



AIR FORCE CADETS

REACHING NEW HEIGHTS

AAFC Learning Strategy

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Foreword

As the Commander of the Australian Air Force Cadets, I am proud of the **Reaching New Heights** learning strategy.

The strategy is an outcome of the AAFC Cadet and Adult Learning Curriculum Review, supported by encouraging results in test classes with Cadets and it also reflects the valuable feedback we have received at 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 system to the **Cadet Program**, called SITREP - all part of the feedback we have received during the curriculum review.

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.

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

Group Captain Stephen Johns
Commander Australian Air Force Cadets





Introduction

The Australian Air Force Cadets (AAFC) is a youth development organisation sponsored by the Royal Australian Air Force (RAAF) that is focused on a shared interest in the air and space community. The vision for AAFC is to be the best youth development program in Australia.

This document defines the methods the RAAF and the AAFC are implementing for **Reaching New Heights** through the Cadet and Adult Continuum Reviews. The scope of this work aligns with recent changes to the structure and philosophy of the AAFC and reinforces the focus on experiences and friendships fostered through the AAFC programs.

The AAFC vision is to be 'the best youth development program in Australia' through providing the highest standard of youth protection and a culture of inclusion that embraces the unique and diverse qualities of its members.

The mission of the AAFC is 'to inspire and develop young people in the air and space environments to achieve and maximise their potential to contribute to Australia's success'. To achieve this intent, the AAFC has invested significant resources in the design, development, and implementation of an enhanced, contemporary **Cadet Program** and on the performance and personal growth of the adult volunteers who actively support the AAFC in an **Adult Program**. These programs are underpinned by Defence values and conducted within a 'military-like' environment.

The **Cadet Program** is enabled and aligned strategically with the RAAF, which reinforces the importance of an inclusive and safe environment for cadets and adult volunteers to learn, develop and engage with the Australian air and space community. Whilst a common theme is the Defence and Defence Industry Air and Space community, AAFC engagement with civilian aviation and broader air and space organisations is deemed a critical component supporting the future success of young Australians who choose to join the AAFC.

The increased focus on the development of the adult volunteers' Performance and Personal Growth (PPG) Framework, emphasising the personal development and leadership skills of young Australians—the cadets. The **Cadet Program** is not just an extension of school or the Air Force. The **Cadet Program** is community based on an interest in the air and space domains, which provides opportunities for inquiry and self-directed learning, critical thinking, self-development and the building of lifelong friendships and teams. The AAFC provides an immersive program to excite, engage, challenge, and include young Australians with an interest in air and space.

The enhanced **Cadet Program** reflects modern, relevant, and contemporary learning design and concepts. The Personal Development and Leadership (PDL) Framework for cadets, and the PPG Framework for adults, embed the development of self-discipline, self-awareness, and emotional and behavioural appreciation. Development of these qualities and capabilities through the curricula supports an integrated approach to the enhancement of both personal qualities and program content knowledge.

Purpose

The purpose of this intent is to articulate the methods the AAFC will take as an organisation for **Reaching New Heights**. This includes outlining the design principles and learning approach for the Cadet and Adult Programs including articulating some of the features of the revised frameworks and learning curricula.

High Performing Youth Development Organisations

The common role of youth development organisations is to empower young people and provide them with the opportunities, skills, tools, and support they need to become healthy, responsible, and successful adults. The organisations that do this most successfully hold a contemporary understanding of youth development and provide young people with a youth safe environment that promotes and enables their growth. Leading youth organisations deliver a balance of life skills and positive relationships and provide:

- constructive, productive programs that motivate and maintain high expectations
- opportunities for leadership, self-directed learning, and critical thinking
- self-management and resilience
- involvement in positive community activity
- sustained relationships between youth and adults
- positive social norms.

The AAFC is focused on continuing to deepen its position as a high performing youth development organisation.

Aims of the AAFC

The AAFC is based on the principles of a youth development organisation with a focus on enhanced opportunities to develop skills and knowledge relevant across the air and space community.

The aims of the AAFC are enduring and reflect generations of growth and development achieved across the following areas for cadets:

- provision of a foundation of RAAF knowledge and discipline
- development of qualities of leadership, resilience, self-reliance, and initiative
- development of character and good citizenship in the widest sense
- development of an interest in the RAAF and the air and space community in general
- instilling a knowledge of aviation history
- encouraging an active interest in the air and space domains into their adult lives.

