



AAC CADET INSTRUCTOR'S HANDBOOK

CADET QUALITIES

2005

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PREFACE

Aim

1. The aim of this publication is to provide Cadets with the information to conduct a lesson on cadet qualities.

Level

2. This publication is not the source document however it is to be used as the reference for Cadet training. It has been adapted from the original pamphlet and further developed by the Training Cell, HQ NT AAC BN.

Scope

3. This publication is a guide and was correct at the time of publication. This pamphlet is adapted from:

AAC Policy Manual 2004

Army's Ethos and Values Handbook on Leadership, 1973

Leadership (Theory and Practice), 1973

Army Standing Orders for Dress, 2000

AMENDMENTS

1. The following promulgated amendments have been made to this publication.

<i>Amendment List</i>		<i>Amended By (Print Name and Initials)</i>	<i>Date of Amending</i>
<i>Number</i>	<i>Date</i>		
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CHAPTER ONE

AUSTRALIAN ARMY CADETS

INTRODUCTION

History

1.01. School cadets have been in existence in Australia for over 100 years. The first unit was established in Australia in 1866, at St Mark's Collegiate School, NSW. This unit subsequently became the King's School Cadet Corps in 1869. Cadets remained under State auspices until 1906 when the Commonwealth Cadet Corps was established.

1.02. Conscription for part time home service, including service by cadets, was introduced in 1909 and, under the Defence Act of 1903, the Corps was included in the provisions for Universal Military Training. Conscription for part-time service was abandoned in 1929. Following the suspension of Universal Military Training in 1929, cadets were divided into two categories for the purposes of organisation and training:

- a. Regimental detachments affiliated with units of the Militia forces; and
- b. Detachments that were generally school-based and not affiliated with Militia units (School-based units did not receive Army assistance).

1.03. In 1939 Permanent Army staff were withdrawn from the Militia and Regimental detachments were abandoned. School based units continued to function but with difficulties caused by staff and equipment shortages. In 1941 cadet units began to receive more Army support and in 1944 the provision of uniforms at public expense was authorised. Conditions of service improved and equipment became more plentiful. By May 1946 cadet activities were for by the Army.

1.04. Affiliations between cadet units and Citizen Military Forces were developed during the period 1949-51. At that time the title of 'Australian Cadet Corps' (ACC) was officially adopted. Cadet Brigades with Regular army staff were established and remained in operation until the middle seventies when the Cadet Corps was disbanded by the 'Whitlam' Labour Government.

1.05. The Corps was reinstated in 1976 but with a number of changes. Community based, rather than school based units were encouraged, war-like training was not to be conducted and an annual camp was to be provided at no cost to the cadet. In 1984 school based units were given the opportunity to apply for 'full support' status and become community based units. Cadet units that remained school-based became 'Limited Supported Units' and received very little, if any, Army support.

1.06. The command and control of the Cadet Corps was transferred to Field Force Command in 1985. In 1987 it was transferred to the Office of the Assistant Chief of General Staff – Reserves (OACRES-A). The transfer to OACRES-A was brought about by the need to locate direct control of cadet units within Military District Headquarters and to provide for a directorate at Army Office level.

1.07. With the demise of the Military District Headquarters in 1992, direct control of cadet units was given to Cadet Cells located in regional Army Personnel Agencies (APA) except for the Western and Tasmanian Regions where Cadet Cells were located in Defence Centres. In 1993, the title of 'Australian Army Cadet Corps' was approved with the short title remaining 'AACC'.

1.08. The AAC remained under the control of the regional Defence Centre until 30 November 1997 when responsibility for the AAC was transferred from Army Headquarters to Training Command – Army (TC-A). Commander TC-A appointed a General Reserve Brigadier as Commander AAC, Cadet Cells were retitled Cadet Wings and physically located within each regional Training Group (now called Land Warfare Centres).

1.09. The Regional Training Centre Commander became responsible for the AAC in the respective region. In mid 1998 'Limited Support Units' were accorded 'full support' status by the Federal Government. To this day all units of the AAC are entitled to receive full support from Army. 'Full support' entails the supply of uniforms and equipment, an annual camp, transport to and from annual camp and training for the adult supervisory staff (Officers and Instructors of Cadets).

