

UNCONTROLLED IF PRINTED

**MANUAL OF MANAGEMENT
VOLUME TWO - BUSINESS
PART ONE - PEOPLE MANAGEMENT
CHAPTER TEN**

BEHAVIOUR

Amendment List

Amendment	Comment	Date	Authority
AL-00	Initial Issue	1 Feb 14	DGCADETS-AF

INTRODUCTION

1. Acceptable behaviour is the visible, positive standard the Australian Air Force Cadets (AAFC) achieves through ongoing training, the development of a supportive culture, and the good examples of **adult supervisors** and senior cadet role models. **Unacceptable Behaviour** is likely to impact negatively on AAFC and its members, affect their enjoyment or ability to participate and learn in the AAFC and impact negatively upon the Air Force and Defence.

POLICY STATEMENT

2. The Air Force and the AAFC are committed to ensuring a safe and happy work environment for all members. This will be achieved through visible, positive standards and role models and effective ongoing training of all AAFC members.
3. The Air Force and the AAFC are committed to zero tolerance of **unacceptable behaviour** and to ensuring that incidents of **unacceptable behaviour** are recognised and dealt with in an appropriate and timely manner. **Unacceptable behaviour** in the workplace is not condoned, and neither is the mismanagement or disregarding of complaints.

SCOPE

4. This chapter **defines** the behaviour expectations for all personnel and identifies the regulatory framework and values based culture required to support a **youth development** environment. Where issues escalate to complaints, the provisions of Vol 2 Pt 1 CH12 - **Complaint Management** apply.

DEFINITIONS

5. Policy definitions are detailed at **annex A to AAFC Manual of Management Volume 1, Part 1, Chapter 1**.

POLICY PRINCIPLES

6. The principles of the AAFC behaviour policy are as follows:
 - a. **Principle One: All personnel** must adopt and apply measures to promote acceptable behaviour at all times within the AAFC.
 - b. **Principle Two: All personnel** must adopt measures to prevent and eliminate **unacceptable behaviour**, including child abuse and inappropriate fraternisation.
 - c. **Principle Three: All personnel** must report and manage complaints in accordance with AAFC policy and extant mandatory reporting legislation.
 - d. **Principle Four: All personnel** will be given regular opportunities to learn and clearly understand what constitutes unacceptable behaviour within the AAFC.

ACCEPTABLE BEHAVIOUR

Behavioural Expectations

7. The AAFC Code of Conduct (Annex A) provides high level requirements for all **personnel** involved in the AAFC. In accordance with the Code of Conduct and the AAFC values, the behavioural expectations for **adult supervisors** in the AAFC are outlined in Annex B. An **AAFC executive** may direct that an **Adult Supervisor** for whom he/she has responsibility in the AAFC provide a signed copy of the Behavioural Expectations.
8. To ensure that all **personnel** understand what is expected of them, each applicant to join or work with the AAFC is required to sign acknowledging they have read and agree to abide by the **Codes of Conduct** and Behavioural expectations prior to appointment/registration. This statement confirms intent to meet the legal and moral standards and requirements of the AAFC. Requirements to read, understand and sign the Code of Conduct and Behavioural Expectations (for adults) are clarified as follows:
 - a. **Mandatory signatures.** Signatures are mandatory for Officers of Cadets (OOC), Instructors of Cadets (IOC), and Cadets duly appointed or enrolled under **Cadet Forces Regulations**; Defence members; Civilian Instructor Volunteers (CIV); support committees; and contractors either permanently or temporarily engaged with or providing a service to the AAFC. The signature is to be obtained from **All personnel** as part of the induction process and on acceptance of contract for service providers.
 - b. **Signature Invited and encouraged.** All parents and guardians of cadets and/or any person who considers themselves to be members a Units community or taking an active interest in the Unit are invited and encouraged by **AAFC Executives** to sign a Code of Conduct Statement.
9. The Code of Conduct for cadets who are minors (under the age of 18) is to include an acknowledgment by the cadets parent or guardian.
10. For the purposes of the Code of Conduct, an authorised person in relation to a person involved in the Australian Air Force Cadets includes:
 - a. the Chief of Defence Force (or Vice Chief of Defence Force as delegate)
 - b. Chief of Air Force (or delegate)
 - c. the person's Commanding Officer
 - d. an OOC/IOC of superior rank to the member and for the time being in charge of the member
 - e. In the case of a cadet, a cadet of superior rank to the member and for the time being in charge of the member.
11. For the purposes of the Code of Conduct a person involved in the Australian Air Force Cadets is 'on duty' when:
 - a. attending an approved Cadet force activity
 - b. performing their appointed AAFC duties
 - c. wearing Cadet force uniform