Method

To achieve the aims of the AAFC, it is critical that all involved in enabling the vision and mission of the AAFC accept the challenge of **Reaching New Heights**. This is delivered through a genuine focus on cadet personal development and growth through learning and engagement. Success is reliant on support from all AAFC stakeholders: adult volunteers, parents, local communities and the wider air and space community. Realisation of the aims will be achieved through open and transparent communications and the consistent application of the Defence values of Service, Courage, Respect, Integrity, and Excellence as contextualised for the AAFC.

The AAFC has divided its personnel development approach along two specific and corresponding programs: the **Cadet Program**, aimed at the youth participating in the program, and the **Adult Program** for the adult volunteers delivering the program. As the AAFC is voluntary for adult volunteers and cadets, the intent of both is to inspire enthusiasm, engagement, and a willingness to commit valuable time and effort. Both approaches are based on a set of design principles aimed at ensuring the time dedicated to the AAFC is rewarding, engaging and addresses broader opportunities. The AAFC aims to provide experiences that will stretch and develop its members to be the best version of themselves.



By focussing on personal qualities such as leadership and self-reliance, and by fostering interest in the RAAF and the air and space community, the **Cadet Program** aims to equip young people for a lifelong engagement with the air and space community. Cadets can choose to ‘deep dive’ into; military-like activities; maximise their leadership knowledge and application by seeking promotion through the ranks; or focus their time on curriculum extensions across the fields of air and space. The AAFC offers a range of additional opportunities including access to the Duke of Edinburgh Award system, powered flying, gliding and camps. The **Cadet Program’s** foundational principles are aligned to inquiry-based learning theory and the 6C Youth Development Framework to ensure all interactions are learner-led, relevant and active. This is framed in the **Cadet Program** as Personal Development and Leadership (PDL).

Utilising an inquiry-based approach built around the PDL framework, the **Cadet Program** has been designed to support the individual growth of cadet participants. The AAFC has adopted a 6C positive youth development approach to assist young adolescents to prepare for participation in the air and space community through fostering healthy exploration of physical and cognitive development. This framework was based on academic research, analysis of adolescent psychology, and educational theory including reference to work being conducted in similar youth development programs. This approach allows for a greater emphasis on inquiry-based and experiential learning methodologies.

For consistency across the AAFC, the 6Cs reflect:

1. **Competence:** The ability to complete a task or goal
2. **Connection:** Positive bonds with people and institutions
3. **Compassion/caring:** A sense of sympathy and empathy for others
4. **Confidence:** An internal sense of overall positive self-worth, self-efficacy, and self-regard
5. **Character:** A sense of morality and respect for societal and cultural rules
6. **Contribution:** Acting in a way that benefits others.

The 6C framework focuses on the positive characteristics that enable adolescents to lead productive and healthy lives while contributing to the world in ways that benefit themselves, their families, communities, and society. Designed to empower young adults, delivery of the Cadet Program is enabled by senior cadets and adults to provide experiences and opportunities shaped around personal development and leadership.

Cadet Program







The **Cadet Program** is comprised of weekly parade nights, missions and experiential activities, and camps. The emphasis is on allowing cadets to cultivate personal development and leadership qualities that they will carry with them into adulthood, encouraging them to lead meaningful and impactful lives.

To ensure it is engaging, the **Cadet Program** utilises several learning methods, including multi-media, experiential, hands-on and scenario-based learning approaches. This includes the design of modules of the program being described as ‘Missions’ to reinforce military-like language and the inquiry-based methodology. This ‘learn by doing’ approach allows for cadets to embark on a personal growth journey without increasing the impact or need for expensive resources (people and time).

The program is both practical and inspiring. Through participation in community events such as Anzac Day, cadets develop their leadership and followership qualities, building a cohort of friends for life. The reduced reliance on classroom content reinforces a program that is meaningful, relevant, and relatable to every cadet. From leading sections of fellow cadets to planning and executing field activities, all cadets are afforded the same opportunities to develop and connect with the air and space community regardless of their background. This supports every cadet having the opportunity to reach new heights, tailoring their development, regardless of the baseline from which they start.