1.10. In 2000 the Commandant Army Recruit Training Centre was appointed as the Training Adviser for the AAC. Since the publication of the Defence White Paper, 2001 the corps was renamed Australian Army Cadets in lieu of Australian Army Cadet Corps retaining the short title of AAC. Similarly Naval Reserve Cadets and Air Training Corps were renamed Australian Navy Cadets and Australian Air Force Cadets respectively.

1.11. The AAC is structured into eight regions. Each region generally equates to a State or Territory. There is a Cadet Wing located in each region. Both Army and AAC personnel have Cadet Wings. The Government is committed to expanding the participation of young Australians in the Cadet Scheme and to providing resources to achieve that.

1.12. The Government will ensure that cadets have a more cohesive framework and support base within the Australian Defence Force (ADF). This will allow the Cadet Programs to build further upon its success as a key youth development organisation and as a source of future recruits for the ADF. At present the AAC comprises three different types of units:

- a. **Cadet Units** – these are community-based units open to all children aged between 12 years 6 months and 18 years and are run by Officers of Cadets who are every day parents. They generally have a Returned Serviceman's League (RSL) as the sponsor and an Army foster unit;
- b. **School Based Units (SBU)** – these units are made up from cadets who are students at school and are run by teachers at the school. The sponsor is the Principal or School Board. SBU have an Army sponsor unit. There are 42 SBU; and
- c. **Cadets in High Schools Units (CHU)** – these are units that receive additional funding from State Governments under a Federal Government initiative. In most aspects they are similar to SBU. There are only 4 CHU, one in Far North Queensland, one in Victoria and two in Western Australia. CHU has an Army foster unit.

Mission of the AAC

1.13. The Mission of the AAC is to develop Australian youth within a military- like context to be more effective members of the community, to strengthen the national character and to enhance the relationship between the community and the Australian Defence Organisation. (POLMAN 2004, Vol 1, Chap 2)

Objectives of the AAC

1.14. The objectives of the AAC are:

- a. Conduct activities in a military- like context.
- b. Conduct activities in support of the community.
- c. Raise the profile and acceptance of the AAC in Defence and the wider community.
- d. Attract, develop and retain staff with the ability and enthusiasm to support the AAC.
- e. Encourage participation in cadets and to maximise recruiting into Defence or involvement in other community service organisations.
- f. Provide quality outcomes for the AAC within allocated resources.
- g. Maximise Defence and community participation and support for the AAC.
- h. Provide appropriate and effective management systems.

- i. Comply with the principles of equity and diversity.

(POLMAN 2004, Vol 1, Chap 2)

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CHAPTER TWO

ORGANISATION AND ETHOS

General

2.01. All members of the AAC are subject to the Cadet Forces Regulations and the Australian Army Cadets Policy Manual (AAC POLMAN). In the event conflict between these authorities should arise, Cadet Forces Regulations are to apply. Regions are not to vary any instruction stated in this Policy Manual without approval from HQ AAC. This is not to exclude regional Standing Operating Procedures that may serve to amplify this manual and focus on the requirements within the specific region.

2.02. The AAC is an equal opportunity organisation that does not discriminate on the grounds of race, colour, sex or religion. The organisation has a 'no drugs' policy and is committed to a zero tolerance of sexual and other forms of harassment. Cadets are not permitted to consume alcohol or to smoke cigarettes/tobacco during their AAC service. Alcohol is not permitted at AAC activities attended by cadets.

Authorisation

2.03. The AAC is authorised under Section 62 of the Defence Act 1903.

Military Status

2.04. A person appointed to be an Officer of Cadets (OOC) or Instructor of Cadets (IOC) in the AAC does not become, by virtue of that appointment, a member of the Australian Army.

