

## LEAD ENABLING MANAGER-TRAINING CADET LEARNING DOMAIN COMMON ELEMENTS IMPLEMENTATION

### References

- A. Chief of Services Committee (COSC) Agendum 41 of 16 – Reform of the Australian Defence Force Cadets dated 29 Sep 16
- B. Chief of Joint Capabilities and Chief of Army Joint Directive 01/2021, Appointment of BRIG MC Ashleigh, AM, as Commander Australian Army Cadets within the Australian Army, and as Lead Enabling Manager -Training within the Australian Defence Force Cadets Headquarters

### Introduction

1. Under the Lead Enabling Manager-Training (LEM-T) structure (Refs A and B), LEM-T is responsible for the oversight of ADF Cadets Youth common Learning and Development (L&D). The delivery of an effective youth development program requires a safe and challenging environment that values participation, achievement and engagement from all participants and the support of their parents/carers. Successful youth development in the ADF Cadets is supported by members of the ADF and Australian Public Service (APS) and ADF Cadets Adults who are trained and authorised to lead, administer, educate and develop ADF Cadets Youth in a safe, legislatively compliant and community-based environment.

### ADF Cadets – Cadet Common Learning & Development Implementation

2. **Youth Development Aim.** ADF Cadets Youth L&D is designed to guide and assist cadets to extend their current knowledge, understanding, skills and experience to develop their character and positive personal behaviours. Assisted by ADF and APS members, ADF Cadets Adults deliver an ADF Cadets curriculum that is committed to cadets' personal development. ADF Cadets conducts all activities in an environment that reflects Defence's Values and ethos, focused on opportunities that challenge and develop ADF Cadets Youth to become resilient, confident and competent community-minded individuals.

3. **Health, Protection, and Wellbeing.** Health, protection and wellbeing of ADF Cadets Youth must underpin all activities and is the highest priority when planning and conducting activities. L&D is delivered to enable ADF Cadets Youth to attain appropriate personal behaviours that are consistent with and uphold the DYSF requirements. All ADF Cadets Youth must be focused on the health, protection and well-being of themselves, other ADF Cadets members and the community.

4. **LEM-T Responsibilities.** LEM-T is responsible for oversight and assurance of common ADF Cadets Youth L&D requirements. The responsibility to design and deliver L&D requirements is assigned to the Youth Directorate and the Service Cadet Directorates. LEM-T sets the appropriate common L&D standards and provides an Assurance Framework. The LEM-T Assurance Framework provides Responsible Officers with a framework to establish

justified confidence that L&D for ADF Cadets Youth is appropriately youth development-focused, planned, managed and executed with due care:

- a. **Cadet Learning Domain Common Elements.** LEM-T is accountable and responsible for the design and management of Cadet Learning Domain Common Elements (CLDCE) on behalf of Head Joint Support Services Division, consistent with the DYSF and Defence Values. LEM-T is to maintain a CLDCE Framework which enables the Single Services to implement the common L&D elements of the ADF Cadets youth development program.
- b. **Balancing Consistency and Single-Service Requirements.** The CLDCE establishes and manages the requirements for a consistent approach to common ADF Cadets Youth L&D. The CLDCE provides guidance and sufficient latitude for single Service centric delivery, aligned to single Service identity.
- c. **LEM-T Governance.** The ADF Cadets Learning Advisory Group (ADF Cadets LAG) is responsible for the oversight and strategic management of ADF Cadets Youth L&D. The ADF Cadets LAG is responsible for managing amendments to the CLDCE. The LEM-T Training Review Board (TRB), in cooperation with Service Cadet Directorates and the Youth Directorate, is responsible to the ADF Cadets LAG for overseeing the CLDCE implementation. The TRB is responsible for developing and maintaining guidance documentation that bridges the gap between the CLDCE Architecture and single Service implementation.
- d. **Assurance Framework.** The LEM-T Assurance Framework provides the Service Cadet Organisations with confidence when authorising ADF Cadets activities that the persons assigned responsibilities and tasks are supported by the right skills, knowledge, attitudes and behaviours. This encapsulates the '*trained-accomplished-authorized*' approach to ADF Cadets adult L&D and prescribed activities in ADF Cadets Youth L&D. The LEM-T Assurance Framework implementation is managed by LEM-T through separate policy direction. The key Framework components are outlined below:
  - (1) **Training Design & Development System.** The design and development of L&D is aligned to the Systems Approach to Defence Learning (SADL) and supported by analysis of task performance needs. This design and development is completed by trained and competent Defence staff and supported by a Defence standard quality management system.
  - (2) **Training Delivery System.** The learning requirements are delivered (implemented) by trained and competent instructors. ADF Cadets Youth are supported to gain the necessary skills, knowledge, attitudes and behaviours before they are required to conduct ADF Cadet activities. Where necessary,

