

## LEAD ENABLING MANAGER-TRAINING ADULT 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 Adults common Learning and Development (L&D). The delivery of a safe and challenging youth development program requires 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 – Adult Common Learning & Development Implementation

2. **Youth Development Aim.** ADF Cadets Adults L&D is designed to equip adults to deliver an ADF Cadets curriculum that is committed to personal development across physical, emotional, intellectual and moral dimensions. The ADF Cadets program aims to develop cadets into productive community members and leaders. In an environment that reflects Defence's values and ethos, ADF Cadets planning and execution must focus on activities that nurture, challenge and develop cadets to become resilient, confident and competent community-minded adults.

3. **Health, Protection, and Well-being.** 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 Adults to attain appropriate personal behaviours and supports them to conduct activities that are consistent with and uphold Defence's Youth Safety requirements. All ADF Cadets Adults must be focused on the health, protection and wellbeing of all ADF Cadets Youth and that of other community members.

4. **LEM-T Responsibilities.** LEM-T is responsible for oversight and assurance of common ADF Cadets Adults L&D requirements. The responsibility to design and deliver L&D requirements is devolved to Headquarters Australian Defence Force Cadets (HQADFC) and the Service Cadet Branches. LEM-T sets the appropriate overall performance standards and provides an Assurance Framework. The LEM-T Assurance Framework provides Commanders / Responsible Officers with a framework to establish justified confidence that L&D for Defence

support staff and ADF Cadets Adults and Youth is deliberate, timely, appropriate and managed with due care:

- a. **Adult Learning Domain Common Elements.** LEM-T is accountable and responsible for the design and management of Adult Learning Domain Common Elements (ALDCE) on behalf of HJSSD, consistent with Defence Youth Safety Framework (DYSF) requirements and Defence's Values.
- b. **ALDCE Framework.** LEM-T is to maintain an ALDCE Framework that enables single Services to implement L&D that prepares adults for their responsibilities to execute a safe, compliant and challenging youth development program.
- c. **Balancing Consistency and Single-Service Requirements.** The ALDCE establishes and manages a consistent approach to ADF Cadets Adults L&D, whilst retaining the ability for single Service centric delivery, consistent with single Service 'character' across maritime-land-air domains.
- d. **LEM-T Strategic Governance.** The ADF Cadets Learning Advisory Group (ADF Cadets LAG) is responsible for the oversight and strategic management of ADF Cadets Adults L&D (note: LEM-T chairs the ADF Cadets LAG and represents the Australian Army Cadets (AAC) as Commander AAC). The ADF Cadets LAG is responsible for managing amendments to the ALDCE.
- e. **LEM-T Execution Governance.** The strategic direction set by ADF Cadets LAG is enacted through the ADF Cadets Training Review Board (TRB). The TRB, in cooperation with Service Cadet Branches and HQADFC, is responsible to the ADF Cadets LAG for overseeing the ALDCE implementation. The TRB is responsible for developing and maintaining guidance documents that bridge the gap between the ALDCE architecture and single Service implementation.
- f. **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 Adults 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 job and/or capability performance needs. This design

and development is completed by trained and competent Defence staff, 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 Adults are supported to gain the necessary skills, knowledge, attitudes and behaviours before they are required to conduct ADF Cadets activities. ADF Cadets Adults are assessed for accomplishments, supported by on-the-job learning and experience.
- (3) **Reporting and Evaluation System.** ADF Cadets adult skills, knowledge, behaviours and experience are recorded on an approved Defence or ADF Cadets system, enabling timely, reliable and enduring records. These records support a 'learn before do' approach and assist in ensuring only *trained-accomplished-authorized* adults undertake ADF Cadets activities. L&D is routinely evaluated to ensure currency, completeness and to address any performance shortfalls.

5. **HQADFC and Service Cadet Branches: Implementation Responsibilities.** Single Services and HQADFC are responsible for the development, management and implementation of ADF Cadets Adults L&D Packages and supporting material (eg, L&D tools, instructor and trainee packages and continuation or refresher training), which conveys the ALDCE requirements.

- a. **L&D Management.** The ALDCE provides the overarching L&D framework, including 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 Organisation 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 HQADFC. ADF Cadets Adults should be incrementally trained, educated and developed to meet their task and role requirements. DGANC, COMD AAC, and DGCADETS-AF are responsible for the delivery of ADF Cadets specific and Defence mandated L&D to ADF Cadets Adults and Defence members (including ADF and APS as required).

- d. **Incremental Learning Environment.** Design and delivery of ADF Cadets Adults L&D is incremental and delivery is targeted at adults prior to their requirement to execute the tasks necessitating the L&D: a “learn before do” philosophy. “Learn before do” is fundamental to equipping ADF Cadets Adults to execute their responsibilities appropriately, based on their completion of L&D activities and subsequent authorisation to conduct ADF Cadets tasks: the *‘trained-accomplished-authorised’* approach to ADF Cadets Adults L&D.
6. **Adult Learning Domain Common Elements (ALDCE).** The ALDCE articulates the Common Elements to be delivered at the LEM-T standard; however, the ALDCE does not limit single Services’ delivery of additional L&D activities to meet their Cadet Organisations’ character and the maritime-land-air domain-specific requirements. Supporting LEM-T guidance documents provide the Service Cadet Branches with specific learning outcome and teaching point guidance, inclusive of mandatory, recommended and optional requirements. The LEM-T guidance documents provide the ‘bridge’ between the ALDCE Architecture and single Service or HQADFC L&D management packages and L&D delivery documents.
7. **Record Keeping.** As directed by the extant ADF Cadets, and amplified in LEM-T guidance documents, single Services are responsible for ALDCE record keeping, using approved Defence or ADF Cadets HR / ICT systems. Timely, accurate and enduring records of ADF Cadets Adults L&D accomplishments are essential.