDS&G DDFAC OC WG OC AOW
1.03	NEW	AAFC Planning Guide	Develop and implement a Unit and Wing Management Guide to provide Flight, Squadron, and Wing 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.	DDS&T DGNDOPS DAVNOPS
1.04	NEW	Reporting Mechanism	Implement a reporting mechanism via CadetNet that enables timely, informed decision-making and effective prioritisation.	DDPERS
1.05	NEW	AAFC Structural Review	AAFC to conduct a Wing and Squadron review to recommend optimal structure, staffing ratios, and regional boundaries.	DSTRAT DSS&T
1.06	BAU	NATHQ Structure	Clearly define linkages between AAFC and CB-AF, including hierarchy, functions, and Areas of Responsibility (AOR) within the NATHQ.	DDPERS
SUPPORTING ACTIVITIES				
Serial	Type	Activity	Outcome	RO
1.07	NEW	Risk Management System	Establish an enterprise Risk Management System to support proactive and consistent decision-making.	COS
1.08	BAU	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





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1.09	BAU	Strategy Planning review	Establish and execute a strategic review cycle (Transition, Consolidation, Review) supported by a detailed implementation plan defining responsibilities, timing, resourcing, and strategic outcomes.	DSTRAT DDS&T
1.10	NEW	Task/Risk Register	Develop a collaborative AAFC and CB-AF Task and Risk Register to improve prioritisation, oversight and governance.	COS DCDR
1.11	BAU	AAFC Foundation Engagement	Optimise AAFC Foundation engagement to enhance funding, support, and awareness of AAFC objectives.	Foundation Chair CDR





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Personnel and Administration

End State: A values-led, contemporary cadet and volunteer workforce, enabled by the right capabilities, systems, and support structures that attracts, develops, and retains individuals who embody our values, meets evolving needs, and contribute meaningfully to the mission.

Responsible Officers: DDGCADETS-AF/COS and DCDR

CORE ACTIVITIES				
Serial	Type	Activity	Outcome	RO
2.01	BAU	Values-driven Adult Workforce	Support an adult workforce that is safe, values-driven, and cadet-focused prioritising the wellbeing and development of cadets above self-interest, and modelling the behaviours and mindset expected of future leaders	DDPERS
2.02	BAU	Cadet journey Management	Attract, develop and retain cadets who align with AAFC values, while also supporting cadets leaving the program or those no longer aligned with AAFC values and expectations, through transparent and clearly defined processes. Focused and targeted recruitment that considers location specific facilities, resource capacity and available support functions.	DDPERS
2.03	BAU	CB-AF/ADF/APS Resourcing	CB-AF, ADF, and APS positions are structured, staffed and resourced appropriately to enable and support AAFC capability	DDPERS
2.04	NEW	Volunteer Retention Framework	Develop a National Volunteer Retention Framework focused on engagement, recognition, flexible service pathways, and selective leadership development.	DDPERS DDS&G
2.05	NEW	Controlled and Sustainable CVP Allocation	Strengthen CVP payment controls, compliance and verification processes to ensure budget alignment and clear linkages to AAFC activities.	COS DCDR DDPERS
2.06	BAU	Functional Incident Management System	Develop and implement an incident management system based on a one-cadet approach that is intuitive, compliant, auditable, and secure, uses Defence incident terminology and has an off-line capability.	DDPERS
2.07	NEW	RAAF Reserve Review	Review Reserve positions, functions and chain of command IAW ADF Reserve review	DDPERS DAVNOPS DGNDOPS
SUPPORTING ACTIVITIES				
Serial	Type	Activity	Outcome	RO
2.08	BAU	Adult Volunteer System	Recruit, develop, support, and off board adult volunteers through a structured and values-aligned approach. This includes clear on-boarding, development, recognition, and off boarding processes that match individuals to roles based on capability, location, and organisational need ensuring a safe, sustainable, and scalable workforce for the Cadet Program.	DDPERS DDS&G
2.09	BAU	Recognition System	Enhance the AAFC National Recognition System (H&A) to celebrate cadet and adult achievements at Squadron, Wing, and National levels.	DDPERS





Enterprise Services

End State: A connected and future-ready enterprise system that ensures the effective use of ICT, sustainable funding, responsive reporting, and the ability to adapt and scale with strategic demand.

