



Strategic Plan
Air Power Development Centre
2012-2014

AIR FORCE



Vision

To guide Air Force into the future

Mission

To develop Air Force's professional mastery of air power through knowing the past, understanding the present and shaping the future

Roles

Foster air power awareness and understanding through outreach and engagement

Provide air power advice and support to RAAF senior leaders

Develop air power strategy to guide air power planning

Develop air power doctrine to guide air power employment

Provide air power expertise to the development of joint doctrine, concepts and strategy

Conduct air power research and analysis to guide air power development

Enhance the professional mastery of air power practitioners through education

Instil air power understanding through the RAAF History Program



Foreword

The Royal Australian Air Force (RAAF) has long been acknowledged as a first-rate, professional military force since it was formed on 31 March 1921. Since 1989, the Air Power Development Centre (APDC) has created and sustained the underpinning doctrine that has guided, and continues to guide, the development of the RAAF. Additionally, the APDC has provided the intellectual foundation for the development of Australia's, and particularly the RAAF's, air power.

The APDC's efforts to provide balanced air power analysis and development in the context of a small but technologically, organisationally and conceptually advanced air force, have gained recognition both domestically and internationally. The Centre's fundamental task has been the development and maintenance of RAAF air power doctrine—and this will continue to be the case.

The RAAF continues to develop *Force 2030* while maintaining its current capabilities and meeting its operational commitments. The APDC's focus is shifting with the RAAF's air power needs as it advances further into the 21st century.

As a consequence of the lessons learned from Air Force's operational experience over the past decade, the APDC is no longer a strategic level 'think tank', but instead a centre focused on the broad development of national and military air power. The APDC is now focused on providing practical and effective analysis and advice on, and the development of, appropriate doctrine and strategy concerning the planning, employment and development of air power. As always, this will be underpinned by sound research, considered analysis, intellectual endeavour and targeted outreach and engagement programs.

The APDC's vision is to be an effective partner in guiding Air Force into the future, enabled through its mission: to *develop the Air Force's professional mastery of air power through knowing the past, understanding the present and shaping the future*. This strategic plan will be informed by annual guidance and direction from me to Director APDC.

N.C. HART
Air Vice-Marshal
Deputy Chief of Air Force
25 October 2011

Historical Overview

Air power is a cornerstone of Australia's security and Australia's unique strategic geography means that it will always be so. As the principal provider of Australia's air power, the RAAF is tasked with the conduct of air operations in pursuit of Australia's national security. As air power professionals, all members of the RAAF have a responsibility to understand the theory and doctrine of air power at an appropriate level and are required to be professional masters of air power. In recognition of this basic need, the then Chief of the Air Staff, Air Marshal Ray Funnell, AC, directed in 1989 the formation of the RAAF Air Power Studies Centre (APSC) to develop and articulate the RAAF's philosophical air power doctrine.

The Centre produced the RAAF's first AAP 1000—*The Air Power Manual* in 1990, which at that time was only the second of its kind in the world. As well as establishing the philosophical foundation for the application of air power in the Australian context, *The Air Power Manual* also brought international acclaim to both the Centre and the RAAF. From those roots the development of philosophical air power doctrine and the promotion and explanation of air power have remained the APDC's primary goals.

Over the years the Centre also evolved into an organisation that provides subject matter expertise on air power education. It has also developed a high-quality publications program. Since 1991, the

Centre has been responsible for the conduct of the Chief of Air Force Fellowship Program in which selected personnel undertake postgraduate research in key air power issues. In 1997, the RAAF Historical Section became linked to the Centre before fully amalgamating as the Office of Air Force History (OAFH) in 2004.

The Air Power Studies Centre was renamed the Aerospace Centre (AeC) in 2000 and then the Air Power Development Centre (APDC) in 2004. At this juncture, the APDC was given carriage of Air Force experimentation and concept development, and a space section was also integrated into the Centre. In 2008 these latter additions were transferred to other elements of Air Force Headquarters. In 2009 the Chief of Air Force Air Power Fellow position was established at the UNSW@ADFA to provide enhanced air power education to students at ADFA. In the same year a Canadian Forces Liaison Officer was attached to the APDC to enhance the relationship between the two Air Forces on air power doctrine and development. In 2010 a dedicated air power education section was established as a result of Project AFTER which developed Professional Military Education and Training – 2009 (PMET 2009).



