Chapter 7. GLOSSARY AND EXPLANATION OF COMMONLY USED ATDP TERMS

Introduction
To promote national consistency, this glossary defines the terms that Members are most likely to use.

Terms
10620NAT Course in Military Advocacy means

Accountability means the obligation of an individual Member, Tier or ATDP as a whole to accept responsibility for activities, account for them, and to disclose the deliberations, intent and results transparently.

Accreditation means the formal advice by ASQA that 10620NAT Course in Military Advocacy complies with National Skills Quality standards.

Accredited Military Advocate means the Advocate has been assessed at an identified level and in a specific stream of practice as meeting the VET competency standards embedded in 10620NAT Course in Military Advocacy.

Activity means the actions or processes (to be) taken to achieve the intended outputs and outcomes.

Administration means the systematic arrangement and use of resources to achieve results. ATDP administration is more akin to public than business administration. Its intent is the implementation of Government veterans’ affairs policy by engaging with VC/ESOs to delivery high quality advocacy services to DVA clients (veterans and their dependents). ATDP administration will therefore integrate VC/ESO and DVA-ATDP resources to facilitate Veteran-Centric Reform.

Andragogy means the ‘art and science of helping adults learn’. Adults need to understand the value of, that is to say, why they should learn something. Once the purpose of the learning is clear, adults learn best if the process:

- nurtures self-motivation,
- encourages self-direction,
- facilitates self-management, and
- relies on strong, underlying independence.

Appropriation means the appropriation allocated to DVA in the Annual Budget for expenditure on identified programs.

Assessment means the process by which a person who holds

Authority means the power inherent in a position, function, or task that is intended to enable its holder to successfully carry out identified responsibilities. The military
meaning of authority (right to give orders, make decisions, and enforce obedience) is not appropriate to ATDP. As most ATDP Members are volunteers those assigned authority will therefore work with Members so that volunteers want the results that will attain the ATDP Vision. Authority in ATDP is therefore not 'positional'. Rather it relies on the ability to influence and enthuse. That is, it rests on moral and intellectual ('natural') authority: personal qualities and inter-personal skills, and the respect and trust these elicit in volunteers.

**Authorisation** means a VC/ESO’s written advice to an Advocate after accreditation that he/she is authorised to deliver on behalf of the VC/ESO the advocacy services related to the certification.

**Board** means the Tier responsible for defining ATDP’s strategic goals and direction, and for ‘governing’. The SGB has a mixture of quasi-corporate and not-for-profit characteristics. It is responsible to the Minister through the Secretary for the efficient and effective use of Commonwealth resources allocated to ATDP. It must therefore monitor performance and ensure compliance with relevant legislation, regulations, policy and instructions. The Board’s ability to ensure performance and compliance are limited by the constraints on its governance function. These relate to volunteer membership, reliance on consensual engagement, disparate interests and motivations across the VC/ESO community, and inability to control resources other than those appropriated by the Commonwealth.

**Business Plan** means a document prepared annually by the CFMG from inputs from Regional Implementation Groups that, to advance the goals in the ATDP Strategic Plan, identifies the results and milestones to be achieved that year, the person(s) responsible for action/oversight, resources allocated, and key performance indicators.

**Capability Framework Management Group** means the ATDP Tier with the roles and responsibilities identified in the Blueprint.

**Capital** means primarily ATDP’s human resources and the way in which they may be motivated and engaged to achieve ATDP goals.

**Candidate** means a person who:

- has been assessed by a VC/ESO as suitable for training and development through 10620NAT Course in Military Advocacy, and
- is undertaking the program of on-line learning, mentoring and on-the-job training leading to consolidation training and assessment of competency.

**Communication Strategy** means the document that expresses the goals and methods of ATDP’s outreach activities, including what information ATDP wishes to share with its constituency, and who is its constituency.

**Community of Practice** means a group of wellbeing and compensation advocates who interact regularly to provide mutual professional support and to learn how to improve their advocacy practice. A CoP:

- will comprise multiple ESO (not just multiple (sub-) branches of a single ESO);
may have either/both a physical and/or virtual presence;
may or may not have an identified geographic boundary; and
are:
  o organic,
  o holistic,
  o self-organising, and
  o self-governing.

Coordination means the synchronisation and integration of activities, responsibilities, and structures so that ATDP resources are used efficiently and effectively to achieve objectives.

Consolidation Training means

Defence Family means serving or ex-members of the ADF and eligible dependants.