2.05. A cadet in the AAC is not a member of the Australian Army.

Aim of Military Training within the AAC

2.06. The aim of military training within the AAC is:

- a. to develop an interest in the Army and its traditions;
- b. to encourage cadets to continue military or community service;
- c. to give cadets a foundation of military knowledge and discipline;
- d. to develop the qualities of leadership, self-discipline, self-reliance and initiative; and
- e. to provide training that may contribute to Army common induction training.

The Australian National Flag

2.07. The Australian National Flag (ANF) is the emblem of the Australian Nation. Under legislation the Australian Army is the nominated protector of the flag, however, the ANF is not the 'Army Ensign' and is **not** to be flown in an inferior position because of Service Seniority. The ANF is not to be subjected to any indignity, nor is it to be displayed in a position inferior to any other flag, ensign or standard (with the exception of HM The Queen's personal standard).

2.08. The ANF is always to be flown aloft and free and is not to touch the ground when being raised or lowered. It is to be handled, flown and treated in a dignified manner at all times. The ANF is not to be treated or used in any of the following ways:

- a. As a drape or seat cover;
- b. As a table drape;
- c. Allowed to fall onto or lay on the ground, except when 'veiled' in the form of a salute as prescribed for the armed forces;
- d. As a cover for a statue, monument or a plaque being unveiled;
- e. As a masking for unsightly areas or material, barriers or intervening space between

floors and ground level of a dais or platform;

- f. Flown upside down; and
- g. Flown on a flagpole with another flag.

DUKE OF EDINBURGH BANNER

General

2.09. The Duke of Edinburgh's Banner is the banner of the AAC. His Royal Highness, Prince Philip, Duke of Edinburgh presented it to the Corps, in his capacity as the Colonel-in-Chief of the AAC, at Victoria Barracks in Sydney on 2 May 1970. When the Duke of Edinburgh's Banner is carried on parade, no other flag including the ANF, is to be carried. A replacement Banner was presented to the AAC by the Governor General of Australia at a parade at Victoria Barracks on 25 September 2005. The replacement Banner. The replacement Banner is identical to the original banner.



Colour Belt – including closeup



Crest

DUKE OF EDINBURGH'S BANNER

Carriage of the Banner

2.10. The Duke of Edinburgh's Banner may only be carried on:

- a. Parades and guards of Honour which are representative of the AAC as a whole or in a region: and
- b. special occasions as detailed below.

2.11. Approval will normally be given for the banner to be carried on the following special occasions:

- a. Royal visits;
- b. Ceremonial parades which are reviewed by the Colonel-in-Chief of the AAC;
- c. Ceremonial parades attended by a Vice-Regal personage when the occasion is such that it would be appropriate to parade the Banner; and
- d. On occasions of significance to the AAC.

2.12. The Duke of Edinburgh's Banner is to be carried by a Cadet Under Officer (CUO) who is referred to as the 'Banner Ensign'.

Escorts

2.13. The escort to the Duke of Edinburgh's Banner is referred to as the 'Banner Escort'. The cadet escort is to consist of two S/SGTs or SGTs, or if no senior NCOs are available, junior NCOs. The escorts are to be posted one pace on each flank of, and in line with the Banner.

Custody

2.14. The Banner with case and buff leather belt is held in custody under the arrangements of HQ AAC.

Application for Loan of the Banner

2.15. Application for loan of the Banner is to be forwarded through the Cadet HQ to HQ AAC. Applications should be submitted as early as possible to allow for administrative arrangements to be completed.

Delivery and Return of the Banner

2.16. The Banner is to be escorted by a member of the ADF, AAC or Commonwealth Public Service. Members tasked to escort the Banner are to be thoroughly briefed on the importance of the safe carriage of the Banner. The Banner is to be carried, rolled and cased.

Care and Maintenance

2.17. When on loan, the Banner is to be secured in an appropriate facility by the Bde/Bn HQ and remain in the custody of a member of the HQ staff when being transported. Any damage to the Banner is to be reported to HQ AAC. It is not to be cased and transported in a wet condition. The Banner is to be mounted on the pike. No temporary or other repair or maintenance is to be undertaken without the approval of HQ AAC. Banner parties, and any other person who is to touch the banner, are to wear white gloves.