As the **Cadet Program** participants are youth between the ages 12 to 18, the program cannot be structured around a single journey or

pathway approach. The **Cadet Program** is structured around the six-year format providing foundation subjects and learning experience with an opportunity for deeper investigation and development in extensions. The six-year program has been divided into phases from Orientation and Initial through Junior to Intermediate and Senior. In the first two years, most of the parade nights and activities are built around ‘foundation’ missions to provide consistency across the AAFC and to ensure access to the heart of the **Cadet Program**. Each following phase reduces the focus on ‘foundation’ and expands the ‘extension’ opportunities. The phases are related to the previous ‘years’ of the program but can be modified to provide opportunities for cadets who join older than 12/13. The extensions are designed to support the individualised approach to learning and development. Each extension is broken into three ‘levels’ which mirror the language of the Duke of Edinburgh program, using a ‘Bronze’, ‘Silver’ and ‘Gold’ structure. This highlights the opportunity for cadets to undertake as many or as few extension options they want to explore for their own developmental journey.

LCDT		75% of Phase missions / experientials	Cadet Appraisal (Nil Critical Qualities or Min ‘Demonstrated’ Qualities)	PDL Extension Level 1 (Bronze)
CCPL		75% of Phase missions / experientials	Cadet Appraisal “promotion suitability”	PDL Extension Level 2 (Silver)
CSGT		75% of Phase missions / experientials	Cadet Appraisal “promotion suitability”	PDL Extension Level 3 (Gold)
CFSGT		75% of Phase missions / experientials	Cadet Appraisal “promotion suitability”	Extension levels 1-3 (any field)
CWOFF		75% of Phase missions / experientials	Cadet Appraisal “promotion suitability”	Drill / FS or Air & Space Extension Level 2
CUO				

The first year of the **Cadet Program**, the Initial Phase, is all foundation to provide a taste of the potential extension options. From Junior Phase, depending on the size of the squadron and the number of offerings, cadets can take part in all or none of the extension topics. If they remain in the **Cadet Program** for five or six years, the learning experiences are increasingly embedded in extensions (or admin roles in support of the adult volunteers). This focus on the extensions provides the cadets with room to explore and research areas which provide them with the motivation, inspiration, and connection to potential future roles across the air and space industry.

The design principles for the **Cadet Program** focuses on cadets feeling motivated and connected to the AAFC and their broader community. These principles are explained in the image below.



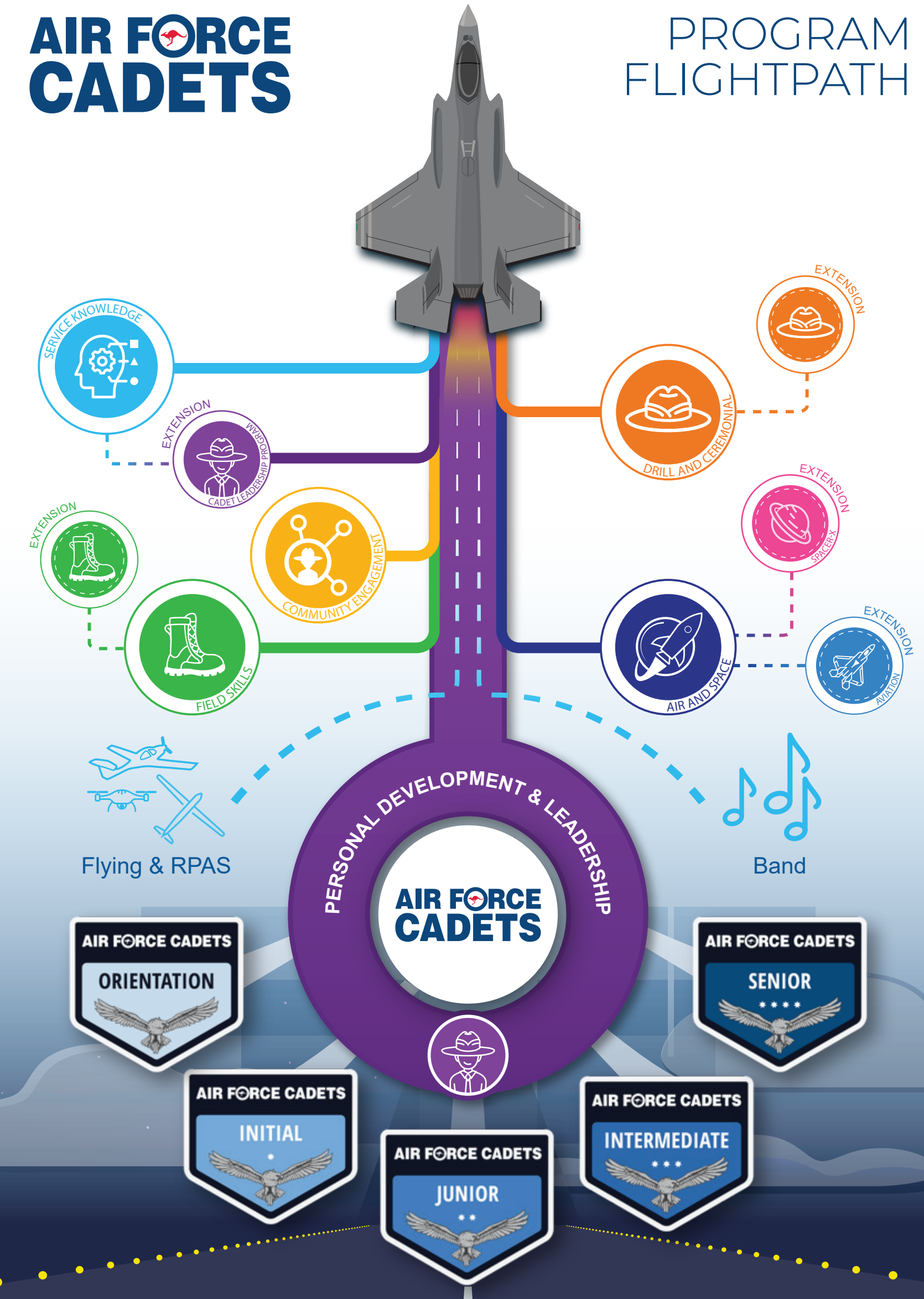
The PDL framework is embedded in the **Cadet Program** across five elements throughout the multi-year program:

