Chapter 2. SGB POLICY FRAMEWORK

2.1 Introduction
This section details the framework of operational policies that the SGB has authorised the CFMG, RIGs and CoPs to implement. Implementation actions are detailed in the following Parts of this Manual.

2.2 Strategic Context
ATDP is the training and development stream for VC/ESO advocates that complements the key strategies DVA is implementing within its Veteran-Centric Reform* Program.

* See ‘DVA Towards 2020’.

2.3 Purpose
The purpose of the policy framework is to ensure national consistency, quality assurance and good governance are, as appropriate, achieved by or contributed to by all engaged in implementing ATDP.

The framework:

- specifies the policy areas in which national consistency is to be achieved, and
- identifies the nationally consistent implementation outcomes to be achieved.

2.4 Principles
To the maximum extent practicable:

- operational policy is to be implemented organically within a network organisational structure,
- volunteer culture is to be respected through organic organisational structures within RIG and CoP,
- implementation of ATDP is to be focused at the CoP level,
- responsibility for implementation is devolved from the governance to the operational tiers, and
- limited only by the following policy boundaries, RIG and CoP have the flexibility to meet local conditions.

2.5 National Consistency
National consistency applies to the following policy areas:

- compliance with 10620NAT Units of Competency,
- attainment of the ATDP Vision (Blueprint, Section 2),
- implementation of ATDP,
- good governance practice, and
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• quality assured delivery of advocacy services.

2.6 Systems Approach
ATDP is to be operationalised as a training and development system that is embedded in an advocacy service delivery system. CFMG and RIG Members and CoP Mentors are responsible for:

• identifying the elements and interconnections, and
• ensuring the links and connections function effectively and efficiently in day-to-day operations.

2.7 Implementation Responsibilities
The activities and responsibilities for activities that are governed by national consistency policy are identified below.

2.7.1 CFMG Chair
The CFMG Chair is responsible to the SGB for:

• development and implementation by RIG and CoP of nationally consistency practices and standards, and
• nationally consistent good governance* at the CFMG, RIG and CoP tiers of ATDP.
* See the Glossary for the definition of ‘good governance’.

2.7.2 National Training Manager
The NTM is responsible to the RTO for:

• the nationally consistent implementation of 10620NAT Course in Military Advocacy, and
• candidates’ training and development to ASQA certification requirements and standards.

2.7.3 Regional Managers
RMs are responsible to the CFMG Chair for nationally consistent operationalisation of ATDP policy within their Region.

2.7.4 Duties of RIG Members
Each RM is responsible to the CFMG Chair for:

• the nomination of RIG members to Task Groups, and
• their nominees’ effective contribution to nationally consistent operationalisation of ATDP policy by their RIG and the CoP in their Region.
2.7.5 Task Groups
Consistent with this Policy Framework and subject to change should other needs emerge during implementation, Task Groups are:

- to comprise one member from each RIG,
- to be coordinated by a CFMG member, and

are responsible directly to:

- the CFMG Chair for defining and keeping current operational procedures on, and
- their RM’s for supporting implementation of ATDP operational procedures on:
  - ESO Executive Liaison
  - CoP Formation and Operation
  - Communication
  - Quality Assurance
  - Training Demand Management
  - Mentoring
  - Continuous Professional Development (CPD)
  - Business Plan-Project Management
  - Financial Management
  - Assets Registration and Distribution
  - IT Specification and Replacement
  - Policy & Procedures Manual

2.7.6 Learning Facilitation
The NTM is responsible for the identification, training, assessment, assignment, performance monitoring and professional development of experienced and certified advocates to:

- facilitate consolidation courses, and
- workplace assessment.

2.7.7 Workplace Assessor
Workplace Assessors:

- act within the RTO’s registration by ASQA to deliver 10620NAT Course in Military Advocacy, and
- are responsible to the RTO for the integrity of assessment of a candidate’s competency.
2.7.8 Certification of Learning Facilitators and Workplace Assessors
In the first instance ideally but as soon as practicable mandatorily, learning facilitators and workplace assessors will be trained to Certificate IV in TAE 40110 or the successor standard.