THE DUKE OF EDINBURGH'S AWARD SCHEME

General

2.18. The Duke of Edinburgh's Award Scheme (DEAS) is a scheme designed to assist and encourage the development of the youth of Australia. Awards are made at three levels:

- a. Gold;
- b. Silver; and
- c. Bronze.

2.19. Cadet units are authorised to participate in the DEAS. Cadets who have qualified for and have been presented with the Duke of Edinburgh's Award (DEA) are authorised to wear the approved pattern badge on their uniform.

Aim

2.20. The aim of the DEAS is to develop in the youth of Australia the qualities of:

- a. Initiative;
- b. Self discipline;
- c. Leadership;
- d. Loyalty;
- e. Community service; and
- f. Physical well being.

Eligibility to Participate

2.21. The following criteria applies for eligibility to participate in the DEAS:

- a. **Bronze Award.** To participate in the DEA Bronze Award a cadet must have:
 - (1) Completed at least one year's efficient service in the AAC; and
 - (2) Attained the age of 14 years and six months.
- b. **Silver Award.** To participate in the DEA Silver Award a cadet must have:
 - (1) Held a DEA Bronze Award for a period of not less than 12 months;
 - (2) Completed at least two years efficient service in the AAC; and
 - (3) Attained the age of 15 years and six months.
- c. **Gold Award.** To participate in the DEA Gold Award a cadet must have:
 - (1) Held a DEA Silver Award for a period of not less than 12 months;
 - (2) Completed at least three years efficient service in the AAC; and
 - (3) Attained the age of 17 years.

2.22. Further details of this award are prescribed in the AAC Policy Manual.

DISCIPLINE

General

2.23. The AAC is not part of the Defence Force and is not bound by the Defence Force Discipline Act (DFDA). However, cadets, their parents, ACS and the Army expect that each cadet unit will operate within an environment that provides enjoyable and rewarding training for all its members. The rights and responsibilities of cadets and should be used as a guide for what constitutes acceptable and unacceptable behaviour in the AAC.

2.24. Whilst the AAC does not have a strict disciplinary code, cadet units are to maintain discipline and good order consistent with the philosophy of natural justice, the opportunity to participate and respect for other's rights. The AAC is modelled upon the Army, therefore codes of behaviour must be consistent with those within the Army.

Responsibilities

2.25. The responsibility for discipline of ACS is the responsibility of the CO within each Battalion.

2.26. Where AAC activities involve the Army directly (training with Army units etc), members of the ADF assisting the AAC on that activity, but not parading as ACS, remain subject to the DFDA.

2.27. The responsibility for the discipline of cadets within a unit is the responsibility of the CO/OC.

CADET CODE OF BEHAVIOUR

Reason for Code of Ethical Behaviour

2.28. Cadets are given positions of responsibility and trust within the AAC. Cadets must therefore be prepared to take responsibility for their actions and behave in a responsible and honest manner at all times whilst performing in a cadet capacity.

2.29. The Army and the community have invested significant resources to operate and maintain the cadet scheme, and do not expect cadets to bring disrepute onto the AAC or the Army. By virtue of cadets wearing Army uniforms and performing Army style training, opportunity exists for the Army's reputation to be tarnished by the acts of just a few irresponsible cadets. For this reason, cadets must abide by the AAC Code of Behaviour. Failure to abide by the code may result in warnings, reduction in rank or, at the extreme, termination of enrolment from the AAC.

Cadet Code of Ethical Behaviour

2.30 This code of ethical behaviour is a set of standards that guides the conduct of all AAC activities. It describes the important obligations and responsibilities expected of the Cadets as valued members of the ADFC. This means that Cadets:

- a. treat others with respect and dignity;
- b. recognise that everyone is different and that differences are a great strength because we can learn from others and better appreciate each other as unique human beings;
- c. make decisions that are fair for everyone—this is about making sure everyone is given a fair go and has the same opportunity to share their ideas and join in activities;
- d. recognise, prevent and report unacceptable behaviour like harassment and bullying, discrimination, swearing, threats, violence, unsafe activities or abuse of positions of responsibility;
- e. behave with integrity by being honest to yourselves and others; are accountable for your actions and decisions. Are responsible for your actions and do not blame others or make excuses for your behaviour;
- f. respect your Cadet officers and supervisors and obey their lawful directions that relate to you as Cadets;
- g. carry out Cadet tasks assigned to you in accordance with relevant policies;
- h. keep a clean and tidy standard of dress while wearing your Cadet service uniform because you represent your parent Service and must look and behave in a manner that supports the good reputation of your parent Service; and,
- i. stay true to Cadet values of honour, honesty, courage, integrity, loyalty and teamwork.