Responsible Officers: DDGCADETS-AF/COS and DCDR

CORE ACTIVITIES				
Serial	Type	Activity	Outcome	RO
3.01	New	Innovation & Future Capability Working Group	Establish an Innovation and Future Capability Working Group to identify, trial, and scale emerging opportunities across aviation, cyber, space, and community engagement.	DCDR DDLS DDCAD
SUPPORTING ACTIVITIES				
3.02	New	ICT System	Deliver an ICT system that enables AAFC business, with a continuous improvement function and built-in redundancy to support future operational expansion.	DDIS
3.03	New	Reliable Connectivity	Ensure AAFC and CB-AF units have consistent access to reliable, high-speed, and user-friendly internet and online systems to enable business-as-usual functions at Headquarters, Wing and Squadron levels.	DDIS
3.04	New	Reporting Capability Embedded within IS Function	Build capability within the Information Systems (IS) function to support a scalable reporting system. The system must capture, process, and present timely data to inform decision-making, prioritisation, and planning across both aviation and ground program elements.	DDIS
3.05	New	Business and Continuity Plan	Establish back up processes and continuity.	COS DCDR DDIS





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Governance

End State: A safe, legally compliant, and risk-managed environment that enables cadet and adult activities to be conducted confidently and in alignment with WHS, Youth Protection, and Defence policies.

Accountable Officers: DG and CDR

CORE ACTIVITIES				
Serial	Type	Activity	Outcome	RO
4.01	BAU	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
4.02	NEW	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
4.03	BAU	WHS Governance Framework	Implement a WHS governance framework supported by staff accountability mechanisms and robust assurance processes.	NSM DDSAF
4.04	BAU	Airworthiness Support	Support AOW in maintaining robust and compliant airworthiness standards.	DAVNOPS NSM DLC OC AOW
4.05	BAU	Policy Review Framework	Deliver a continuous improvement framework to ensure AAFC governance systems, tools and processes remain simplified and fit-for-purpose. Policy reforms must reduce complexity, improve compliance, and strengthen the AAFC's legitimacy as an element of Air Force and Defence Youth Engagement Program.	COS DCDR
4.06	BAU	Integrated Safety Management System (ISMS)	Generating a system that simplifies, strengthens and enables the appropriate management of safety across all risk dimensions (not just WHS), resulting in a SMS (AAFC Safety Manual)	NSM GASO AQM DDPOL
4.07	New	AAFC Safety Training Continuum (STC) Review	Review the AAFC STC to improve and strengthen all safety education, awareness and skilling for both cadets and adult supervisors.	NSM DLS DDSAF
4.08	BAU	Facilities Governance	Collaborative and optimised site and unit inspections.	DDFAC NSM DDLOG





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Learning Systems

End State: Deliver a contemporary, future-focused Cadet and Adult Program inspired by aviation, space and cyber, that develops leadership, supports Defence pathways and shapes confident, community-minded Australians.

Responsible Officers: DDGCADETS-AF/COS and DCDR

CORE ACTIVITIES				
Serial	Type	Activity	Outcome	RO
5.01	New	Learning Systems Manual	Develop and implement a new AAFC Learning Manual to replace the outdated MoLM, ensuring alignment with current program needs.	DDLS DDCAD
5.02	BAU	Contemporary Program Development and Engagement	Develop contemporary Cadet and Adult learning experiences and programs across air, space, and cyber domains, supported by assurance measures and continuous improvement, and deliver engaging and effective Cadet and Adult programs that align with the interests and needs of participants.	DDLS DDCAD OC WG OC AOW
5.03	BAU	ADF Career Pathways	Establish mechanisms and partnerships to inspire and support young Australians to explore careers in the ADF or related industries.	DDLS DDCAD
SUPPORTING ACTIVITIES				
Serial	Type	Activity	Outcome	RO
5.04	New	Cadet Leadership Program	Deliver a structured Cadet Leadership Program, incorporating training, experiential learning, mentoring, and defined leadership pathways to develop future leaders for the community and Defence.	DDLS DDCAD
5.05	New	Mentorship Framework	Deliver a national mentorship and development framework that equips adult volunteers with the skills, confidence, and support to progress through leadership and command pathways, including SQN, Wing, and National appointments.	DDPERS DDCAD





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Logistics, Sustainment and Facilities

End State: Ensure the AAFC is supplied and accommodated through well-maintained facilities, responsive provisioning, and strategic engagement with infrastructure partners.

Responsible Officers: Director Logistics and Capability (DLC)