AIR FORCE

Value to the RAAF

Constrained resources have driven the need for innovative capability solutions, where effectiveness in operations is delivered efficiently, effectively and cognisant of risk. To support these ends, the APDC will study and explore key air power issues and provide RAAF leadership with analysis and substantiated input to aid their decision-making.

The APDC is internationally respected and recognised as a leader in air power thinking, but within Air Force and the wider ADF, was seen as somewhat academic with limited direct relevance to the more 'operational' aspects of the Service. Recognising the recent operational tempo of the RAAF, the APDC has transitioned from a more theoretically focused organisation to one that directly contributes to the development of air power and air warfare. The realignment presented in this plan addresses this duality—a centre based on intellectual rigour but with robust and meaningful military focused outputs. The APDC will therefore directly contribute to Air Force's ongoing development. This task is not possible without underpinning sound research, practical analyses, and targeted engagement and outreach programs. As well, the APDC's work will remain fundamental to a clear understanding of the profession of arms from an Australian air power perspective.

The APDC intends to maximise its contribution to the future of the Air Force

through an outreach program within Air Force and across the broader community which will encompass a synchronised program of conferences and seminars, publications, digital media and an internet website. Additionally, an engagement strategy will guide the intrinsic and important relationships that the APDC shares with defence and strategic 'think tanks', Air Force Headquarters (AFHQ), Headquarters Air Command (HQAC), Capability Development Group (CDG), Defence Science and Technology Organisation (DSTO), and the Australian Defence College (ADC).

The APDC works with the Army's Land Warfare Development Centre (LWDC) and the RAN's Sea Power Centre – Australia (SPC-A) on issues of common concern, but each organisation has different roles for different reasons and each has evolved over the years to meet their specific single Service requirements.

The APDC will maintain effective relationships with its peer organisations in the United States, United Kingdom, Canada and New Zealand. It will also endeavour to build and maintain relationships with like-minded organisations in selected NATO and Asia-Pacific nations in accordance with the RAAF International Engagement Plan.

This strategic plan describes the APDC's goals and objectives for the next four years in order to realise its vision through its stated mission and roles.

Air Force Vision

One team – swift, decisive, resilient and respected

Air Force Mission

Built on the proud history and traditions of the Australian Flying Corps and the Royal Australian Air Force, we will fight and win by generating integrated kinetic and non-kinetic air and space effects across the sea, land, air, space and cyber operating domains.

Air Force provides immediate and responsive military options across the spectrum of operations as part of a Whole of Government joint or coalition response, either from Australia or deployed overseas. We do this through the key air power roles— control of the air; strike; intelligence, surveillance and reconnaissance; and air mobility-enabled by combat and operational support.

We exploit the air power characteristics of persistent and precision effect, flexibility, perspective, reach, penetration, versatility and responsiveness.

We are leaders in: command and control of air and space operations; intelligence, surveillance and reconnaissance; and targeting.

Our trusted and respected leadership and professional mastery of air power is a product of attracting, training, educating and rewarding Australia's best people.

We are the leaders for strategic, operational, tactical, technical and logistic management of Australia's military aviation capability.

Through efficient management of Air Force operations and business, we will continue to provide responsive military options to the Government of Australia for the defence of Australia and her interests.

Form and Function

The strength of the APDC is derived from its people and their individual and collective skills, knowledge and experience. The APDC comprises a diverse team of RAAF and APS members covering a broad range of air power knowledge. Together, this team generates a cumulative capability able to meet the expectations of the RAAF's senior leadership regarding the development of air power.

Formally, the APDC has a traditional hierarchical structure with Director APDC (DAPDC) reporting to the Deputy Chief

of Air Force (DCAF) and then to the Chief of Air Force (CAF). Reporting to DAPDC are six Deputy Directors: the RAAF Historian heading the Office of Air Force History, Doctrine, Development, Strategy, Education, and Engagement. Also reporting to DAPDC are the Canadian Forces Liaison Officer (CFLO) and the CAF Air Power Fellow located at the University of New South Wales - Australian Defence Force Academy (UNSW@ADFA). This structure ensures the APDC can deliver its vision through its stated mission.