Expectations of Behaviour for Cadet NCO, WO and CUO

2.31 Cadets granted the privilege of rank and status within the AAC are expected to maintain higher standards than those of junior ranking cadets.

2.32 Greater responsibility and the need to behave in a manner that creates a solid example for others to follow come with the privilege of rank. Cadet NCO, WO and CUO are therefore expected to abide by the following in addition to the Cadet Code of Ethical Behaviour:

- a. to set an exemplary standard of behaviour whilst participating in cadet activities;
- b. to maintain the highest standard of dress possible;
- c. to treat all cadets in a dignified and fair manner, especially when allocating duties and tasks;
- d. to not expect a cadet to do something they would not be prepared to do themselves;
- e. to be prepared to confront other cadets that breach the code of behaviour and act within their authority to uphold the code; and
- f. to not abuse their position, or compromise their integrity by using their authority for personal gain.

(POLMAN 2004, Vol 1, chap 3)

2.33. Cadets can reasonably be expected to conform to the following standards:

- a. to maintain a high standard of behaviour whilst participating in cadet activities especially when in public;
- b. to maintain a clean, neat and tidy standard of dress whilst in uniform;
- c. to maintain clothing and equipment issued to them in a clean and serviceable condition, and to return such items when requested to do so;
- d. to obey directions consistent with AAC policy given to them by members of the Army, OOC, IOC and cadets of superior rank or cadets given the responsibility to direct other cadets;
- e. to attend all scheduled unit activities where their attendance is expected, and where they are unable to attend request permission to be absent before the scheduled activity;
- f. to understand that if three consecutive unit activities are missed without approved leave their enrolment may be terminated;
- g. to not be in possession, offer, give or sell to others, or use alcohol, tobacco, narcotics or other prohibited drugs, or misuse or abuse prescribed drugs or other legal substances;
- h. to refrain from physical abuse of other cadets, OOC, and IOC and others involved with the AAC
- i. to abide by and apply the AAC harassment and discrimination policy and to bring breaches of policy to the attention of their superiors;
- j. to ensure that school work does not suffer as a result of cadet activities and to bring matters affecting school commitments to the attention their CO/OC; and
- k. to not steal from or deceive members of the AAC or other persons.

Breaches of the Code

2.34. Breaches of the code are to be dealt with in the first instance by cadet unit staff.

2.35 Breaches may be dealt with by methods ranging from counselling through to disciplinary measures applied in accordance with this manual. However, before any disciplinary measures are applied, the matter must be thoroughly considered by the unit CO/OC to ensure the cadet understands why the disciplinary measure is warranted. Where a serious breach occurs, the cadet's parents are to be made aware of the situation and every opportunity to resolve the breach examined prior to any disciplinary action occurring.

When in doubt the OC is to seek the advice of the CO.

2.36. The following are the incremental disciplinary measures to be applied when dealing with cadets:

- a. counselling,
- b. first warning,
- c. second warning (letter to parents),
- d. exclusion from participation of specific activity,
- e. extra duties (only whilst on continuous training)
- f. reduction in rank,
- g. suspension from the unit for 1, 2 or 3 months, and h. termination of enrolment.

2.37. Under no circumstances is mental or physical abuse to be applied as a disciplinary measure.

Values

2.38. The Australian Army Cadets ethos is embodied in a set of shared values. These values can be summarised as the will to win dedication to duty, honour, integrity, mateship, teamwork, courage and loyalty.

