

CHAPTER 7

AAFC BEHAVIOUR POLICY

Introduction

1. The Australian Air Force Cadets (AAFC) behaviour policy in this chapter is based on the Australian Defence Force Cadets (ADFC) Behaviour Policy issued by the Head Cadet Policy in 2004. The ADFC Behaviour Policy has been endorsed by the Government and reflects State and Territory legislation and community expectations and standards. This policy provides specific direction to, and expectations how, members of the AAFC should behave both in and outside their workplace and, is congruent with the ADFC behaviour policy.

Codes of conduct

2. This policy lists specific codes of conduct explicitly designed to prevent the occurrence of unacceptable behaviour. The codes reflect Air Force and AAFC's values and emphasise the importance of establishing and maintaining a non-discriminatory, fair and safe environment. They have been divided into separate codes for cadet and cadet staff to reflect the different duties and responsibilities of these groups and are listed at annexes A and B respectively. By knowing, understanding and following these codes, all AAFC members will contribute to an establishment that will promote the effective training of cadets and one which attracts others to join.

Principles underpinning behaviour policy

3. The principles underpinning AAFC behaviour policy are as follows:
- a. All AAFC members must be given the opportunity to learn and clearly understand what constitutes unacceptable behaviour within the AAFC.
 - b. All AAFC members must adopt measures to eliminate and prevent unacceptable behaviour and manage complaints in accordance with this policy.
 - c. All AAFC members must understand that the AAFC does not tolerate any forms of unacceptable behaviour, nor the mismanagement, disregard or trivialisation of complaints.
 - d. All complaints of unacceptable behaviour should be resolved at the lowest possible level appropriate to the circumstances and in accordance with this policy.
 - e. A complainant should forward their complaint in the first instance to the respondent's immediate supervisor. Where a respondent of a complaint is a leader, supervisor or Officer Commanding (OC)/Commanding Officer (CO), the complaint is to be forwarded to the next senior officer in the chain of command.
 - f. Members who are the subject of a complaint are to be made aware of the exact nature of the complaint as soon as practicable and are to be given adequate time and opportunity to respond.

- g. All sexual offence complaints are to be referred immediately to the appropriate State or Territory Police for investigation. If a cadet is involved, their parents are to be advised immediately prior to notifying the Police. In all cases, complainants, especially cadets, are to be made immediately safe from further potential offences, without prejudice to the respondent.
- h. In general, OCs/COs or their delegates are to determine the best way to proceed for individual cases of inappropriate or unacceptable behaviour if they are not the subjects of the complaint. In making this decision they are encouraged to seek guidance from wing headquarters (HQs), the Air Force Liaison Officer (AFLO) or the Equity Coordinators/Advisers in their local area, making sure they maintain an appropriate level of confidentiality at all times.
- i. The complainant's wishes in relation to unacceptable behaviour should be very carefully considered by the OC/CO in determining the manner in which a complaint is to be managed and resolved. However, the complainant's wishes should be reasonable and should not dictate the process, nor should the process compromise the safety of or prejudice others. In all cases, the process is to be in accordance with relevant policy within the AAFC Policy Manual (POLMAN).
- j. All leaders within the AAFC must be cognisant of and have regard to the relevant legislation in the management of complaints.
- k. Confidentiality/privacy must be protected in accordance with relevant legislation.
- l. In order to avoid possible accusations of stereotyping or prejudging, terms such as 'perpetrator' and 'victim' are not to be used.

Statement of compliance

4. To ensure that all AAFC members understand, acknowledge and accept the behaviour that the Chief of Air Force expects, each cadet and cadet staff member is required to sign the relevant statement of compliance at annexes A and B respectively before they can be accepted as a member of the organisation. The Statement of Compliance for cadets includes an acknowledgment by the cadet's parents or guardians. Refusal to sign the Statement will result in an unsuccessful application.

UNACCEPTABLE BEHAVIOUR

Definition

5. Unacceptable behaviour is 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 is not in the interests of the AAFC.

Categories of unacceptable behaviour

6. There are a number of different categories of unacceptable behaviour. These categories include but are not limited to:
- a. harassment (including gender harassment, sexual harassment and bullying);

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- b. discrimination;
- c. inappropriate relationships and associated behaviour;
- d. abuse of power; and
- e. other unacceptable behaviour.