ADF Cadets Youth are assessed for accomplishments to enable them to conduct prescribed activities or tasks.

- (3) **Reporting and Evaluation System.** ADF Cadets Youth skills, knowledge, behaviours and experience are recorded on an approved Defence or ADF Cadets system, enabling timely, reliable and enduring records. L&D is routinely evaluated to ensure currency, completeness and to address any performance shortfalls.

5. **Comander Australian Defence Force Cadets and Service Cadet Branches:**

**Implementation Responsibilities.** Single Services and Commander Australian Defence Force Cadets (CADFC) are responsible for the development, management and implementation of ADF Cadets Youth L&D Packages and supporting material (eg, L&D tools, instructor and trainee packages, and continuation or refresher training), which convey the CLDCE requirements.

- a. **L&D Management.** The CLDCE provides the overarching L&D framework; LEM-T guidance documents provide mandatory, recommended and optional performance requirements. With the exception of mandated training requirements that are centrally managed and directed (e.g. compulsory completion of ADF Cadets Youth Safety packages), the method and means for delivery of mandatory, recommended and optional learning requirements is divested to the single Services.
- b. **Common Elements Application.** Through their respective training organisations, single Services interpret and apply the common elements, responsive to their individual Cadet Organisations' culture and character. Service Cadet Organisations are to ensure they have the correct L&D structures and processes in place to undertake analysis, design, development, implementation and evaluation of L&D.
- c. **L&D Delivery Requirements.** Responsibility for managing the timing and level at which L&D is delivered rests with single Services and the Youth Directorate. ADF Cadets Youth should experience incremental growth and development opportunities through a range of activities. ADF Cadets or single Service Cadet Organisations may prescribe activities that require demonstration of accomplishments, skills, or behaviours (e.g. appointment to a cadet rank or position) prior to undertaking the activity. Where required, L&D activities are delivered to incrementally train, educate, and develop cadets. DGANC, COMD AAC and DGCADETS-AF are responsible for the delivery of ADF Cadets specific and Defence mandated L&D to ADF Cadets Youth within their own Cadet Organisations.
- d. **Incremental Learning Environment.** Design and delivery of ADF Cadets Youth L&D is incremental and values both participation and achievement. In many activities, growth will occur concurrent to participation and experience with peers, ADF Cadets

Adults and Defence staff. In prescribed activities, ADF Cadets Youth will be required to demonstrate skills, knowledge, or behaviours prior to being assigned responsibilities or being permitted to undertake activities or tasks. Prescribed activities or responsibilities are approved by CADFC, DGANC, COMD AAC, or DGCADETS-AF (or their authorised Delegate).

6. The CLDCE articulates the common elements to be delivered at the LEM-T standard; however, the CLDCE does not limit single Services' delivery of additional L&D activities to meet their Cadet Organisations' character and the maritime, land or air domain specific requirements. Supporting LEM-T guidance documents provide the Service Cadet Branches with specific learning outcome and teaching point guidance. The LEM-T guidance documents provide the 'bridge' between the CLDCE Architecture and single-Service or ADF Cadets Youth L&D management packages and L&D delivery documents.