The Will to Win

2.39. Representing Australia and its interests has little meaning unless there is a will to win. This provides the power necessary for success. In fostering the will to win, the AAC encourages professionalism, determination, tenacity, physical fitness and self confidence. These qualities have often been described as 'fighting spirit'.

Dedication to Duty

2.40. Supporting the will to win is dedication to duty. Regardless of circumstances and work conditions, all AAC members must remain committed to their obligations and be physically and mentally capable of performing their tasks at all times. Consequently, the AAC views seriously any impediment to those capabilities such as misuse of alcohol or illegal use of drugs.

Honour

2.41. Honour is the value upon which the reputation for worthy behaviour depends. The respect earned by the Australian Army during peace and in conflict is, in part, a reflection of the honour they have won. Honour calls for leadership by example, high standards and moral courage to make and enforce tough but fair decisions. These too are aligned within the AAC.

Integrity

2.42. Allied to honour is integrity, the soundness of moral character and principal. Integrity is essential to all AAC members as it implies honesty, sincerity, reliability, unselfishness and consistency of approach. Leaders at all levels are required to uphold and enforce discipline fairly and without bias. Their conduct is to be such that it neither calls into question their integrity, nor brings the AAC into disrepute. Maintaining integrity ensures the trust and respect of the cadets whom commanders are privileged to lead.

Mateship and Teamwork

2.43. Mateship is a value cherished by Australians, embodying as it does equality, trust, tolerance and friendship, the bonds that forge teamwork. While there will always be feats of individual endeavour and heroism, it will be the collective success of the team or unit that is remembered.

Courage

2.44. In training there will always be difficulties and hardship. Danger must be met with firmness and with control of personal and group fear. Courage is the physical and moral strength upon which fighting spirit and ultimate success depends upon.

Loyalty

2.45 The final and most embracing value of all is loyalty, provided each of the values mentioned above are in place. Cadet members will be faithful to their leaders and their obligations. In turn, leaders must be loyal to their subordinates, representing their interests and developing their abilities. Loyalty does not mean unthinking acquiescence. It means determining objectively and arguing fearlessly the best case when advice is called for, and then supporting the commander's decision when a judgement is made.

CHAPTER THREE

CADET RANK STRUCTURE AND PROGRESSION

Rank on Enrolment

3.01 Applicants will normally be enrolled in the AAC at the rank of cadet.

Ranks

3.02 The ranks of cadets shall be (increasing in superiority including abbreviated title):

- a. Cadet – CDT;
- b. Lance Corporal –CDTLCPL;
- c. Corporal – CDTCPPL;
- d. Sergeant – CDTSGT;
- e. Warrant Officer Class Two - CDTWO2;
- f. Warrant Officer Class One - CDTWO1, and
- g. Cadet under Officer - CUO.

Precedence

3.03 Cadets shall hold rank and precedence only within the AAC.

Compliments and Entitlements

3.04 CUOs are to be saluted by all members of the AAC of lower rank. They are not entitled to a salute from OOCs, IOC's or members of the ADF.

Cadet Progression

3.06 In order to provide units with the best balance of experienced leadership, stability and opportunity the following timetable and table for progression is recommended:

Year	Age	Rank	Posting / Position
0	N/A	Recruit (on joining)	Recruit Platoon
1	12.5	Cadet	Training Platoon (JNCO at end of year possible)
2	14	Cadet, LCPL, CPL	Senior Training Platoon Section 2IC Section Comd
3	15	SGT, SSGT	Platoon SGT/Instructor Coy CQMS (CUO possible)
4	16	WO2	CSM, ATA, CUO, PI Comd / Coy 2IC, AQM / Instructor

5	17/18	WO1	RSM, CUO, PI / Coy Comd, AQM / Instructor
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Promotion of Non Commissioned Officers and Cadet under Officers

3.07 Providing an establishment vacancy exists, a CO/OC may promote or recommend the promotion of qualified cadets as per the delegations. Recommendations for promotion of cadets to WO2, WO1 and CUO are to be forwarded to the Battalion HQ for approval. Approval for promotion to WO2, WO1 and CUO will only be given where the recommended cadet has completed the courses/modules applicable for promotion to the rank.