CORE ACTIVITIES				
Serial	Type	Activity	Outcome	RO
6.01	BAU	National Facilities Review	Ensure facilities and logistics are adequate and appropriately aligned to support AAFC operations nationwide.	DDFAC DDLOG
6.02	BAU	Facility Improvement	Deliver sufficient and fit-for-purpose facilities that meet the current and evolving needs of the Cadet Program.	DDFAC
6.03	BAU	CASG Funding	Effectively manage CASG funding allocations across STEM (including RPATS), EFTS, GTS, and PSP Funding Lines to maximise program delivery.	DLC
6.04	BAU	SEG Engagement	Establish and maintain proactive engagement with SEG to support infrastructure coordination and development.	DDFAC
SUPPORTING ACTIVITIES (GROUND)				
Serial	Type	Activity	Outcome	RO
6.05	NEW	Equipment Supply for Ground Activities	Ensure sufficient and appropriate equipment (e.g. uniform, firearms, musical instruments and drones) is available to support safe and effective ground activities.	DDLOG
6.06	BAU	Facility Inspection Schedule	Implement a scheduled, integrated inspection regime for facilities and logistics, with coordinated WHS support to identify and address risks.	DDFAC DDLOG NSM
SUPPORTING ACTIVITIES (AVIATION)				
Serial	Type	Activity	Outcome	RO
6.07	NEW	AOW Funding	Secure sustainable funding for aircraft and gliders to enable Fundamental Inputs to Capability (FIC) support for EFTS, PSP, and GTS.	DLC
6.08	NEW	Additional DA 40s	Support AAFC EFTS opportune funding basis. Be ready to scope requirements to expand EFTS into WA, SA, North QLD and NT. (RAAF Edinburgh, RAAF Pearce, RAAF Darwin and RAAF Townsville).	DAVNOPS DLC OC AOW DDFAC
6.09	NEW	DA 40 Replacement	Execute the DA40 replacement strategy to sustain EFTS capability.	DLC OC AOW DAVNOPS
6.10	NEW	Procurement Project for additional Gliders	Support AAFC GTS and scope requirements to expand GTS into new proposed sites including but not limited to WA, SA, North QLD and NT.	DAVNOPS DLC OC AOW DDFAC





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Activity Planning

End State: Plan, prioritise and execute a national cadet activity program that delivers meaningful aviation and ground experiences, aligned to strategic outcomes and supported by Defence-grade planning processes.

Responsible Officers: DGNDOPS, DAVNOPS

CORE ACTIVITIES				
Serial	Type	Activity	Outcome	RO
7.01	BAU	Deliver National Activity Program	Deliver a prioritised, cost-effective national activity program that balances aviation and ground experiences, aligned to the AAFC Planning Guide.	DCDR DDCAD OC WG OC AOW
7.02	BAU	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
SUPPORTING ACTIVITIES (AVIATION)				
Serial	Type	Activity	Outcome	RO
7.03	NEW	Activity Planning CONOPs	Assess and monitor viability and cost-effectiveness of Cadet Aviation activities, considering logistics, infrastructure, and personnel.	DAVNOPS OC AOW
7.04	BAU	Aviation Offer Optimisation and Apportionment	A structured and prioritised aviation offer is calculated, with clear apportionment targets across SCT, CAE, PEX, and FT to maximise participation, efficiency, and effect. Priority is given to delivering a Cadet Aviation Experience (CAE) flight to each cadet within their first two years, while aiming for a nominal 2% Flight Training (FT) participation rate (~200 cadets/year), across powered and gliding activities.	DAVNOPS DLC OC AOW
7.05	NEW	Consolidate and Manage GTS	Establish and manage two standardised GTS sites, ensuring consistency with a best-practice delivery model with the goal of building a steady state instructor cadre and viable instructor recruitment plan by Jan 2027.	DAVNOPS OCAOW DDFAC
7.06	BAU	Cadet Military Aviation Experiences (CAME)	Optimise the process to enable the use of Military Aircraft for delivery of additional Cadet Military Aviation Experience.	DAVNOPS AFLOs
7.07	NEW	Aviation Program Reporting System	Establish a standardised reporting system for EFTS, GTS and PSP to ensure aviation activity oversight, accountability, and continuous improvement.	DAVNOPS OC AOW
7.08	NEW	Aviation Activity Planning	Strengthen early and integrated aviation activity planning using the AAFC Planning Guide process. Strengthen AOW–AAFC–CB–AF partnerships to optimise cadet flying.	DAVNOPS DGNDOPS OCAOW
7.09	NEW	PSP Optimisation	Deliver CAE/PEX and FT to cadets in regions not serviced by EFTS or GTS, using civilian Powered Serviced Providers.	DAVNOPS OCAOW DLC





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7.10	NEW	Establish and grow RPATS	Expand RPATS to ensure equitable distribution of RPAS aviation opportunities across all AAFC locations.	DAVNOPS
7.11	BAU	Optimise Cadet Aviation Experience	Monitor and review staff flying rates to ensure efficient SCT-to-Cadet flight hour ratios.	DAVNOPS OC AOW

SUPPORTING ACTIVITIES (GROUND)

Serial	Type	Activity	Outcome	RO
7.12	NEW	Ground Activity Reporting System	Develop a standardised reporting system for ground activities to ensure accountability, planning integrity, and adequate supervision.	DGNDOPS
7.13	NEW	AAFC Planning Guide	Standardise AFLO authorisation and funding processes through the integration of AFLO procedures into the new AAFC Planning Guide.	DGNDOPS DDS&T

SUPPORTING ACTIVITIES (COMPETITION)

Serial	Type	Activity	Outcome	RO
7.14	NEW	Air Experience Competition	Scope and develop AAFC participation in gliding, powered flight, rocketry, and drone internal competitions.	DAVNOPS OC AOW DDCAD DCDR
7.15	NEW	Scope Tri-Service Competitions	Scope and coordinate AAFC participation in National and Tri-Service competitions.	DGNDOPS DCDR DDCAD





Communications and Engagement

End State: Preserve AAFC's reputation and credibility by aligning to Defence direction, engaging meaningfully with communities, and embedding strategic communication to support internal culture and external trust.