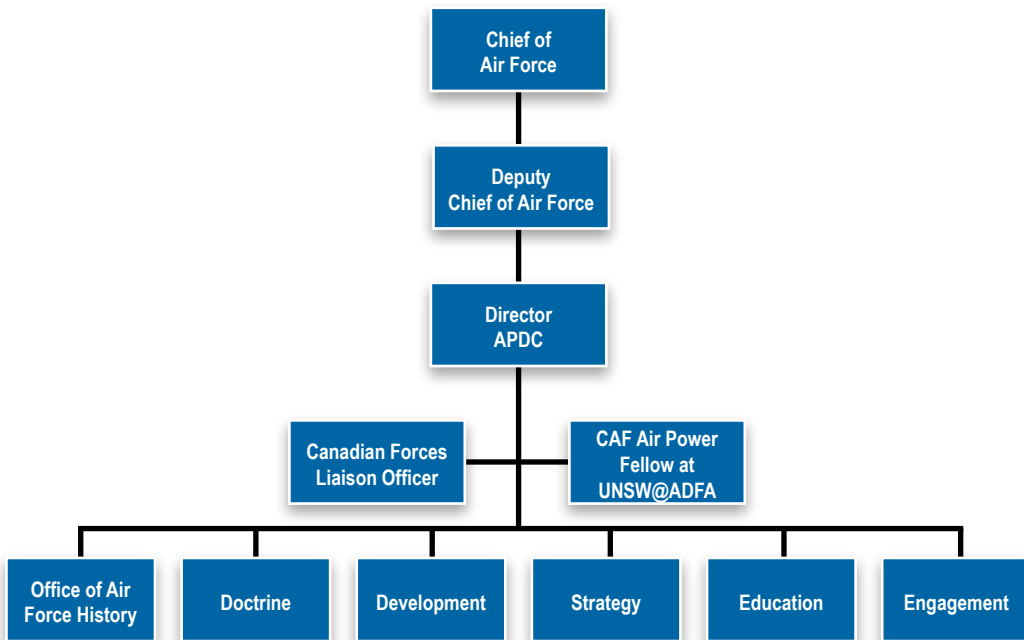


Figure 1: APDC organisation



Functionally, APDC personnel operate in and across the six related sections as illustrated in Figure 2. The sections collectively work as a team on issues and problems, and APDC products are the end result of a combination of strategy, doctrine, development and historical

inputs. Education draws upon all elements of the APDC to provide relevant subject matter expertise. Engagement generally acts as the fusion point for APDC products and other outputs.