3.08 A qualified cadet SNCO or WO may be promoted to the rank of CUO following successful completion of the CUO course. The Authorised Delegate may promote a cadet to the rank of WO2, WO1 or CUO provided an establishment vacancy at the appropriate HQ. All CUOs are to be presented with a Certificate of Promotion (PE102) issued by the COMD TRG GP. Cadets who are older than other recruits, should normally comply with the progression outlined and not be 'fast tracked' to get them into step with their age peers. Exceptions should be discussed with Bn HQ before proceeding.

3.09 Reserved

Ranks for Officers of Cadets (OOC)

3.10 The ranks of OOC shall be (increasing in superiority):

- a. 2LT (AAC);
- b. LT (AAC);
- c. CAPT (AAC);
- d. MAJ (AAC); or
- e. LTCOL (AAC).

Ranks for Instructors of Cadets (IOC)

3.11 The ranks of IOC shall be:

- a. CPL;
- b. SGT;
- c. WO2; and
- d. WO1.

Code of Behaviour for Cadet NCOs, WOs and CUOs

3.12 Cadets granted the privilege of rank and status within the AAC are expected to maintain higher standards than those of junior ranking cadets. Greater responsibility and the need to behave in a manner that creates a solid example for others to follow come with the privilege of rank. Cadet NCOs, WOs and CUOs are therefore expected to abide by the following in addition to the code of behaviour for cadets:

- a. To set an exemplary standard of behaviour whilst participating in cadet activities;
- b. To maintain the highest standards of dress possible;
- c. To treat all cadets in a dignified and fair manner, especially when allocating duties and tasks;
- d. To not expect a cadet to do something they would not be prepared to do themselves;

- e. To be prepared to confront other cadets that breach the code of behaviour and act within their authority to uphold the code; and
- f. Not abuse their position, or compromise their integrity by using their authority for personal gain.

Desirable Qualities of a Cadet

3.13 In addition to the core military ethos and values and development of esprit de corps within the AAC are a number of desirable cadet qualities. These qualities underpin the foundation of the tradition of the AAC and contribute to its continued success.

Performance

3.14 **Application.** A cadet's ability to immerse (get involved) in training. To show interest and attention in what is happening or being presented.

3.15 **Persistence.** A cadet's determination to 'give it a go'. The ability to attack worthy objectives and display physical and / or moral courage and tenacity to training.

3.16 **Ability to Learn.** A cadet's ability to apply acquired skills, knowledge and attitudes to daily tasks, or similar tasks that appear in different settings.

3.17 **Initiative.** A cadet's ability to act sensibly without orders with commonsense and confidence. To be a self-starter and pro-active in respect to the cadet environment.

Discipline

3.18 **Conduct.** A cadet's compliance (acceptance and adherence) to orders, regulations and instructions.

3.19 **Dress and Bearing.** The degree to which the cadet presents themselves in respect to ethos and values, and customs and traditions of dress requirements and demeanour.

3.20 **Personal Organisation.** A cadet's ability to be at the right place, at the right time, with the right equipment, in the right dress order.

3.21 **Teamwork.** A cadet's ability to work with others to achieve a team or group mission, task or goal.

Cadet Qualities

3.22 **Self-Confidence.** A cadet's innate belief that he/she has the ability to perform in given circumstances.

3.23 **Interpersonal skills.** A cadet's ability to mix and communicate with others and gain or influence their support (subordinates, peers and superiors).

3.24 **Attitude.** A cadet's demonstrated involvement and commitment towards training; ranging from negative to very positive.

3.25 **Mateship.** A cadet's ability to be friendly, to share burdens and to help others.

Assessing Cadet Qualities

3.26 Honest and accurate evaluations are essential not only to the positive development of the cadet, but the Australian Army Cadets as a whole. It should be the object of each leader and commander to evaluate each cadet honestly and objectively, noting strengths and weaknesses. Performance in special circumstances should be noted, but an isolated incident must not overly influence the tone of the assessment. At all times constructive feedback should be provided to the cadet on how they can improve their performance.