Delegation means the assignment of responsibility to another person to carry out an activity. In a primarily volunteer ATDP, formal delegation will be governed by the structure (see below). As a largely volunteer organisation, delegation within ATDP will be possible only if the person receiving a delegation is prepared to accept the responsibility and task.

Dispute means a disagreement or argument that has arisen between a Member, or Members, and the broader ATDP membership or stakeholders.

Engagement means ensuring that those who will be affected by a decision participate fully in the decision-making process. This means informing ATDP Members and VC/ESO partners of the issues, consulting them so that they are able advance their interests, and ensuring they have the opportunity to facilitate the decision.

Equity means the quality of being fair and impartial.

Ethos means the motivating and mobilising spirit within the ATDP-VC/ESO partnership that is manifested as shared professional attitudes and aspirations.

Facilitating Learning means

Function means the purpose or activity for which an ATDP Tier, or Member of a Tier, is suited and may be or is engaged in.

Goal means the strategic-level results that ATDP aims to achieve. ATDP’s goals flow directly from its ‘vision’.

Governance means the collective decision-making that is entered into voluntarily by the ATDP Members and VC/ESO partners whose activities are affected by the SGB’s decisions. By their participation in governance ATDP Members and VC/ESO partners jointly shape the future in ways that suit their shared values, perceptions and needs.

Good Governance means ensuring that decision making is ‘accountable’ and ‘transparent’.
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- Good accountability means it possible for those being governed to ensure that what they are doing is what their constituency wants while simultaneously being involved on behalf of the ex-service constituency.
- Good transparency means that those being ‘governed’ are clear how the decisions that affect them are being made, and what evidence and justifications have been used to inform the decision-making process.

**Grievance** means a real or imagined cause for complaint; a feeling of resentment over something believed to be wrong or unfair.

**Holistic** in the ATDP context means exercising control over the operational activities of a Tier. Holism might be assumed as contrary to good governance; however, the two are not mutually exclusive. Good governance in a holistic operational environment necessitates:
- a shared vision,
- clear policy guidance,
- a strongly networked structure, and
- active networking.

**Impact** means the intermediate to long-term outcomes achieved by an ATDP activity, policy or procedure.

**Indemnification** means the formal indemnification by VITA or another insurer of an accredited and authorised Advocate against professional negligence.

**Indicator** means the measurable markers that provide evidence whether the intent, output or outcome of an activity, policy or process is being achieved.

**Initiative** means the personal ability, opportunity and authority to assess and initiate action independently of being formally tasked. The harnessing of initiative requires a shared vision, mutually agreed goals, trust, networked communication, transparency, and negotiation to optimise efficient and effective application of resources.

**Inputs** means the resources applied in the program or its constituent members.

**Integrity** means the quality of being honest and having strong moral principles.

**Leader’s role** means the SGB and CFMG Chairs and Regional Managers lead effectively by:
- building a strong team;
- ensuring Members play a full and constructive part in all deliberations;
- promoting the highest reasonable performance, standards of integrity and probity;
- ensuring the good governance of their Tier;
- as relevant, developing, coordinating and/or implementing strategies, policies and procedures that guide ATDP governance, management and administration;
- planning and conducting meetings effectively;
ensuring decisions reflect a fair consensus and are in ATDP’s best interests;
• reviewing performance regularly and forthrightly; and
• representing objectively stakeholder’s interests, resource needs and challenges.

Leadership in the ATDP context means ‘transformational leadership’. It involves fostering an inspiring vision of the future, and then mobilising, motivating and engaging with ATDP Members and VC/ESO partners to collaborate to achieve that shared vision.

Management means the process of securing and applying resources to achieve ATDP’s goals. As discussed in ‘authority’ and ‘board’ above, because of ATDP’s mostly volunteer constituency, a manager’s ability to ‘control’ is severely constrained. ATDP is therefore best managed by shared responsibility and actions. This suggests:

• volunteers applying their human capital for the benefit of the veteran community,
• network rather than hierarchical structure, and
• organic rather than mechanistic implementation models.

Management Tasks means the following five tasks:

• setting objectives and identifying what work needs to be done
• organising work into manageable activities and negotiating with those best able to do it
• communicating and motivating so as to create a team
• negotiating targets, identifying measures; analysing, appraising and interpreting performance
• developing ATDP’s most important asset - its volunteers.

Objective means the result that ATDP intends to achieve within a specified time frame applying identified resources. ATDP Objectives are more specific and easier to measure than its goals.

Organic means (flexible and having a flat structure)

Organisation means ATDP as an entity with a collective goal and links to its external environment.