Harassment

7. Harassment is unwanted or unwelcome behaviour that a person would consider offensive, humiliating, insulting or intimidating. Harassment may be the result of some real or perceived attribute or difference, such as race, colour, ethnicity, religion, political opinion, socio-economic background, age, and sexual orientation.

8. **Forms of harassment.** Harassment can manifest in various forms, such as:

- a. insulting comments about the physical characteristics, abilities or mannerisms of a person;
- b. the spreading of malicious rumours or public statements of a derogatory nature about a person;
- c. interference with a person's equipment or property;
- d. exclusion of a person from normal conversation or work-related social activities;
- e. persistent teasing; and
- f. offensive pictures, posters, graffiti or written material.

9. **Gender harassment.** Gender harassment is unwelcome conduct directed at an individual or group because of their gender. It includes openly discussing views that portray the other gender as inferior or subordinate, or using gender based derogatory terms. Some examples of such behaviour include: suggestive remarks or name calling with a gender basis; gender based jokes or comments; and inequitable treatment of men or women.

10. **Sexual harassment.** The *Sex Discrimination Act, 1984* provides that a person sexually harasses another person if:

- a. they make an unwelcome sexual advance or make an unwelcome request for sexual favours to the person harassed;
- b. they engage in other unwelcome conduct of a sexual nature to the person harassed; or
- c. in circumstances in which a reasonable person, having regard to all the circumstances, would have anticipated, that the person harassed would have been offended, humiliated or intimidated.

11. **Examples of sexual harassment.** *The Sex Discrimination Act 1984* also defines conduct of a sexual nature to include making a statement of a sexual nature to a person, or in the presence of a person, whether the statement is made orally or in writing. Examples of sexual harassment are:

- a. directly offensive comments or innuendo of a sexual nature;
- b. sexually offensive jokes;
- c. comments about a person's sexual activities or private life;
- d. offensive gestures; or
- e. comments regarding a person's sexual appeal, or unwelcome sexual advances or unwelcome request for sexual favours.

Discrimination

12. *The Human Rights and Equal Opportunity Commission Act 1986* defines discrimination as being exclusion or preference that has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation.

13. Unlawful discrimination occurs when people are treated less favourably because of a physical attribute, their background or just because they are different from others. Unlawful discrimination does not allow people to be judged purely upon their individual merit but judges them on stereotypes and perceptions. Unlawful discrimination does not include the segregation by sex/gender for cadet training activities. The requirement to segregate male and female cadets is dictated by the moral duty of care of adolescents expected by parents. All staff are to ensure that cadets are segregated by gender for sleeping and ablution arrangements. This is mandatory.

Inappropriate relationships

14. The AAFC provides an environment that fosters and develops young people and is one in which it is particularly important for staff to be aware of the potential for severe adverse affects if inappropriate relationships are formed. In general, professional relationships between all AAFC members build upon the team ethic and add to the efficiency and effectiveness of the organisation. These types of relationships are healthy and should be developed and fostered by all levels of management.

15. However, the AAFC and its staff also have an on-going duty of care responsibility towards all cadets. Parents and the community trust the AAFC and its staff to protect their children's well being while they are undertaking development and training for which the AAFC is renown. Therefore, under these circumstances, it is highly inappropriate and unacceptable for any AAFC staff member to engage in any form of close, personal relationship of any nature with any cadet. Such relationships are prohibited at all times, including outside AAFC activities. The burden and responsibility for ensuring this requirement is met rests solely with AAFC staff. If there is any difficulty in understanding or accepting this policy, staff are to reconsider their suitability for and continued employment in the AAFC. OCs/COs are to ensure they regularly assess their staff to determine if their staff clearly understand and meet the requirements and criteria of this policy and should seek to remove those staff who do not understand or refuse to

accept it. Staff members who breach this policy must be removed from duty and issued with a Notice to Show Cause why their appointment/enrolment should not be terminated.

16. Inappropriate relationships between AAFC staff members are also prohibited at all times within the workplace. Inappropriate workplace relationships and behaviour include but are not limited to:

- a. a close and exclusive emotional relationship involving public displays of affection between AAFC members;
- b. intimacy between AAFC members;
- c. a relationship which involves, or gives the appearance of involving, partiality, preferential treatment or improper use of rank or appointment; and
- d. the public expression of intimate relations between AAFC members. This prohibition extends within the precincts of the AAFC workplace and during any absence from the AAFC workplace while on duty. This rule is not intended to inhibit friendships, camaraderie or teamwork (with no sexual connotation) which is a significant attraction in being a part of the AAFC.