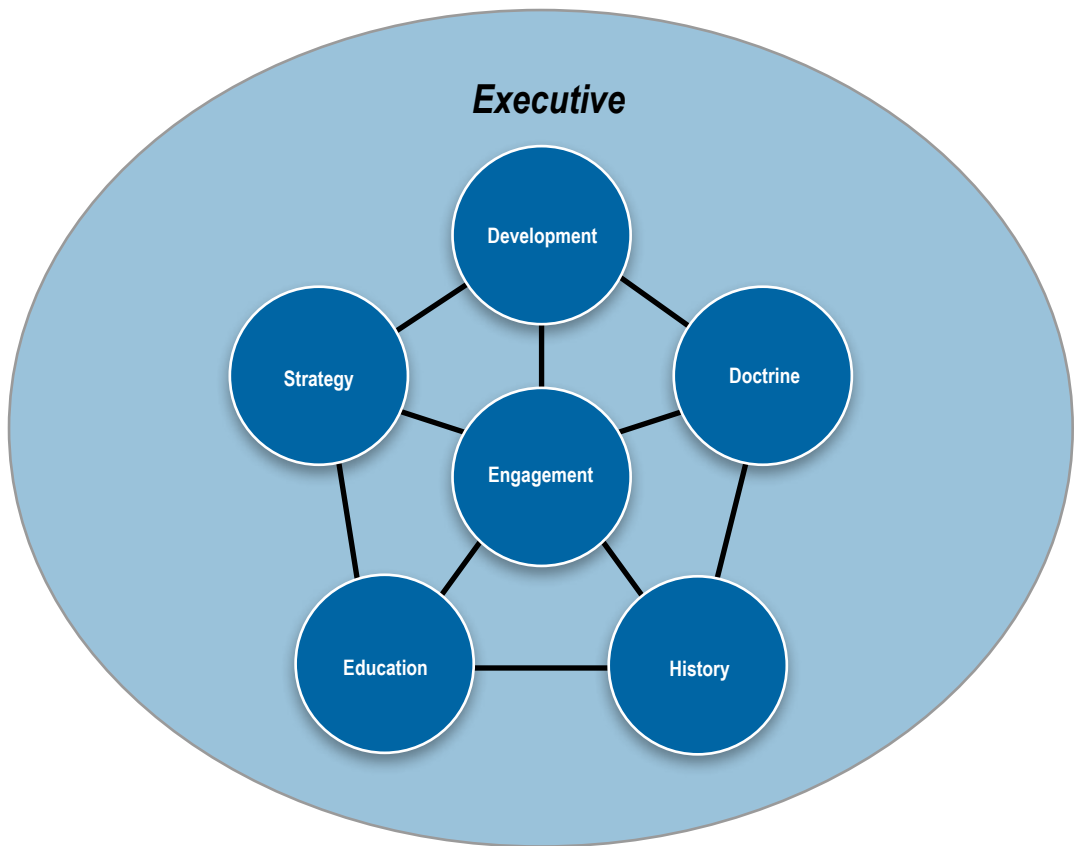


Figure 2: APDC Functionality

Executive

The Director APDC is the head of the Centre and will manage, direct and control its activities, supported by the Deputy Directors, the CFLO and CAF Air Power Fellow at UNSW@ADFA.

Engagement

This section has the responsibility for the APDC's outreach program, engagement strategy, strategic and business planning, publishing and administration. The outreach program will encompass a synchronised program of biennial Air Power Conferences and CAF Symposiums, conduct of air power seminars and round tables, management of the APDC internet website and publications program, administration of the annual CAF Essay Competition and production of CAF's Reading List. As part of the engagement strategy, this section will also manage the APDC's relationship with relevant defence and security 'think tanks' and other elements of the Department of Defence. The Engagement section will also administer the CAF Fellowship Program.

Strategy

The Strategy section will monitor developments in air power strategy and employment and analyse their impact on RAAF concepts of operations. It will interact with AFHQ, HQAC and DSTO at the appropriate level to align the development process of air power strategy with the RAAF's strategic intent and operational employment of air power. The section will also produce

papers, monographs and books, and provide lectures and presentations, as required to promote the awareness of current and future air power issues in Australia and overseas. The section has the responsibility for the academic supervision of the CAF Fellowship Program.

Development

This section will produce air power analyses and assessments about current and future air power issues. These assessments will form the basis for recommendations that can be used to guide the development of the future Air Force.

Doctrine

The Doctrine section will develop philosophical doctrine and CAF Handbooks through the synthesis of historical analysis, current practice, and the results of experimentation with new concepts. It will coordinate Air Force input to joint doctrine ensuring a coherent and collective Air Force position is effectively integrated into the joint doctrine development process. It will oversee the Air Force doctrine hierarchy by chairing the Air Power Doctrine Working Group and maintain appropriate representation on joint doctrine forums.

Education

The Education section will manage the planning and delivery of APDC's air power education program and manage APDC's input and advice to the air power components of PMET. This section will monitor and evaluate air power education across Air Force and also develop education tools to assist in the delivery of air power education and training across the RAAF and wider ADF.

Office of Air Force History

The Office of Air Force History, led by the RAAF Historian, will conduct historical research and analysis relevant to the current and planned Air Force, provide specialist advice on the historical development of air power in the Australian context and contribute to the review and development of doctrine. The section will also be responsible for the legislative requirement to collect and maintain RAAF historical records. The section will manage the RAAF Heritage Awards.



Deliverables

As an active partner in guiding the RAAF into the future, the APDC is responsible for the delivery of a number of products. The sections within the APDC will focus on these deliverables in structuring their functions and will be responsible for the

quality and veracity of the outputs. The deliverables that emanate from the vision and mission and CAF's guidance and direction, and the sections within the APDC responsible for them, are as follows:

Executive

Deliverable 1: Leadership, management and direction.

Engagement

Deliverable 2: Outreach program.

Deliverable 3: Engagement program (domestic and international).

Deliverable 4: Administration and resourcing.

Strategy

Deliverable 5: Air Force air power strategy.

Deliverable 6: Chief of Air Force Fellowship Program.

Development

Deliverable 7: Applied analysis of current and future air power issues.

Deliverable 8: Contribution to national and military air power development.