2.7.9 Mentoring
Experienced and certified advocates who mentor are to complete formal training in ATDP mentoring and during their practice are to participate in a program of support by a more experienced mentor.
2.7.10 Regional Mentor
Regional Mentors are responsible to the NTM through their RM for:

- creation and facilitation of the effective operation of Communities of Practice by Workplace Mentors,
- formation within CoP of Mentoring Teams,
- mentoring and assuring the quality of mentoring services delivered by CoP Mentors, and
- assuring the quality and continuing improvement of advocacy services delivered to DVA clients by advocates.

2.7.11 CoP Mentor
CoP Mentors are responsible to their Regional Mentor for:

- creating and leading their Community of Practice,
- mentoring and supporting Workplace Mentors in constituent VC/ESOs,
- identifying the broad learning and professional development needs of advocates in constituent VC/ESOs,
- monitoring the quality of advocacy services delivered by VC/ESO advocates,
- organising/coordinating/conducting learning and professional development activities for Workplace Mentors and/or advocates in constituent VC/ESOs, and
- reporting intractable performance and/or service shortfalls to VC/ESO Executives and the Regional Mentor.

2.7.12 Workplace Mentor
Workplace Mentors are responsible to their Regional Mentor through their CoP mentor for:

- creating and the effective operation of Communities of Practice,
- encouraging and assisting:
  - VC/ESO advocates to participate actively in a CoP, and
  - their VC/ESO to support formation and support of CoP;
- facilitating learning and development of a learning culture within the VC/ESO workplace;
- supporting the delivery of advocacy services by advocates in their CoP/VC/ESO; and
- monitoring the quality of advocacy outcomes within their CoP/VC/ESO, and discussing identified service delivery shortfalls with their Regional Mentor.
2.7.13 Community of Practice
Each CoP is to:

- be led by a Team of Workplace Mentors comprising a mentor from each stream of practice,
- encourage a learning environment,
- facilitate development of a learning culture within the CoP/VC/ESO workplace through the regular sharing of advocacy experiences, and
- be coordinated operationally by a CoP Coordinator.

2.7.14 Mentor Team
Each CoP Mentor Team is responsible to their Regional Mentor for ensuring the CoP comprises advocates from as diverse a range of ESO as is practicable.

2.7.15 Continuing Professional Development
Each practicing advocate is responsible to a CoP/VC/ESO Workplace Mentor for their active engagement in a program of continuing professional development.

2.7.16 Delivery of Advocacy Services
CoP Mentors are responsible to their Regional Mentor for:

- monitoring the delivery of advocacy services by the advocates in their CoP/VC/ESO,
- mentoring those advocates whose advocacy services are sub-optimal, and
- reporting intractable short-comings to the advocate’s VC/ESO and to their Regional Mentor.

2.7.17 Culture Change
ATDP is to include an active culture change program the objective of which is development of:

- an advocacy ethos grounded in professionalism,
- an individual and institutional culture focused on continuously improving advocacy services to DVA clients, and
- a robust partnership between advocates, VC/ESO, RC/MRCC Delegates and DVA, VRB, AAT and Defence.

2.7.18 Quality Assurance
The CFMG QA Task Group leader is responsible to CFMG Chair for:

- defining the elements of,
- integrating 10620NAT into, and
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- managing inter-actions between the elements of a comprehensive quality assurance system to ensure the delivery by advocates of quality advocacy services.

2.7.19 Implementation Management
RMs acting together are responsible to the CFMG Chair for management of ATDP implementation using project management practices.

2.7.20 Business Plan and Budget
RMs are responsible to the CFMG Chair for development of a fully-costed, annual CFMG Business Plan and Budget for their RIG for the next financial year to be presented to the Chair at its last meeting in each calendar year.

2.7.21 Succession
To ensure good governance and the continuing invigoration of ATDP through the orderly retirement and replacement of members:

- the CFMG Chair is responsible for CFMG succession,
- RMs are responsible to the CFMG Chair for RIG succession,
- CoP Mentors are responsible to Regional Mentors for CoP succession and
- Workplace Mentors are responsible to CoP Mentors for their succession.