17. AAFC staff who are in a recognised relationship are expected to exercise prudent judgement and be discreet in displaying their affection towards each other in the workplace or while on duty.

18. **Legitimate physical contact.** In certain circumstances, some cadet activities may require legitimate physical contact between members for the purposes of demonstrating or teaching.

- a. In these cases, instructors and staff should identify this requirement beforehand and ensure that cadet members understand the nature and purpose of such contact.
- b. Staff must acknowledge the right of cadets to elect to withdraw from such activities at their discretion. Such decisions should be respected and supported.
- c. Cadets should also be encouraged to employ the 'Stop – Fair Go' procedure detailed later in this chapter for managing situations where they are no longer confident that the behaviour being demonstrated is consistent with the codes of conduct.

19. **'No touching' rule.** A 'no-touching' rule is to apply within the AAFC workplace. 'Touching' is defined as any physical contact with another person, using a part of the body or an object, with the purpose of sexual arousal or gratification or intimidation or for the purpose of displaying private intimacy for either the person initiating the touching or the person being touched.

Abuse of power

20. Abuse of power or authority attributed to rank and position to harass, discriminate against or bully a subordinate is inappropriate or unethical and under certain circumstances may constitute criminal behaviour. Staff must be aware at all times of their actions in relation to their subordinates to ensure that they do not abuse their power and authority. For the most part,

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cadets are in a 'dependant' relationship with staff and are taught to respect the legitimate chain of command. When they are made to feel unsafe, vulnerable or at risk by persons placed in positions of legitimate power, then that power could be considered abusive and is to be avoided at all times.

21. However, it is the legitimate right of staff to direct and correct the behaviour of AAFC members where warranted. Staff must ensure that the methods used to direct and correct behaviour are fair, yet firm, and not likely to give rise to complaints of harassment or amount to a misuse of authority or an abuse of power. Actions legitimately taken by staff to direct and correct the behaviour of cadets are not a misuse of authority or an abuse of power, nor do they constitute victimisation. It is the responsibility of AAFC staff to ensure that members who are not performing to a satisfactory standard are suitably counselled and given a chance to reach the required level.

Bullying

22. Bullying is the persistent pattern of behaviour by a person that is harmful, intimidating, humiliating or embarrassing and which is aimed at making the person subjected to that behaviour feel miserable, demoralised, lacking in self confidence or excluded. It is the deliberate desire to hurt, threaten or frighten someone with words or actions by one or more people and can vary in the degree of severity. It can manifest as physical, psychological, verbal, direct, indirect, relational or social bullying and is unacceptable wherever it has an adverse impact on AAFC members and the AAFC environment.

23. Some examples of bullying include:

- a. giving a person a greater proportion of unpleasant work than that given to others;
- b. humiliating a person through sarcasm, unwarranted and excessive criticism and insults, especially in front of others; or
- c. overloading a person with work or requiring work to be done without allocating sufficient time and then subsequently criticising that person for taking too long or not doing the work properly.

Other unacceptable behaviour

24. Other unacceptable behaviour is any behaviour that is likely to adversely affect the cadet experience in or bring discredit to the AAFC. Ultimately it will be a matter of judgement by a staff member or CO/OC that certain behaviour has the potential to reflect negatively on the AAFC.

Sexual offence

25. A sexual offence is an action that is explicitly sexual in nature and which may be carried out with or without the consent of the complainant. In some cases the law regards complainants under 14 years of age as being too young to consent to the sexual act so any consent that they give is not considered lawful consent. A sexual offence is in a more serious category than unacceptable behaviour and must be referred to the appropriate civilian authorities as soon as

possible. More information on this subject can be obtained from DI(G) PERS 35-4 – Management and Reporting of Sexual Offences.

ROLES AND RESPONSIBILITIES

26. In most cases when incidents of suspected unacceptable behaviour occurs, it is to be dealt with through the AAFC 'chain of command'. Each individual within the 'chain of command' has specific responsibilities with respect to preventing or dealing with unacceptable behaviour.