Doctrine

Deliverable 9: RAAF air power doctrine enterprise management.

Deliverable 10: Air Force philosophical and executive air power doctrine.

Deliverable 11: Joint doctrine coordination for Air Force.

Education

Deliverable 12: Air power education.

Deliverable 13: Content advice on the air power elements of PMET.

Office of Air Force History

Deliverable 14: RAAF History Program.

Deliverable 15: Applied historical analysis of air power.

Goals and Objectives

From the vision, mission and roles, the APDC's goals and objectives have been derived. These goals and objectives amplify the deliverables. The deliverables, goals and objectives have a synergistic relationship: multiple objectives and goals can enable the realisation of one or multiple deliverables. Likewise, the

deliverables can contribute to each other. See Figure 3.

The annual APDC Business Plan is developed within the parameters laid out in this Strategic Plan and identifies the detailed outputs, resource implications and the measures of effectiveness of the APDC.

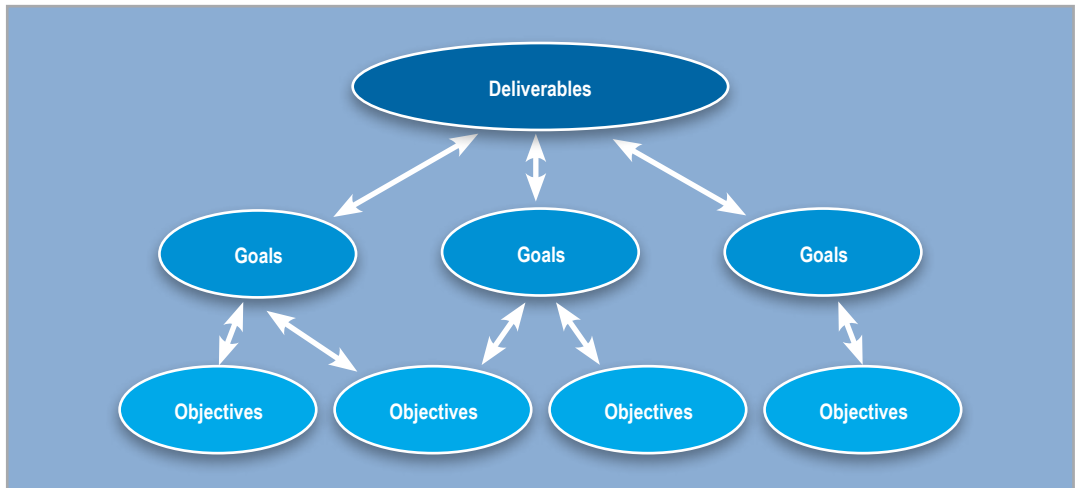


Figure 3: The relationship between deliverables, goals and objectives



Executive

The Director APDC (DAPDC) is the head of the Centre and will direct and control its activities, supported by the Deputy Directors. DAPDC is the primary adviser to CAF, DCAF, ACAUST and the RAAF Senior Leadership Team (SLT) on air

power development matters and draws upon the full APDC capacity and capability to provide this advice.

The CFLO and CAF Air Power Fellow at UNSW@ADFA contribute to the achievement of APDC goals and objectives.

Deliverables

D1. Leadership, management and direction.

Goals

- G1. Lead, manage and direct the APDC.
- G2. Provide accurate and timely advice to the senior Air Force leadership regarding the development of air power and other Air Force issues.

Objectives

- O1.1 Provide leadership and management of, and direction for, the APDC.
- O1.2 The CFLO facilitates the exchange of information between the

Canadian Forces (CF) and the RAAF in areas of mutual interest related to air power strategy, development, doctrine, concepts, experimentation, and history, and integrates into APDC activities wherever possible.

- O1.3 The CAF Air Power Fellow at the UNSW@ADFA conducts undergraduate and postgraduate education courses on air power to instil a greater understanding of air power in people undertaking tertiary courses at UNSW@ADFA.
- O2.1 Develop and maintain robust and timely communication with, and advice to, CAF, DCAF, ACAUST and the SLT on air power matters.