- service knowledge
- air and space
- field skills
- drill
- community engagement.

The **Cadet Program** leverages a series of pathways to provide promotion and non-promotion targeted opportunities for the cadet. By highlighting rank expectations through the lens of leadership growth and the leadership extensions, cadets will be able to focus on their own value proposition and their rank aspirations. The leadership extension is divided into three levels: Bronze (required for promotion to Cadet Corporal); Silver (required for promotion to Cadet Sergeant); and Gold (required for promotion to Cadet Warrant Officer/Cadet Under Officer). These levels are indicative of a minimum age or maturity level required for promotion. If a cadet chooses to focus on a specific element, they complete the extensions in their area of interest and some of the leadership extensions to achieve Cadet Flight Sergeant rank.

The leadership extension is mandatory for promotion and addresses requirements to support cadet growth and rank expectations. The whole program is built to maximise a learner-centric construct and reinforce cadet ownership of their personal interests and journey.

The focus on pass/fail assessment is reducing with an emphasis on personal development and growth. To facilitate this outcome, the emphasis of the **Cadet Program** is through an ongoing appraisal system: SITREP. This system is named in accordance with the concept of a situational report (SITREP) which provides a report on the progress of a cadet's development at a point of time. The concept is that cadets will be considered by the squadron staff against the cadet self-appraisals of their growth and demonstration of the 6Cs and leadership qualities at key points in time. This is reflected in the terms 'demonstrated' or 'developing' to highlight growth in each individual cadet.



Leadership in the AAFC

The concept of 'everyone a leader and everyone a follower' is a significant outcome of engagement with the AAFC. Understanding and applying suitable leadership is acknowledged as an integral part of youth development and youth facing activities. For the AAFC, leadership is a fundamental component of both **Cadet and Adult Programs**. Its significance is reflected in the attention it garners in PDL and PPG. Throughout the missions and experientials, cadets explore their own leadership style, develop leadership qualities, and spend time communicating this discovery with their peers and adult volunteers. The added emphasis of the rank structure, military-like hierarchy of positions and categories provides an environment for all to develop their personal relationship with leadership versus management.

There are 16 leadership qualities addressed across the **Cadet Program**, as follows: self-awareness, self-control, persistence, empathy, teamwork, critical thinking, problem solving, conflict resolution, planning and coordination, decision making, ownership, integrity, role modelling, purpose, communication, and influencing.

For the adult volunteers, leadership is underpinned by character where, regardless of position or role, adult volunteers are expected to act honestly, respectfully, with integrity and with necessary courage. Leadership embodies these crucial values. The four AAFC leadership qualities highlighted throughout the **Adult Program** are: influencing, judgement, self-management and followership. One stream of the **Adult Program** has been dedicated to the development of leadership in the AAFC context. This provides adult volunteers with the opportunity to learn with cadets and hone their personal leadership style regardless of age or experience.