27. **All AAFC members.** The AAFC endeavours to provide an environment free from unacceptable behaviour and one in which behavioural issues are dealt with fairly, quickly and effectively. In order to achieve this, all AAFC members have a responsibility to:

- a. ensure that complaints about unacceptable behaviour involving AAFC members are reported promptly to the appropriate authority within the 'chain of command' for appropriate management and resolution in accordance with relevant state and territory legislation (see annex D);
- b. ensure that criminal offences are reported immediately to parents (if a cadet is involved), police and the 'chain of command' in that order;
- c. provide moral support to and make safe any AAFC members who may be subject to unacceptable behaviour;
- d. ensure, through their own behaviour and attitude, that they uphold and promote the relevant Codes of Conduct; and
- e. submit only legitimate complaints.

28. Complaints of a sexual nature, unacceptable behaviour and reporting of incidents are not to be discouraged or suppressed by any person for any reason.

29. **Officers Commanding/Commanding Officers.** Wing OCs and squadron COs are responsible for the compliance with this policy. Specifically, they are to:

- a. establish a culture in which the behaviour policy can succeed;
- b. promote a positive environment in which the Codes of Conduct are followed;
- c. take all possible measures to eliminate and prevent unacceptable behaviour and prevent recurrences;
- d. respond fairly, promptly, seriously and with sensitivity to any complaint of unacceptable behaviour;
- e. ensure the immediate safety of those who may be subject to the threat of physical, sexual or mental abuse;
- f. ensure that all parties involved in any unacceptable behaviour complaint are informed of the options for resolution;

- g. take all reasonable action to ensure that all personnel involved in the complaint are aware of, and are provided access to, the full range of support services;
- h. ensure no one is unfairly blamed, disadvantaged or discriminated against;
- i. discourage assumptions or rumours being made about the complainant, respondent or witnesses;
- j. report the incident of unacceptable behaviour as required by this policy (see annex D);
- k. where relevant, ensure parents or guardians and the chain of command are advised at the earliest point possible; and
- l. ensure complaints are promptly heard and resolved at the appropriate levels and that any investigations comply with this policy and relevant state and territory legislation.

30. **AAFC staff.** AAFC staff members are responsible for understanding, modelling and working with this policy to achieve the aims of the AAFC. They must understand their roles and obligations under relevant state and territory legislation and participate in and lead training and information activities in support of this activity. Where OCs/COs delegate their authority, the responsible AAFC staff must understand the implications of that delegation and work within the limits of that authority.

Legitimate authority and direction

31. All AAFC staff must recognise that they are entrusted to exercise their authority over others in the organisation in a fair and responsible manner. They also have a duty to direct and correct the actions and behaviour of cadets where warranted. Unacceptable behaviour must not be confused with legitimate comment and advice (including constructive comment or feedback) from COs, OCs and other persons in authority on the performance or behaviour of an individual or group. Legitimate comments, and positive and constructive guidance and advice from staff do not constitute unacceptable behaviour.

32. Good leadership and appropriate discipline are both important in ensuring cadets can meet AAFC requirements and achieve personal goals. While appropriate leadership styles and constructive criticism may make some cadets feel admonished, reprimanded or contrite when unacceptable behaviour is managed, it should not make them feel vulnerable, unsafe, discriminated against or harassed. It is the AAFC staffs' responsibility to instruct young people in the benefits of discipline and teamwork and to point out how these form a legitimate part of the teaching and learning process.

33. In summary, there is a significant difference between legitimate leadership styles/methods and unacceptable behaviour. OCs/COs are to make sure that all AAFC members are able to differentiate between them and the differences are emphasised in all relevant AAFC training modules.

Procedures for preventing and dealing with unacceptable behaviour

34. Specific procedures for the prevention of and dealing with unacceptable behaviour are listed at annexes C and D respectively. Reporting and record keeping requirements for unacceptable behaviour incidents are listed at annex E.

Annexes:

- A. Cadet Code of Conduct and Statement of Compliance
- B. Staff Code of Conduct and Statement of Compliance
- C. Preventing Unacceptable Behaviour
- D. Dealing with Unacceptable Behaviour
- E. Reporting and Record Keeping

