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AAFC MANUAL OF MANAGEMENT
VOLUME ONE - ADMINISTRATION
PART TWO - ORGANISATION AND STRUCTURE
CHAPTER ONE

ORGANISATION AND STRUCTURE

Amendment List

Amendment	Comment	Date	Authority
AL-00	Initial Issue	13 Dec 13	DGCADETS-AF
AL-01	Structure and Nomenclature update - no change to policy	31 Mar 16	DGCADETS-AF

INTRODUCTION

1. As a volunteer youth development organisation, the Australian Air Force Cadets (AAFC) must ensure that it maintains appropriate levels of supervision during its activities and conforms to both community expectations and legislative requirements with regard to its in loco parents, work, health and safety and financial management obligations. The AAFC must be structured to carry out these obligations within its limited resources (people, finance and material) while effectively achieving its objectives of youth development in an aviation environment.

POLICY STATEMENT

2. Director-General Cadets - Air Force (DGCADETS-AF), as delegated administrator of the Air Force will ensure that the AAFC will be structured so it can safely and effectively carry out its youth development obligations while making the best use of personnel, financial and material resources.

SCOPE

3. This chapter will outline the structure and structural responsibilities of the AAFC. This chapter will not cover appointments and responsibilities of AAFC and CB-AF members which are in Manual of Management Chapter 4 - CH04 - Appointments and Responsibilities. The AAFC is also supported by Defence and Community organisations which are articulated in CH03 - Governance and Support Committees.

DEFINITIONS

4. Policy definitions are detailed at [annex A to AAFC Manual of Management Vol 1, Part 1, Chapter 1](#).

POLICY PRINCIPLES

5. The principles of this chapter are as follows:

- a. **Principle One:** Chief of Air Force (CAF) has appointed the Commander-AAFC (CDR-AAFC) to lead the AAFC. CDR-AAFC is responsible to DGCADETS-AF for the daily management of the AAFC for the implementation of, and compliance with AAFC policies, practices and procedures.
- b. **Principle Two:** The structure of the AAFC will be determined by CDR-AAFC and ratified by the [Enterprise Connect Committee \(ECC\)](#), chaired by DGCADETS-AF.
- c. **Principle Three:** The structure of the AAFC will ensure the efficient and effective development of cadets while utilising best possible management principles.
- d. **Principle Four:** The AAFC will be supported in its administration and governance by Cadet Branch-Air Force (CB-AF).

AAFC STRUCTURE

6. The AAFC Functional Directory diagram is in Annex A. The structure of the AAFC is designed to support the following key organisational requirements:

- a. to ensure that core safety, duty of care, and Commonwealth Government governance requirements are met
- b. to define accountability of executives for their supervisory responsibilities
- c. to develop a structure that ensures that the maximum resources are deployed to directly benefit the youth development objectives of the AAFC
- d. to ensure that support functions are resource-efficient and do not restrict the resources available for meeting youth development objectives
- e. to develop processes and policies in support functions that contribute to overall AAFC self-reliance and improve responsiveness to squadron/unit operations
- f. to facilitate skills development that provides for appropriate skills broadening and experience for all Officers and Instructors of cadets
- g. to provide for the smooth succession planning of key appointments at squadron, wing and HQs levels.

7. The AAFC structure comprises:

- a. a national headquarters (Headquarters Australian Air Force Cadets)
- b. eight operational wings.

8. **Headquarters Australian Air Force Cadets (HQAAFC).** (HQAAFC) is the national headquarters of the AAFC and comprises the appointment of the CDR-AAFC and a support element to provide efficient leadership, administration and key strategic management responsibilities of the AAFC.

9. **Commander - Australian Air Force Cadets.** CDR-AAFC is appointed by Chief of Air Force (CAF) and is the principal advisor to DGCADETS-AF on AAFC matters. CDR-AAFC is responsible for structure and operational and daily management of the AAFC and will advise his requirements through instructions and directives.