- d. representing the Cadet force in an official capacity
- e. otherwise representing himself or herself in a public forum (including electronic media) to be a member of a Cadet force, whether or not authorised to do so
- g. using ICT equipment or services supplied by the Commonwealth or a cadet unit.

Physical Contact

12. **No Touching rule.** A 'no touching' rule applies in all AAFC workplaces. 'Touching' covers any physical contact with another person, using part of the body or an object, with the purpose of sexual arousal or gratification or for the purpose of displaying private intimacy for either the person initiating the touching or the person touched. This also includes 'massage'.

13. **Legitimate physical contact.** In certain circumstances, some cadet activities may require legitimate physical contact between members for the purposes of demonstration or instruction or team building. In these cases, instructors should identify this requirement beforehand and ensure that members understand the nature and purpose of the contact. Instructors must acknowledge the right of students to elect to withdraw from activities that involve physical contact at their discretion. Such decisions should be respected and supported.

Reasonable direction

14. **AAFC supervisors** have a duty to direct and correct the actions and behaviour of junior members where warranted. Legitimate comments, guidance and advice, both positive and instructive, do not constitute unacceptable behaviour.

ROLES AND RESPONSIBILITIES

All personnel

15. All AAFC personnel must:

- a. promote acceptable behaviour in the workplace
- b. sign and abide by the Code of Conduct
- c. agree to and sign the Statement of commitment and compliance
- d. undertake mandatory Behaviour Policy Training annually.

16. Every **AAFC member** has a personal responsibility to initiate and participate in appropriate action to achieve resolution of unacceptable behaviour at the lowest possible level. Where unacceptable behaviour cannot be resolved at the lowest level, personnel are to report unacceptable behaviour through their chain of command.

AAFC executives.

17. Unit commanders and supervisors must monitor their workplaces and:

- a. encourage acceptable behaviour
- b. conduct annual behavioural training;
- c. act promptly to remediate issues that may arise.

18. Should an allegation of **unacceptable behaviour** occur, the lowest level **AAFC executive**, in consultation with their immediate supervisor, and in accordance with AAFC instructions, is to determine the appropriate method for managing the **unacceptable behaviour** and facilitate resolution action.

Equity advisors (EA)

19. Equity advisors are available on Defence bases or through Defence Equity Hotline to provide independent advice to members and explain their options in respect of unacceptable behaviour. Discussions with EAs are confidential and conducted in accordance with EA Guidelines except where an issue is revealed that involves a serious or imminent threat to life, safety or health; a criminal offence such as a sexual offence, in which case the EA must report the matter to the chain of command. Contact with an Equity Advisor can be arranged via the Air Force Liaison Officer.

UNACCEPTABLE BEHAVIOUR

20. **Unacceptable behaviour** is any behaviour that, having regard to all of the circumstances, would be offensive, belittling, abusive or threatening to another person or adverse to morale, discipline or workplace cohesion, or otherwise not in the interests of the AAFC. Unacceptable behaviour includes, but is not limited to

- a. Breach of civil law or AAFC directives
- b. harassment (physical, sexual, emotional)
- b. bullying
- c. discrimination
- d. inappropriate relationships
- e. abuse of power
- f. conflicts of interest

21. **Unacceptable behaviour** is a breach of the Code of Conduct. For purposes AAFC policy **Unacceptable behaviour** can occur at any place or any time, regardless of whether the location is an **AAFC workplace**, or the **AAFC members** are on or off duty (e.g. cyber bullying through SMS and/or Social Networking Sites). Sanctions in accordance with this policy will be enforced if allegations of **unacceptable behaviour** are proven to have occurred which affect any **AAFC Personnel** or **AAFC workplaces** or AAFC related activities. Members should also refer to **CH03 - Social Media**.