Adult Program

"...to ensure adult volunteers are adequately prepared to enthusiastically and confidently perform their AAFC roles and functions to enable the Cadet Program."

Adult volunteers work in locations across the country in different functional roles at Squadron, Wing and National level to support the development of the cadets. Adult volunteers plan and support cadet activities, assist the cadets to deliver training, provide mentorship, and deliver functional support (including in Finance, Personnel, Safety, Operations, Community Engagement roles and so on) to enable the organisation.

Adult volunteers are critical to the success of the **Cadet Program** and are therefore considered the centre of gravity. Adult volunteers are the backbone of the organisation, providing instruction, care, and supervision of cadets. In addition, adult volunteers are fundamental to enabling the cadet experience and the outcomes sought by the organisation. Both RAAF and the AAFC recognises that it is dependent upon, and successful because of, the passion and dedication of the adult volunteers across the country operating at Squadron level and in Wing and National roles. As such, the RAAF appreciates the importance of recognising adult volunteers for their contribution and the value they bring to the broader AAFC.

Eligible adults become part of the AAFC community by first becoming a Defence Approved Helper (DAH) or as an ADF Support Instructor. Adult volunteers undertake learning in a variety of matters, including health and safety, first aid, equity and diversity, adolescent behaviour, acceptable behaviour, mandatory reporting, duty of care, decision making, youth development, military etiquette, instructional techniques, and Code of Conduct Training to enable them to be effective leaders for the cadets.

After working within the organisation for a minimum period, individuals who complete the requisite learning and who are deemed suitable by the AAFC may become an Instructor of Cadets (IOC) or Officer of Cadets (OOC). These roles enable adult volunteers the opportunity to progress in rank and to take on more significant roles and responsibilities within the AAFC. The opportunity to work with youth as part of the AAFC is a privilege from which the adult volunteers gain a great degree of personal satisfaction.



The AAFC is committed to providing all adult volunteers with opportunities for development and support. To that end the **Adult Program** has been designed around a central theme of the PPG Framework. The **Adult Program** highlights the purpose, opportunities and focus of adult volunteer roles and categories. Combined with addressing responsibilities, the **Adult Program** enables opportunities to focus on performance and personal growth.

The **Adult Program** is a collection of smaller programs based around three key streams: organisational understanding, roles and functions, and leadership. Each of these streams is aimed at ensuring adults have access to the right information at the right time, with the right behavioural and values-based guides and information. The **Adult Program** is focused on supporting and enabling the cadet experience through providing adult volunteers guidance on easily accessible learning opportunities. These may include 'how to' videos, special communities of practice, Squadron/Wing learning events and other contemporary learning approaches.

To that end, the **Adult Program** has been designed around the PPG Framework. This emphasises the potential for all members and adult volunteers to be afforded opportunities not available in other environments. Success in **Reaching New Heights** relies on the complementary ability for individual adult volunteer growth as they contribute to the development of the cadets.

AAFC Adult Volunteers are:

- driven by a desire to provide the best cadet experience possible
- enthusiastic facilitators, working with the cadets to educate, challenge, excite and engage them in the Air and Space community
- effective communicators, able to facilitate opportunities for the cadets to build knowledge and gain experience in ways that are meaningful to them.

- critical in fostering the growth and development of cadets by acting as role models, specifically by showing their commitment to lifelong learning, leadership, and personal/professional development.
- capable and qualified - AAFC adult volunteers are trained to lead, to deliver their functional roles and responsibilities, and most importantly to deliver an exceptional experience for the cadets that is consistent across the country.
- leaders who demonstrate to the cadets the important leadership qualities woven into the **Cadet Program** via their personal and professional interactions.

Adult Program Design

The AAFC actively promotes the learning of adult volunteers to fulfil their roles, to best enable them to deliver the desired experience for the cadets, and to enable their performance and personal growth. Adult volunteer involvement with the AAFC is designed against five principles:

- **Leadership at all levels.** All adults model and promote AAFC leadership qualities for cadets and other adults.
- **Learning supports AAFC resilience and agility.** PPG supports efficient on-boarding, grows a depth of capacity across the AAFC, is scalable, and enables a community within the organisation.
- **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 passions for youth development, as well as interest in the RAAF and the air and space environments.