AAP 5110.001
annex A to
part 2
chapter 7

CADET STATEMENT OF COMPLIANCE WITH THE CODE OF CONDUCT

1. The Australian Air Force Cadets (AAFC) aims to provide all its members with a pleasant, healthy and safe environment in which they can be confident of being treated fairly and kept free from harm. In this environment, cadets are offered a high quality program of adventure, responsibility, staff, leadership and various skills development, in a close association with the Services, including military-like experiences. The AAFC Behaviour Policy is designed to create an environment for this to happen efficiently and effectively.
2. This statement is to ensure that cadets understand and agree to their respective responsibilities in adhering to their Code of Conduct and AAFC Behaviour Policy.
3. This policy reinforces AAFC and Air Force values and the importance of creating and operating in a non-discriminatory, fair and safe environment. By knowing, understanding and following this policy each cadet will contribute to creating a safe, positive and enjoyable environment for all AAFC members.
4. By signing this document the person agrees to strictly abide by both the Cadet Code of Conduct and the AAFC Behaviour Policy and makes a commitment to uphold them to the best of their ability.

I, _____ (print name) acknowledge that I have read and understood what is expected of me with respect to the AAFC Behaviour Policy. I agree to comply with the requirements of this policy and to strictly adhere to the Cadet Code of Conduct.

Signed _____ Date / /

Witness signature _____ Date / /

Print Full Name _____

Parent or Guardian:

I endorse my son/daughter acknowledging the requirements of the AAFC Behaviour Policy and the Cadet Code of Conduct.

Signed _____ Date / /

Print Full Name _____

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STAFF CODE OF CONDUCT

1. As an Australian Air Force Cadets (AAFC) staff member you are responsible for:
 - a. exercising a duty of care in supervising cadets by understanding your obligations under local legislation and the policies and rules of the AAFC to report incidents and protect cadets in your care;
 - b. performing your duties with skill and care, using your authority in a fair and unbiased way and following AAFC Behaviour Policy and the lawful direction of superiors;
 - c. detecting and dealing with behaviour which constitutes unacceptable behaviour or has the potential to develop into unacceptable behaviour such as harassment;
 - d. taking immediate action when you become aware of unacceptable behaviour (even without a complaint being lodged) by referring the matter to senior unit personnel;
 - e. detecting and managing behaviour that constitutes a sexual offence;
 - f. taking immediate action when you become aware of a sexual offence being committed by referring the matter to senior unit personnel;
 - g. treating colleagues and cadets equitably regardless of race, religion, gender, ethnic or national origin, physical characteristics or disability, and with courtesy and sensitivity to their rights and aspirations and being aware of individual differences;
 - h. encouraging cadets and other staff to appreciate the value of equity and diversity in their units;
 - i. protecting and respecting the personal privacy of cadets and staff by ensuring that there is no breach of confidentiality of personal records and information;
 - j. being careful not to place cadets or colleagues at unnecessary risk and not hesitating to call for assistance immediately when there is any prospect of personal risk;
 - k. ensuring cadet's and staff property and equipment is protected and maintained in a safe condition;
 - l. presenting yourself as a role model to cadets and other staff by demonstrating these standards and values in your own behaviour in a manner that enhances the reputation of the AAFC, and
 - m. asking for help if you are not sure about any aspect of your responsibilities or how to respond and ensuring that you have had the appropriate training. This is sensible, professional behaviour and will not be regarded as a failure.

STAFF STATEMENT OF COMPLIANCE WITH THE CODE OF CONDUCT

1. The Australian Air Force Cadets (AAFC) aims to provide all its members with a pleasant, healthy and safe environment in which they can be confident of being treated fairly and kept free from harm. Within this environment, cadets are offered a high quality program of adventure, responsibility, staff, leadership and various skills development, in a close association with the Services, including military-like experiences. The AAFC Behaviour Policy is designed to create an environment for this to happen efficiently and effectively.

2. This statement is to ensure that staff understand and agree to their respective responsibilities in adhering to their Code of Conduct and AAFC Behaviour Policy.

3. This policy reinforces AAFC and Air Force values and the importance of creating and operating in a non-discriminatory, fair and safe environment. By knowing, understanding and following this policy each staff member will contribute to creating a safe, positive and enjoyable environment for all AAFC members.

4. By signing this document the person agrees to strictly abide by both the AAFC Staff Code of Conduct and the AAFC Behaviour Policy and makes a commitment to uphold them to the best of their ability.

I, _____ (print full name) acknowledge that I have read and understood what is expected of me with respect to the AAFC Behaviour Policy. I agree to comply with the requirements of this policy and to strictly adhere to the AAFC Staff Code of Conduct.