Cadet Development Report

3.27 A Cadet Development Report (CDR) has been designed as an assessment tool for the purpose of evaluating cadet performances. The CDR should be raised at a minimum on a three monthly basis (quarterly reporting). The CDR can also be raised on occurrence of incidents of exemplary or poor performance or behaviour. The CDR can also be used as documentary evidence of counselling for recommendation for attendance on courses, promotion, awards, reduction, and suspension from an activity or termination from enrolment.

3.28 Cadet Development Reports raised quarterly are to consolidate any other CDR evaluations and observations made within that period. Cadets are to be assessed in line with the described 'desirable qualities of a cadet' statements applying the criteria for each performance indicator rating as follows:

- a. **Needs Improvement:** Cadets who display the bare minimum or below the minimum acceptable standard against the specific quality statement.
- b. **Satisfactory:** Cadets who train and perform duties and responsibilities to an acceptable standard, as specified in the quality statement, and will develop at a rate commensurate with the majority of their peers.
- c. **Good.** Cadets who train and perform duties to above the average standard specified in the quality statement in comparison to the majority of their peers and demonstrate the ability for increased responsibility.
- d. **Very Good.** This cadet trains and performs duties to a standard well beyond that expected of his/her rank (and specified in the quality statement) and has demonstrated the ability to fill positions of increased responsibility.
- e. **Overall Rating** Consolidates each of the quality statements into one of the above ratings is also to be provided. In this way individuals can identify their strengths and weaknesses in each quality and see the assessing officer's rating of their overall performance for the reporting period.

CADET DEVELOPMENT REPORT (CDR)

Name:		Platoon:
Date:	Assessed by: (Print)	Occurrence* / Quarterly*

*Delete as appropriate

QUALITY	RATING (Circle)
	Needs Improvement – 1 Satisfactory – 2 Good – 3 Very good - 4

PERFORMANCE

Application	1	2	3	4
Persistence	1	2	3	4
Ability to Learn	1	2	3	4
Initiative	1	2	3	4

DISCIPLINE

Conduct	1	2	3	4
Dress and Bearing	1	2	3	4
Personal Organisation	1	2	3	4
Teamwork	1	2	3	4

CADET QUALITIES

Self Confidence	1	2	3	4
Interpersonal Skills	1	2	3	4
Attitude	1	2	3	4
Mateship	1	2	3	4

OVERALL OPINION	1	2	3	4
COMMENTS				

Assessor	Cadet	Officer Commanding
Name	Name	Name
Date	Date	Date

DEFINITIONS

QUALITY	QUALITY STATEMENT
PERFORMANCE:	
Application	A cadet's ability to immerse (get involved) in training. To show interest and attention to what is happening or being presented.
Persistence	A cadet's determination to continue to ' <i>give it a go.</i> ' The ability to continue to attack worthy objectives and display physical and / or moral courage and tenacity to training.
Ability to Learn	A cadet's ability to apply acquired skills, knowledge and attitudes to daily tasks, or similar which appear in different settings.
Initiative	A cadet's ability to act sensibly without orders and with commonsense and confidence. To be a self-starter and pro-active in respect to the cadet environment.
DISCIPLINE:	
Conduct	A cadet's compliance (acceptance and adherence) to orders, instructions and regulations.
Dress and Bearing	The degree to which a cadet presents themselves in respect to ethos and values, and customs and traditions of dress requirements and demeanour.
Personal Organisation	The ability to be at the right place, at the right time, with the right equipment, in the right dress order.
Teamwork	A cadet's ability to work with others to achieve a team or group mission, task or goal.
CADET QUALITIES:	
Self Confidence	A cadet's innate belief that he/she has the ability to perform in given circumstances.
Interpersonal Skills	A cadet's ability to mix and communicate with others and gain their support (subordinates, peers and superiors).
Attitude	A cadet's demonstrated involvement and commitment towards training.
Mateship	A cadet's ability to be friendly, to share burdens and to help others.
OVERALL OPINION	Overall opinion of the cadet's demonstrated ability and performance.