22. **Complaints.** The AAFC does not tolerate **unacceptable behaviour** or the mismanagement or disregard of complaints or disputes. Where an issue cannot be resolved at the local level, the provisions of **CH11 - Alternative Dispute Resolution** and **CH12 - Complaint Management** are to apply.

Inappropriate Fraternisation

23. Sexual relations and intimacy between **personnel** is prohibited in all **AAFC workplaces**. This prohibition includes while on any approved activity. This rule is not intended to inhibit friendships, camaraderie and teamwork (with no sexual connotation), which are strengths of the AAFC.

24. **Adult supervisors** who are in a recognised relationship with each other are expected to exercise prudent judgement and be discreet in displaying their affection towards each other in the workplace or while on duty, particularly while in uniform. There is no recognition of relationships between **cadets** whilst on AAFC activities regardless of age and consequently no display of affection is acceptable.

25. Intimate personal relationships between **adult supervisors** and **cadets** are strictly prohibited as a breach of this policy and will result in action to terminate the **adult supervisor's** service with the AAFC and as an Officer or Instructor of Cadets in accordance with the **Cadet Forces Regulations**. Under no circumstance is it acceptable for any **adult supervisor** to conduct any form of personal relationship of an intimate nature with any **cadet**, regardless of age or consent of the **cadet**. The relationship between **adult supervisors** and **cadets** operates twenty four hours a day and seven days a week.

26. For the purpose of this policy inappropriate fraternisation includes:

- a. voluntary sexual or intimate relations between **personnel**

- b. a close and exclusive emotional relationship involving public displays of affection or private intimacy
- c. a relationship which involves, or gives the appearance of involving, partiality, preferential treatment or improper use of rank
- d. the public expression of intimate relations between personnel.

Sanctions for unacceptable behaviour

27. Where unacceptable behaviour has been proved, members will be sanctioned in accordance with [CH13 - Adverse Administrative Action](#).

Breach of civil law

28. Where it is evident that a criminal offence may have been committed, the matter must be immediately referred in writing to the next level in the supervisory chain and reported to the relevant civilian and or military police service. On receipt of knowledge of a criminal offence by a member, their supervisor must immediately inform DGCADETS (through chain of command) and the parent/Guardian of a cadet under 18 years of age.

MANDATORY REPORTING

29. All **Adult Supervisors** and cadets aged 18 year and over should be aware of the child protection obligations of adults working with minors for the state or territory in which they are operating. In certain circumstances, individuals have specific responsibilities with which they must comply. In accordance with [VCDF Directive 2014-03 – Child Protection](#), **AAFC supervisors** who reasonably suspect child abuse or associated crimes must report their suspicions to Government authorities and/or state/territory police (as applicable by state laws) by the quickest means possible, and to their AAFC supervisory chain. See also [CH09 - Child Protection](#).

INSTRUCTIONS

30. CDR-AAFC will issue specific instructions or directives as required to supplement this chapter. CDR-AAFC will ensure that all AAFC SIs or directives comply with this chapter and any other higher level Orders Instructions and Publications (OIP).

Annexes:

- A.  [Australian Air Force Cadets Code of Conduct](#)
- B.  [Australian Air Force Cadets Behavioural Expectations](#)

Sponsor: Director-General Cadets – Air Force

Related OIP

- [VCDF Directive 2014-03 – Child Protection](#)
- [Cadet Forces Regulations](#)
- [CH03 - Social Media](#)
- [CH09 - Child Protection](#)
- [CH11 - Alternative Dispute Resolution](#)
- [CH12 - Complaint Management](#)
- [CH13 - Adverse Administrative Action](#)
- [SI\(PERS\) 8-1 - Behaviour](#)
- [SI\(PERS\) 8-2 - Alternate Dispute Resolution](#)
- [SI\(PERS\) 8-3 - Making a Complaint](#)
- [SI\(PERS\) 8-4 - Managing a Complaint](#)

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