Responsible Officers: DDGCADETS-AF/COS and DCDR

CORE ACTIVITIES				
Serial	Type	Activity	Outcome	RO
8.01	BAU	Strategic Communication Strategy	Develop and implement a national communications strategy that unifies internal and external messaging, enhances stakeholder trust, and supports strategic change.	DDS&T
8.02	BAU	Defence Alignment (Comms Focus)	Maintain alignment between AAFC communications and the strategic intent of the Royal Australian Air Force, ensuring relevance and organisational coherence.	COS
8.03	BAU	Internal Communications Plan	Develop and implement a structured internal communications plan AAFC to reinforce senior leadership direction, drive awareness of strategic initiatives (including the AAFC Planning Guide, structural reviews, and reporting mechanisms), and enable effective change management across the organisation.	DDS&T
8.04	BAU	Community Engagement	Strengthen community relationships through consistent messaging and outreach, as approved by the Royal Australian Air Force, that supports local Cadet programs and builds public confidence in the AAFC mission.	DDS&T





Strategic Plan 2030 -Plan on a Page

Line of Effort	High-Level Focus	Key Activities	Strategic Outcomes
1. Organisational Management & Leadership	Long-term vision and sustainability	- Develop the AAFC Planning Guide, - Structure Review (WG and SQN) to redefine national footprint and staff ratios, align cadet numbers to budget. - Establish reporting systems	Strategic clarity, prioritised investments, and scalable structure
2. Personnel and Administration	Strategic accountability and transparency. Manage Workforce	- Define national command lines - Streamline roles - Streamline and focused recruitment - Reform CVP process.	Stronger leadership cohesion and governance confidence
3. Enterprise Services	ICT, policy and finance support	- Standardise finance - ICT uplift - M365 and connectivity	A well-supported, skilled and connected organisation
4. Governance, Compliance and Assurance	Risk management and operational integrity	- Implement WHS and Air Worthiness improvements - Streamline reporting - Improve policy awareness	Risks minimised SFARP, compliant and accountable activities.
5. Learning and Development – Cadet and Adult Development	Curriculum, training and leadership	- Sustain the Cadet Program. - Deliver Adult Program - New Learning Manual - Strengthen leadership development and mentoring	Skilled cadets and adult staff with clear pathways. Assurance of AAFC programs.
6. Logistics, Sustainment and facilities	Facilities, equipment and support	- National facility reviews - Modernise supply and inspection schedules	Fit-for-purpose infrastructure aligned to operations
7. Activity Planning	Cadet experiences across domains	- Standardise and costed planning - Optimise aviation programs(CAE/PEX/FT) - Sponsor competitions	Balanced, accessible, and engaging activities
8. Communications and Community Engagement	Strategic messaging and stakeholder trust	- Launch national communications strategy - Alignment with RAAF - Improve internal messaging	Unified voice, informed membership, strengthened reputation and trust

Key Deliverables





Key Terms

Term/Title	Acronym
Accountable Officer	AO
Australian Air Force Cadets	AAFC
Areas of Responsibility	AOR
Business as Usual	BAU
Cadet Branch - Air Force	CB-AF
Commander – Australian Air Force Cadets	CDR-AAFC or CDR
Centre of Gravity	COG
Deputy Director-General Cadets – Air Force/Chief of Staff	DDGCADETS-AF or COS
Director Aviation Operations	DAVNOPS
Deputy Commander	DCDR
Director Logistics Capability	DLC
Deputy Director Cadet and Adult Development	DDCAD
Deputy Director Facilities	DDFAC
Deputy Director Information Systems	DDIS
Deputy Director Information Technology	DDIT
Deputy Director Logistics	DDLOG
Deputy Director Learning Systems	DDL
Deputy Director Personnel - AAFC	DDPERS-AAFC
Deputy Director Personnel – CB-AF	DDPERS CB-AF
Deputy Director Strategy and Transformation	DDS&T
Deputy Director Safety - AAFC	DDSAF
Director General Cadets – Air Force	DGCADETS-AF or DG
Director Ground Operations	DGNDOPS
Officers Commanding – Operational Wings	OC WG
Officer Commanding – Aviation Operations Wing	OC AOW
Responsible Officer	RO