Signed _____ Date / /

Witness Signature _____ Date / /

Print Full Name _____

PREVENTING UNACCEPTABLE BEHAVIOUR

1. Preventing unacceptable behaviour is the responsibility of all Australian Air Force Cadets (AAFC) members. Such behaviour can be reduced and prevented by:
 - a. ensuring that all AAFC members are aware of what constitutes unacceptable behaviour and what recourse is available to those who have been subject to it;
 - b. creating an environment that encourages all AAFC members to reject unacceptable behaviour, and where AAFC members feel safe and protected from harm. AAFC members should feel confident to disclose incidents of unacceptable behaviour and feel supported when they do so. This includes a 'no blame' philosophy where situations are identified and addressed so that AAFC members can resolve issues and move forward in their growth and development;
 - c. ensuring that the Codes of Conduct are actively demonstrated in all cadet activities and functions;
 - d. ensuring that everyone working with the AAFC is aware of child development and protection issues and the prevention of unacceptable behaviour;
 - e. ensuring that all members of the AAFC are aware of the child protection obligations of adults working with minors. This should include applicable legislative reporting requirements, complying with statutory requirements and understanding how to deal with complaints and allegations. There are circumstances when legislation requires mandatory reporting. In these circumstances, individuals have specific responsibilities with which they must comply;
 - f. advising staff moving to another state/territory that they will be required to comply with the legislative requirements in the new location and they must comply with the legislative requirements in the new jurisdiction. Annex F refers;
 - g. ensuring that AAFC members have input to planning activities and other decisions that affect them, that their suggestions are considered and their legitimate concerns are addressed;
 - h. assessing and addressing potential risks to young people while they are engaged in cadet activities;
 - i. planning work in a manner that is designed to minimise situations where unacceptable behaviour may occur;
 - j. ensuring that all AAFC staff have undergone a police check for all states and territories and at a Federal level before commencing duty with the AAFC, and where required by state or territory legislation that they hold the required clearances and certificates (such as the 'Blue Card' in Queensland);
 - k. seeking any information on name changes;

- l. checking an applicant's experience of working or being in contact with young people and confirming two references from people who have direct recent experience of the applicant's association with young people;
 - m. giving all staff, volunteers or other people working with the AAFC organisations clear roles and responsibilities in their position descriptions or contracts; and
 - n. providing sufficient training and information to ensure that AAFC members understand their rights and responsibilities.
2. All new AAFC members are required to certify their understanding and commitment to uphold the relevant Code of Ethical Behaviour as detailed in annexes A and B.

Legislative compliance and procedures

3. Child and youth protection legislation is State and Territory based. Other relevant legislation is Federal. AAFC staff must be made aware of their obligations in regard to Commonwealth, State and Territory legislation and appointment of AAFC staff must ensure screening processes are compliant. Staff moving from one State/Territory to another must comply with the legislative requirements in the jurisdiction to which they are moving. This is also the case for short-term arrangements such as billeting or excursion related exercises.
4. Wing headquarters are responsible for ensuring that legislation is complied with by providing:
- a. information, training and advice to all squadrons; and
 - b. quality assurance of all processes required in this policy.
5. All AAFC staff and others working directly with young people must be provided with adequate information about the legislative requirements across Australia on child and youth protection matters.
6. The table in appendix 1 to annex F is a brief summary of legislation in all states and territories.

Responding to unacceptable behaviour

7. Individual AAFC members should respond to unacceptable behaviour by:
- a. reminding those around them about the Codes of Ethical Behaviour;
 - b. reporting instances of unacceptable behaviour to the chain of command; and/or
 - c. using the 'Fair Go' procedure.

'Fair Go' procedure

8. The 'Fair Go' procedure can be used by all AAFC members to stop a situation they find threatening or unsafe. This includes any form of unacceptable behaviour as well as safety related situations. The procedure makes use of 'action' phrases that allows a person to alert others of

their concerns. These phrases are to be directed to the responsible commander in the location where the activity is occurring. The commander is to take responsibility for the situation and resolve it or refer it to someone who can.

9. The 'action' phrases must be used carefully and with the knowledge that their use may result in formal or informal reporting and action should the incident be considered unacceptable behaviour. Mischievous use of the 'action' phrases will be considered a breach of the Codes of Conduct. The 'Fair Go' procedure applies to all AAFC activities.