- **Skill and knowledge utilisation.** The incoming skills of adults are leveraged, and AAFC learning and development is transferable to contexts outside AAFC.

The design principles for the **Adult Program** are centred around the adult volunteers' reasons for participation and ability to recognise their contributions and the development of cadets. The PPG Framework addresses leadership at all levels, the importance of a strong and distinct AAFC community, valuing and recognising the contribution, skills and, knowledge utilisation and learning that supports resilience and agility. The **Adult Program** is designed around the diversity of adult volunteers within the AAFC which generates a behavioural curriculum with role specific skills development opportunities.

The approach of the **Adult Program** mirrors the approach for the **Cadet Program**. The approach acknowledges and reflects changes in society and considers the learning needs, experiences, and expectations of learners as individuals. It embraces leading edge methods, the development of learning theory while embracing new technology. The curriculum delivers a personalised experience that understands different learning styles and adapts to those different characteristics. Learners are helped to absorb knowledge and experience in a meaningful and applied way.



The following principles are specific to our learning approach for the adult volunteers:

- the AAFC builds effective adult learners, able to role model that mind-set to the cadets
- technology is used to undertake ongoing assessment of our curriculum to respond to the needs of adult volunteer learners
- the learning and development of all adult volunteers will be enabled, regardless of location, background, or experience
- relevant transferable skills, prior learning and experiences adult volunteers bring to their roles that were acquired in other industries and roles will be recognised
- the ability to adopt and demonstrate AAFC aligned values and behaviours is as, or is even more important, than leadership skills and competencies.

Leadership skills are a fundamental requirement of our adult volunteers. The AAFC has created a Leadership Development Pathway that is applicable to all adult volunteers. Its purpose is to enable all adult volunteers to manage and inspire the cadets. The Leadership Development Pathway:

- recognises that leadership, perspectives, and behaviours, based on the values of the ADF and the AAFC, are crucial
- enables adult volunteers to build the military-like leadership specific skills necessary to move into critical positions such as Commanding Officer, Regional Executive Officer, Officer Commanding, Commander-AAFC and similar
- provides general leadership development to enable individuals to lead other adults
- includes youth leadership development, focused on what is required to ensure all cadet-facing adult volunteers have the requisite military-like and generic leadership skills, with an emphasis on youth development and the application of Defence values in the AAFC.

AIR FORCE CADETS

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:

70 Learning in the flow of work

20 Learning provided through Mentoring & the Buddy System

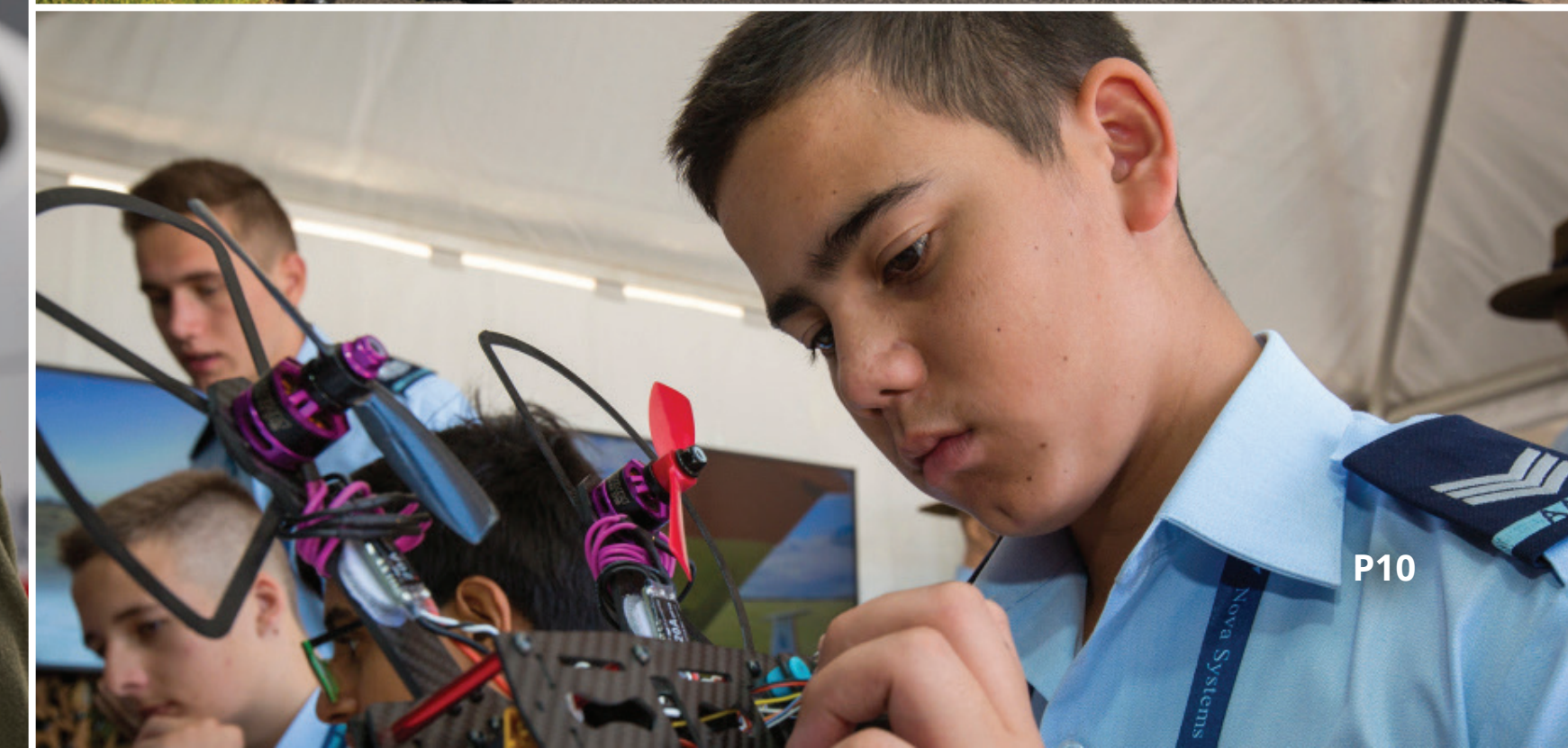
10 Formal learning underpinning the adult volunteer experience