10. **Appointments.** Appointments of an Officer Commanding (OC) and Directors in the HQAAFC will be made following a competitive merit based selection process or alternative process approved by the CDR-AAFC. If an appointment requires the promotion or reduction of an OOC rank, applications will be forwarded to DGCADETS-AF for delegate approval. The authorised list of positions and the responsibilities in HQAAFC and Wing Headquarters will be promulgated by CDR-AAFC in AAFC Standing Instructions and/or personnel occurrence reports.

Operational wings

11. Each operational wing consists of an established number of squadrons and is under the management of an AAFC OC at WGCDR(AAFC) rank. The role of the operational wings is to:

- a. develop operating plans consistent with AAFC Orders, Instructions and Publications with due cognisance of the organisational objectives set by HQAAFC
- b. ensure that adequate controls are in place for effective policy implementation
- c. formulate of operating plans for their wing

- d. oversight performance at squadron level
- e. deliver AAFC services to cadets in accordance with national standards.

12. **Wing Establishments.** The following operational wings are established in the AAFC:

- a. No 1 Wing Australian Air Force Cadets (North Queensland) (1WGAAFC)
- b. No 2 Wing Australian Air Force Cadets (South Queensland) (2WGAAFC)
- c. No 3 Wing Australian Air Force Cadets (New South Wales and the Australian Capital Territory) (3WGAAFC);
- d. No 4 Wing Australian Air Force Cadets (Victoria) (4WGAAFC)
- e. No 5 Wing Australian Air Force Cadets (Tasmania) (5WGAAFC)
- f. No 6 Wing Australian Air Force Cadets (South Australia) (6WGAAFC)
- g. No 7 Wing Australian Air Force Cadets (Western Australia) (7WGAAFC)
- h. No 8 Wing Australian Air Force Cadets (Northern Territory) (8WGAAFC).

13. **Squadrons.** The majority of cadet activity is performed under squadron-based training. A number of squadrons will be formed under each operational wing that are each under the supervision of an AAFC CO. AAFC Squadrons will be allocated to a wing on the basis of geographic location. CDR-AAFC will approve the structure of a typical squadron and is to publish this in Standing Instructions.

14. **Specialist Flights.** Flights may be established within Wings to deliver specialist training. Some examples are fieldcraft, engineering, aero-modelling, powered flying or gliding.

Establishments.

15. The overall number of enrolled/appointed members in the AAFC is constrained by the AAFC personnel establishment, approved by the ECC. The number of units in the AAFC is constrained by its unit establishment, also approved by the ECC. Allocation of establishments are subsequently determined by CDR-AAFC, endorsed by the ECC and will be promulgated through AAFC Standing Instructions.

16. **Variations.** Variations to wing establishment or organisation including proposals to establish or close squadrons or flights must be submitted to the ECC for DGCADETS-AF approval, through CDR-AAFC.

AIR FORCE

17. The Chief of Air Force (CAF) has delegated to Director General Cadets -AAFC (DGCADETS-AAFC) to administer the AAFC. DGCADETS-AF is supported by the staff in Cadet Branch-Air Force (CB-AF). CB-AF is structured to assist the AAFC in the delivery of the AAFC outcomes. The CB-AF Organisational diagram is in Annex B.

18. **Air Force Liaison Officers (AFLO).** An AFLO is appointed to each operational wing to provide support and governance to their wing. While AFLOs do not hold command roles in the AAFC, they are an integral part of the AAFC structure.

SUBORDINATE INSTRUCTIONS

19. Where applicable, CDR-AAFC will issue specific instructions or directives relating to Organisation and Structure of the AAFC. CDR-AAFC is to ensure relevant instructions are fully disseminated, understood, and are consistent with higher level OIP.

Annexes

- A.  HQAAFC Functional Directory.
- B.  The Cadet Branch Air Force Organisational Diagram.

Related Orders, Instructions and Publications

CH03 - Governance and Support Committees

CH04 - Appointments and Responsibilities

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