The 'Action' phrases

10. 'Action' phrases can be used by any AAFC member who is scared, feeling harassed or believes that what is happening is not in line with the Code of Conduct. In addition, if an AAFC member identifies someone else in one of these situations, they can choose to say these words on that person's behalf. More responsible and experienced bystanders have a responsibility to speak up. Action phrases are:

- a. 'Stop – Fair Go'; or
- b. 'Stop - Stop - Stop'.

11. **'Stop – Fair Go.'** This phrase means: "Stop - I am uncomfortable with what is going on." This phrase should be used when a cadet believes that they are being subjected to unacceptable behaviour. It can also be used if a cadet is in a situation where they are afraid of an aspect of the activity or another participant. To others involved in this activity, use of this phrase signifies that the activity should be stopped until that cadet's concerns have been investigated and resolved. Involvement of the chain of command in this process is advisable but not mandatory.

12. **'Stop – Stop – Stop.'** This phrase means: "Stop - I feel unsafe or threatened." This phrase should be used when a cadet is being subjected to unacceptable behaviour. It can also be used if an unsafe practice is about to happen or is observed. Whenever this phrase is used the activity must stop immediately. The matter must then be immediately reported to the staff member in charge of the activity. That person is then to investigate the matter and resolve the concerns of the person who called the 'Stop-Stop-Stop'. If the issue cannot be resolved, the activity is to cease and the reasons for the 'Stop-Stop-Stop' reported to the Commanding Officer (CO).

Training and communications

13. Officers Commanding and COs will integrate information on unacceptable behaviour and sexual offences into existing activities and training programs. Information on the Codes of Conduct and on this policy must be readily available and distributed to all AAFC members as often as possible. As a minimum, training and awareness raising activities will be:

- a. incorporated into induction training,
- b. mandatory for all unit staff and commanders on an annual basis and their participation will be reported to wing headquarters, and
- c. part of the annual briefing for all AAFC members at the start of each calendar year.

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Good practices for adults in dealing with young people

14. The good practices outlined below are in line with the Codes of Conduct and give specific examples of the ways in which behaviour and practice can be used by adult AAFC members to minimise the potential for incidents and complaints of unacceptable behaviour. All adult AAFC members will:

- a. adhere to and model the Codes of Conduct at all times and point out this commitment to cadets under their command;
- b. have an open door policy and be accessible to parents and cadets;
- c. avoid being alone with cadets. Have other AAFC staff, and/or parents, friends, with them in any situation that could be construed as compromising or questionable (for example, bivouacs, training activities, private interviews or when transporting cadets to and from parades). In certain circumstances cadets will be alone with instructors for instructional purposes, for example, flying training. Parents should provide informed consent to cover these situations;
- d. ensure that adults of both genders accompany the AAFC unit, during AAFC activities, particularly overnight activities, where both male and female AAFC members are attending. In particular, a cadet must have access to an adult of the same sex during any AAFC activity. Where appropriate, a parent roster may be used if AAFC adults are unavailable;
- e. develop a unit culture that allows adults to point out to each other any inappropriate attitudes or behaviour. Do not tolerate abusive or inappropriate behaviour - deal with it quickly. Encourage, do not pressure. Be sensitive to each AAFC participant's individual capacity for physical activities and protect them from any unwarranted pressure to take part;
- f. not let cadets involve them in excessive attention seeking behaviour that is sexual or physical in nature. Be particularly careful of the 'very needy' cadet. Redirect their behaviour into 'healthy' activities and provide caring attention before it is asked for;
- g. not bring individual cadets to their home or elsewhere without parental approval and without another adult being present;
- h. behave as an adult role model to cadets. Always set a good example in dress, behaviour, and language to ensure that their personal standards reflect community expectations;
- i. manage behaviour within their authority. Do not abuse your position. Be clear that when a cadet is difficult, it is the behaviour that is not acceptable and not the cadet. Deal with the problem not the person. Be fair, firm and friendly, but not familiar. Avoid favourites or giving some individuals more attention than others. Avoid concentrating only on disruptive behaviour. Reinforce positive behaviour where appropriate. Learn appropriate behaviour management skills. Encourage all

personnel to be frank and mature enough to raise issues if they are concerned about another member's behaviour, particularly that of the adult staff; and

- j. not exaggerate or trivialise child abuse issues. Be on the watch for instances of all types of abuse and know your responsibilities under local legislation.

15. These practices are to be taken into account in the risk management processes relating to all cadet activities.