Engagement

The application of ADF air power requires an understanding of the intricacies of air power that goes beyond education and doctrine. The APDC will therefore promote the awareness of air power and associated issues to the wider ADF and the Australian community through the development and execution of an outreach program based on conferences/symposiums/seminars, the publications and digital media programs,

the annual CAF Essay Competition, the annual CAF's Reading List and the internet website. Additionally, a strategy for engagement with defence and strategic 'think tanks' and other elements of the Department of Defence will be developed and managed. The Engagement section will also maintain effective relationships with APDC-like organisations in the United States, United Kingdom, Canada and New Zealand, as well as build and maintain relationships with like-minded organisations in

selected NATO and Asia-Pacific nations in accordance with the RAAF International Engagement Plan. The Engagement section will administer the CAF Fellowship Program. The

Engagement section will support the APDC through the provision of business planning, resource management and office administration services.

Deliverables

- D2. Outreach program.
- D3. Engagement program (domestic and international).
- D4. Administration and resourcing.

Goals

- G3. Promote the awareness of air power in the defence of Australia and its interests, in Australia and overseas.
- G4. Maintain linkages with overseas air forces and their air power development centres.
- G5. Administer the Chief of Air Force Fellowship Program.
- G6. Provide resource management, business planning and administrative services.

Objectives

- O3.1 Develop and maintain a strategic communications plan.
- O3.2 Develop and implement an engagement strategy for the Australian Defence Organisation (ADO) and wider Australian community, with a focus on Government, strategic and defence 'think tanks', and academia.
- O3.3 Develop and implement an outreach program to promote the awareness of air power and

- associated issues to the wider ADF and the Australian community.
- O3.4 Plan, manage and conduct RAAF air power conferences, symposia and seminars.
- O3.5 Manage and maintain the APDC publications (hardcopy and digital) program.
- O3.6 Manage and maintain the APDC internet website.
- O3.7 Administer the annual CAF Essay Competition.
- O3.8 Manage the planning and production of the annual CAF's Reading List.
- O3.9 Coordinate requests for speeches (to be delivered by CAF, DCAF and ACAUST on air power or national security matters) across the APDC.
- O4.1 Develop and maintain a program of international engagement on air power matters in accordance with the RAAF International Engagement Plan.
- O5.1 Administer the Chief of Air Force Fellowship Program.
- O6.1 Provide business planning, administrative, personnel and resource management support for APDC activities.

Strategy

Air power strategy is oriented towards ensuring the optimum employment of air power assets to create an advantageous situation that will permit the achievement of national objectives. The Strategy section will monitor developments in air power strategy and employment, and analyse their impact on RAAF concepts of operations. It will interact with AFHQ, HQAC and DSTO at the appropriate level to align the development process of air

power strategy with the RAAF's strategic intent and operational employment of air power. The section will also produce papers, monographs and books as required to promote the awareness of current and future air power issues in Australia and overseas. The section has the responsibility for the academic supervision of the CAF Fellowship Program. Further, the section assists the Engagement and Education sections on an as required basis through the delivery of presentations and seminars.

Deliverables

- D5. RAAF air power strategy.
- D6. Chief of Air Force Fellowship Program.

Goals

- G7. Develop Air Force's air power strategy for the defence of Australia and its interests.
- G8. Monitor, analyse, write and present on strategic air power issues.
- G9. Provide academic supervision of the CAF Fellowship Program.

Objectives

- O7.1 Develop RAAF's air power strategy.
- O8.1 Monitor strategic air power issues.
- O8.2 Develop/produce monographs, papers and books on air power issues.
- O8.3 Contribute articles to journals and periodicals as required.
- O8.4 Provide lectures and presentations on air power issues in Australia and overseas.
- O9.1 Provide academic supervision of the CAF Fellowship Program.



Development

The APDC is the centre of expertise within the RAAF for air power issues. It is therefore required to maintain professional mastery of air power application at the strategic and operational levels. In order to provide the RAAF with appropriate inputs, the Development section will conduct analysis of current and future air power

issues, emerging joint/single Service concepts, technology and capability. Such analysis will be focussed on the integration of air power within the broader national security construct. In addition, the section will assess air power issues emanating within the RAAF in order to forecast the possible impact they may have in the future.

Deliverables

- D7. Applied analysis of current and future air power issues.
- D8. Contribution to national and military air power development.

Goals

- G10. Analyse the current and future strategic and operational environments and assess their impact on RAAF intent.
- G11. Develop a greater understanding of the employment of air power in emerging and future conflict.
- G12. Analyse emerging and future air power and joint/single Service concepts, technology and capability.
- G13. Engage with and shape the understanding of the employment of air power, current and future, across the Services and other government agencies.