Sustainment plan

The transformational change to the AAFC was initiated to ensure the AAFC's continued role as a premier youth development organisation. To remain contemporary and sustain the effects of this transformation, the AAFC must enhance its ongoing evaluation and review cycle. This is achieved without major expense through the design of a robust program reliant on regular input from the AAFC stakeholders, specifically the cadets and adult volunteers. The 'Voice of the Cadet' project highlights a continued learner-centric approach, with an opportunity for a truly national feedback loop. The purpose of this feedback loop is to provide a voice that establishes the 'pulse', or current sentiments, of the members of the AAFC.

The 'project' is centred around an approach to support the AAFC members (cadets and adults) in providing feedback to the organisation. The 'Voice of the Cadet' also provides an avenue for the AAFC to conduct periodic review of issues or change management initiatives. Combined with the cadet voice, the AAFC must reinforce **Reaching New Heights** as a pathway to consistency, efficiency, identity, and the regular review of pressure points. This approach incorporates quarterly Commander-AAFC recall events to capture strengths, weaknesses, opportunities, and threats to achieving the aims of the AAFC.

The overarching theme of the sustainment plan is an increase in communication between the Squadrons, Wings, National Headquarters and RAAF. This provides an enhanced opportunity to recognise the outstanding dedication and engagement of individuals across the AAFC and greater organisational learning.