Output means the direct product or service resulting from activities, which is typically represented numerically.

Outcome means the way in which actions turn out; the consequence of activities; in the context of culture change, it means the changes in attitudes, values, behaviours and conditions expected/achieved by an activity.

Power means the capacity to motivate others to think and/or act in a certain way. Progress within ATDP’s Tiers relies on volunteers completing necessary work. Within ATDP, power can only be conferred consensually. Accordingly, positional power can only be exercised on the willing acceptance of volunteers.
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**Practice** *means* the practical application of values, knowledge, skills and methods to achieve at the professional standard the intended outcome for the DVA client.

**Presenting** *means* the process of teaching information (pedagogy) that underpinned TIP training.

**Probity** *means* that a decision was reached or an activity undertaken in a manner that was transparent, fair, equitable, defensible and accountable.

**Profession** *means* accredited military advocates as a recognised and disciplined group of individuals who adhere to ethical standards, possess specific knowledge and skills derived from education and training at a high level, and apply their knowledge and exercise their skills in the interest of others.

**Professional (advocate)** *means* an accredited member of the military advocacy profession, that is governed by a code of ethics, is committed to competence, altruism, integrity and morality, ensuring DVA clients’ receive their full individual entitlements, DVA clients’ well-being, veteran-centric reform, and being accountable to those supported and the Government.

**Professionalism** *means* that an accredited advocate is personally committed to the standards, values and beliefs of the profession of military advocacy and, as a result, in his/her own conduct upholds the principles, ethics and conventions of the profession as a way of practice.

**Professionalisation** *means* the pattern of how military advocacy develops as a profession, as well as the process by which each advocate becomes more professional.

**Resource** *means* the materials, human capital, knowledge, energy, services, and funds that ATDP applies to ensure its objectives are met.

**Result** *means* what the application of ATDP’s resources is intended to achieve.

**Role** *means* the function performed by an ATDP Member in an identified situation.

**Self-governing** *means* having the ability and authority to take decisions and adapt readily to changing demands.

**Self-organising** *means* a group of strongly self-motivated individuals who work collaboratively to achieve an identified and shared goal and adapt their structure readily as the operational environment changes.

**Standards** *means* the criteria and benchmarks set by ASQA and within the training and development, CPD and service delivery systems, and monitored and regulated by the QA system, ensure ATDP materials and training and development services and systems, and advocacy services, are well-governed, effective and efficient, reliable and nationally consistent.

**Strategy** *means* how ATDP resources are to be employed to achieve results in pursuit to its Vision.
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Strategic Governance Board means the Tier responsible for defining ATDP’s strategic goals and direction, and for governing. The SGB has a mixture of quasi-corporate and not-for-profit characteristics. It is responsible to the Minister through the Secretary for the efficient and effective use of Commonwealth resources allocated to ATDP. It must therefore monitor performance and ensure compliance with relevant legislation, regulations and policy. But, its ability to ensure performance and compliance are limited by practical constraints on its governance function. These relate to volunteer membership, reliance on consensual engagement, disparate interests and motivations across the ex-service community, and inability to control resources other than those appropriated by the Commonwealth.

Structure means the physical arrangement of and functional relationships between the ATDP Tiers.

Task means a specific piece of work assigned to or voluntarily undertaken by an ATDP Member pursuant to a result.

Transparency means openness, communication, and accountability. In practical terms, it is operating in such a way that it is easy for others to see what and why decisions have been made, actions performed and outcomes accounted for.

Values means the principles that guide, and standards of behaviour that are held by an ATDP Member or VC/ESO partner or other stakeholder. Values are grounded in a person’s judgement about what is important in life.

Vision means a clear, comprehensive mental image of ATDP at an identified point in the future. It provides inspiration and direction because it describes what ATDP needs to look and feel like to be successful in the future.

Vision Statement in the ATDP context means a ‘picture in words’ of what military advocacy needs to be to achieve the ‘best’ outcome for each DVA client. It is therefore a statement of the ‘professional ideal’ that military advocacy aspires to achieve.

Volunteerism means the act of contributing time and effort of one’s own free will for the broader benefit of defence family. It is one of society’s most vital assets, promoting collaborative implementation and effective investment of human capital.

Wellbeing means a state of being in which the individual realise his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to her or his community. It is a complex combination of physical, mental, emotional and social health factors (after World Health Organisation and Victoria Health).

Welfare means the state of being in which the individual has a minimal level of well-being and social support for their basic needs.

Wellness means a state of being beyond the absence of illness. As a process it aims to optimise the individual’s well-being.