Objectives

- O10.1 Review current and future air power issues.
- O10.2 Produce assessments and capability backcasting to provide the context for concept development and experimentation.
- O10.3 Research and analyse the current and future strategic environments.
- O11.1 Develop an understanding of the full use of air power across the spectrum of conflict.
- O11.2 Analyse and produce reports on selected applications of air power within the emerging military and broader national security contexts.
- O12.1 Produce analyses on emerging and future air power and joint/single Service concepts, technology and capability of relevance to the RAAF.
- O13.1 Liaise and engage with joint, RAN and Army organisations on the development of military and air power concepts.

Doctrine

The APDC manages the Air Force air power doctrine enterprise and guides and advises on air power doctrine. One of the primary ways in which it does this is through its chairmanship of the Air Power Doctrine Working Group (APDWG). The Doctrine section develops and manages the RAAF's philosophical doctrine and CAF Handbooks for Air Force. This is accomplished through capturing air power developments pertinent to RAAF doctrine, being abreast of allied doctrine developments, identifying Australian and global air power lessons that should be integrated

into Air Force doctrine, and identifying the need for and producing doctrine. The APDC plays a key role in championing air power doctrine within the Air Force and the wider ADF and in this capacity it is CAF's primary adviser on doctrine. The section coordinates Air Force input to joint doctrine ensuring standardised and holistic Air Force positions are articulated in the joint doctrine development process. It also represents Air Force on the Joint Operational Doctrine Management Group (JODMG) and supports Air Force's participation in the Joint Doctrine Steering Group (JDSG).

Deliverables

- D9. RAAF air power doctrine enterprise management.
- D10. Air Force philosophical air power doctrine and CAF Handbooks.
- D11. Joint doctrine coordination for Air Force.

Goals

- G14. Manage the RAAF air power doctrine enterprise.
- G15. Develop Air Force's philosophical air power doctrine and CAF Handbooks.
- G16. Coordinate and represent Air Force's views on joint doctrine matters.
- G17. Coordinate and represent Air Force's views on single Service and international doctrine matters.

Objectives

- O14.1 Manage the Air Force air power doctrine enterprise in accordance with DI(AF) ADMIN 5–9.
- O15.1 Develop AAP 1000 philosophical level doctrine.
- O15.2 Develop and/or coordinate AAP 1001 CAF Handbooks.
- O15.3 Communicate and promote air power doctrine.
- O16.1 Contribute to the development of joint doctrine by coordinating Air Force input thus ensuring standardised and coherent perspectives.
- O17.1 Contribute to the development of single Service and international doctrine by coordinating Air Force input.

Education

The APDC is the PMET Content Adviser for the air power elements of PMET for commissioned and non-commissioned ranks. In support of PMET, the APDC plans, manages, coordinates and conducts a range of air power courses and programs for Australian and international personnel, both commissioned and non-commissioned, wishing to understand air power to a more advanced level than PMET provides or for personnel undertaking training and education roles within relevant PMET and initial employment training (IET) structures. Additionally, the Centre also

coordinates and provides air power education support to Australian Defence College (ADC) courses and visiting international military institutions as requested.

The APDC Executive Warrant Officer (Exec WOFF) in the Education section develops and maintains robust and timely communication with, and advice to, DAPDC and WOFF-AF on air power matters as they pertain to non-commissioned personnel of the RAAF. The APDC Exec WOFF promotes the awareness of air power among non-commissioned personnel of the RAAF.

Deliverables

- D12. Air power education.
- D13. Content advice on the air power elements of PMET.

Goals

- G18. Manage and conduct air power education that complements PMET.
- G19. Provide content advice on the air power elements of PMET.
- G20. Monitor and advise on the delivery of air power education throughout the RAAF.

Objectives

- O18.1 Manage, plan and conduct air power education courses and programs.
- O18.2 Develop a suite of air power education courses to complement PMET.

- O18.3 Manage, plan and conduct the Air Power Education Refresher Seminar (APERS) for PMET and IET trainers and educators.
- O18.4 Manage APDC's involvement in ADC course programs, especially the Air Force single Service component of the Australian Command and Staff College (ACSC).
- O19.1 Provide air power content advice to Air Force PMET in accordance with DI(AF) PERS 33-9.
- O19.2 Develop tools and resources to assist in the delivery of PMET air power education.
- O20.1 Monitor the delivery of air power education throughout the RAAF by developing and executing an evaluation program.