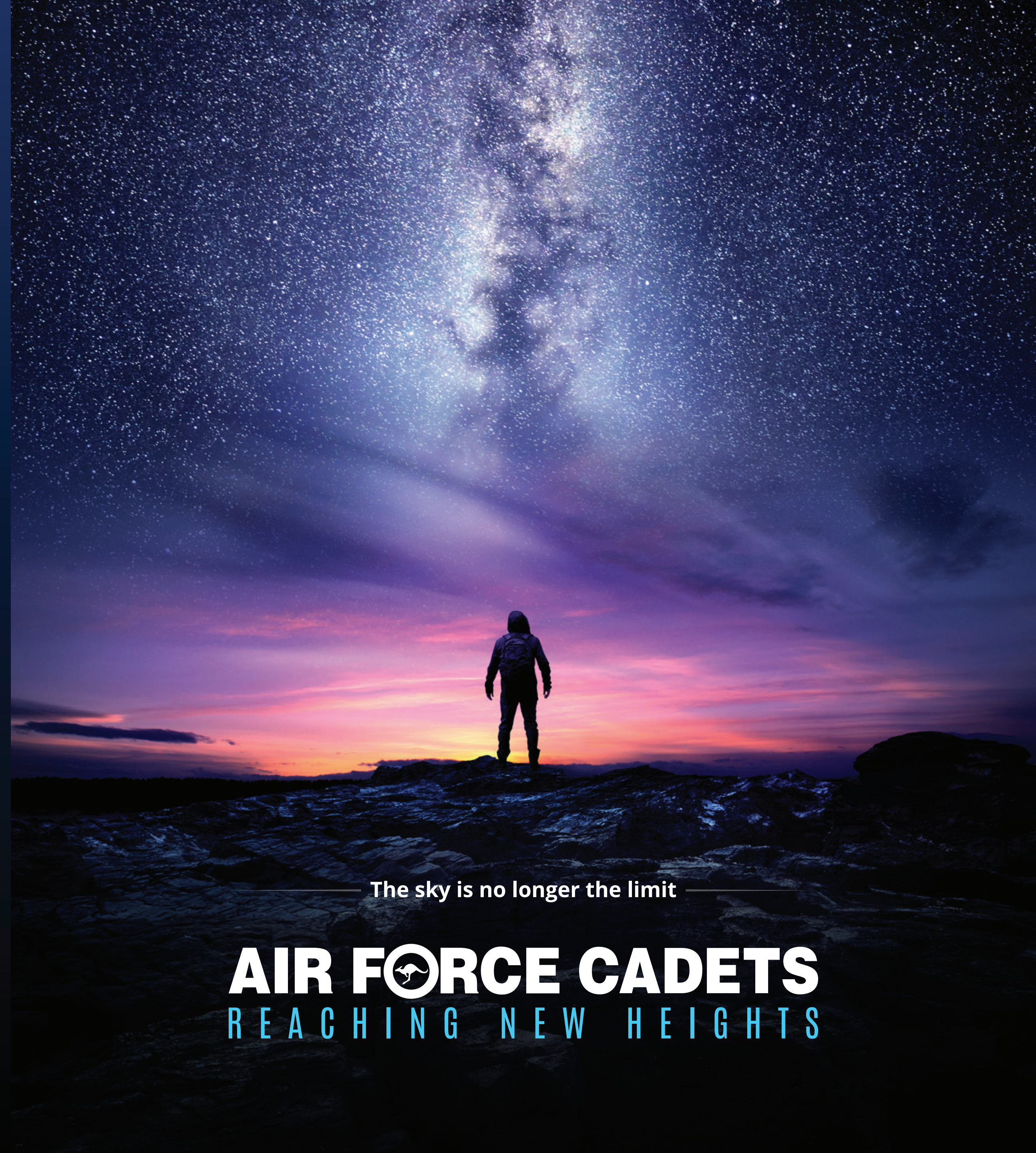


End State

The **Cadet Program** is recognised as the best youth development program in Australia through a developmental framework designed to inspire and develop young Australians. In company with the Adult Program, they create the community that is fundamental to the AAFC achieving its vision of being the best Australian youth development organisation. Through sustainment of the contemporary transformation of the **Cadet and Adult Programs**, the AAFC will have positioned itself as an organisation that:

- **Delivers an excellent experience for cadets and adult volunteers alike** through fostering personal growth and development within an exciting, engaging program situated in a united community.
- **Enables leadership at all levels**, where all members of the AAFC community have an opportunity to build, demonstrate, and promote the AAFC leadership qualities. AAFC activities align the AAFC community members actions, behaviours and thinking with the AAFC and ADF values, creating capable leaders.
- **Creates excitement about the air and space community and about Defence**, through providing contemporary, positive, and meaningful educational opportunities, projects, and experiences, driving engagement with and passion for both the Air and Space community and Defence.
- **Facilitates individual development** as all members of the AAFC community have their unique skills, experience, and contributions as individuals recognised, while providing and encouraging the opportunity for personal growth and development; physical, cognitive, and emotional.
- **Is recognised as a valuable community youth development program** where a shared passion for personal and cadet development fuels a sense of belonging. The opportunities provided by the AAFC helps members to foster a sense of social concern, a willingness to contribute to community and life-long thinking of one's social impact. All members of the AAFC community are recognised for the value that they bring to the organisation as well as to the broader Australian community.

The ultimate end state is success in delivering the AAFC's enduring mission to inspire and develop young people in the air and space environment to achieve and maximise their potential to contribute to Australia's future success.



The sky is no longer the limit

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