Office of Air Force History

The Office of Air Force History (OAFH) is the source of authoritative information on the air dimension of Australia's military history, including both the Australian Flying Corps (AFC) and the RAAF. It manages the Air Force History Program, including the retention of all RAAF

historical records. As the subject matter experts on air power history, the OAFH informs the current and future RAAF. The office has many varied customers: it regularly engages with people in Air Force, Defence and other institutions, as well as with veterans and members of the public. OAFH promotes the future through the study of the past.

Deliverables

- D14. RAAF History Program.
- D15. Applied historical analysis of Australian air power.

Goals

- G21. Manage the Air Force History Program.
- G22. Provide subject matter expert advice on Australian air power history.
- G23. Promote RAAF customs, traditions and values through history.

Objectives

- O21.1 Sponsor the policy (DI(AF) ADMIN 8-7) for the collection and retention of Air Force historical records within Air Force and Defence to meet legislative requirements (as per various pieces of Commonwealth legislation).
- O21.2 Maintain RAAF historical records, histories, publications and studies for use within Air Force, Defence and Veterans' Affairs.
- O21.3 Plan, manage and conduct the RAAF oral history program.

O21.4 Administer the RAAF Heritage Awards program.

O22.1 Undertake research and analysis of particular air power themes to inform the current and future RAAF.

O22.2 Provide authoritative advice, as subject matter experts on global air power history, to Government, Defence, institutions, veterans and the public.

O22.3 Contribute to Air Force and joint doctrine development through the application of air power history.

O23.1 Promote RAAF customs, traditions and values by engaging people inside and outside Defence, using historical examples.

O23.2 Further the understanding of Australian air power history by engaging with people within the RAAF, Defence, institutions, veterans and the public.

O23.3 Plan, manage and approve OAFH publications.

APDC Behaviours

The nature of work being conducted at the APDC is unlike that of most military organisations. The following behaviours are especially relevant to the work done at the APDC in performing a unique role for the RAAF. These are not exhaustive but indicative and are meant to supplement the Air Force Values.

- **Attitude.** The type of work offered by the APDC necessitates professional staff who are strategic yet practical thinkers, positive in outlook, proactive, energetic and self-disciplined by nature. Such people will thrive at the APDC. They will have the opportunity to make a significant contribution to the RAAF, and will enjoy and be acknowledged for doing so.
- **Outcomes.** The APDC will be measured by how well its people engage with, and influence, the community.
- **Intellectual rigour.** Work at the APDC goes far beyond what is normal in staff positions. Every member should think about the area of research, understand it, explore the relationship it has with other areas and identify the problems associated with it before any report can be initiated.
- **Learning.** Every analysis is a learning experience. Look for and embrace new ideas and research all such ideas in depth to satisfy yourself and the larger need to have rigour in the final analysis. Be open to other views and welcome constructive criticism of all your work from all corners. Be flexible enough to understand and accept that you may have been wrong and absorb better ideas and arguments to improve your own thought process. Avoid dogmatism at all times. Be practical.



- **Cooperation.** Everyone has at least partial ownership of all the outputs from the APDC. Whoever has the lead in a particular project must know that all the answers do not lie within one person, and the others must cooperate to ensure that timelines are met and that the products of the APDC stand up to any kind of scrutiny. Interact and communicate at all levels.
- **Respect.** Concentrate on others' opinions and value the distinctive points that they have to put forward, whether you agree with them or not. It is possible to disagree with a viewpoint and yet learn from it. Be a devil's advocate with your own work and ideas. Strive to inculcate individual thinking within yourself and in others—think outside the box.
- **Integrity.** Plagiarism is NOT acceptable, whether in published work or in reports. Give credit where credit is due. Integrity of the APDC's work is the cornerstone of its reputation.
- **Productivity.** The work of the APDC is such that time can easily be filled by attending meetings, discussions, commenting on external papers, etc. There is an imperative to ensure that agreed work and outputs from the APDC are appropriately prioritised, planned, conducted and produced leveraging the benefits and limitations of a small yet integrated workforce with minimal duplication in a timely manner. These will be given the priority they deserve.



