Chapter 3. CFMG Roles and Tasks

3.1 Introduction
This chapter supplements the descriptions of CFMG roles and tasks in the ATDP Blueprint on the basis of implementation experience since the group first met in April 2016.

The chapter is supported by the:
- CFMG Terms of Reference (ToR), a copy of which is at Annex A
- CFMG Chair Duty Statement, a copy of which is at Annex B
- National Training Manager Duty Statement, a copy of which is at Annex C
- Regional Manager Duty Statement, a copy of which is at Annex D
- CFMG Member Duty Statement, a copy of which is at Annex E

3.2 Purpose of CFMG
The CFMG is a national-level governance tier with responsibility for development, transition to, and delivery of the national capability framework.

3.3 Capability Framework
The capability framework comprises:
- 10620NAT Course in Military Advocacy (see Library 3, Chapter 3), including completion of:
  - on-line learning through DVATrain
  - mentoring
  - on-the-job-training (OJT)
  - consolidation course
  - assessment of competency (performed under the direction of the RTO)
  - award of a discipline and level-specific Statement of Attainment (SoA)
- post-accreditation continuing professional development (CPD, see Library 3, Chapter 11) including:
  - self-directed program of professional reading
  - accrual of CPD points
  - support by a mentor
- Quality Assurance System (see Library 3, Chapter 15)
- operational management system

3.4 Operational Management System
The operational management system:
- is a ‘flat’ national structure comprising:
  - CFMG and RIG Members
  - CoP and VC/ESO Workplace Mentors
is responsible for ensuring:
° national consistency and quality of advocacy training
° the quality of advocacy services delivered by accredited advocates
° good operational governance
° coordination of Task Group activities (Library 4, Chapter 5)
° liaison with CoP Coordinators and VC/ESO Executives

3.5 Management System
As members of a national-level group, CFMG Members achieve national outcomes in a ‘flat’, heavily networked management structure. Effective and efficient achievement of outcomes depends on each Member being self-directed and taking the initiative in collaboration with other CFMG and RIG Members to achieve identified outcomes.

3.6 Members’ Responsibilities
CFMG Members’ roles and tasks are outlined in the guidelines at Annex B. This Policy and Procedures Manual identifies the boundaries within which each CFMG Member is empowered to use their initiative to achieve outcomes.

Annexes:
A. CFMG Terms of Reference
B. Duty Statement - CFMG Chair
C. National Training Manager
D. Duty Statement - Regional Manager
E. Duty Statement - CFMG Member
CFMG Terms of Reference

1. Introduction
   1.1 These ToR set out the objectives, responsibilities, accountabilities and operating principles of the Capability Framework Management Group (CFMG).
   1.2 The CFMG exercises national-level governance and management of ATDP. It is responsible for implementation of the Capability Framework, promulgation of national policy and procedures, support of Communities of Practice, operation of the Quality Assurance system, Continuing Professional Development and culture change.

2. Objectives
   2.1 The CFMG will plan and deliver the strategic objectives and goals set by the Strategic Governance Board (SGB) for learning and development, good operational level governance, quality assurance and service delivery.
   2.2 In conjunction with the RTO, the CMFG will ensure that implementation and on-going management of 10620NAT Course in Military Advocacy prepares Wellbeing and Compensation Advocates to deliver nationally consistent, high quality advocacy services.
   2.3 The CMFG will develop collaboratively with RIB Members through Regional Managers, and promulgate the national policy and procedures that Regional Implementation Groups (RIG) will implement within defined geographic areas.
   2.4 The CMFG will monitor RIG activities and outcomes, and develop achievable remedies for shortfalls collaboratively with Regional Managers.

3. Responsibilities
   3.1 The CFMG is responsible for the implementation of all aspects of ATDP including national consistency, good governance at the operational level, the Capability Framework, support of learning and development pathways, post-accreditation continuing professional development, quality assurance and culture change.
   3.2 Specific responsibilities include:
      3.2.1 Nominate Subject Matter Experts (SME). The NTM will assess the competency of experienced advocates and learning facilitators and schedule appropriate personnel as SME.
      3.2.2 Nominate Trainers and Assessors. The NTM will assess the competency of advocates and facilitators who have completed the Enterprise Training Delivery and Workplace Assessor Skills Sets and schedule personnel to conduct Consolidation Courses and Workplace Assessments.
3.2.3 Develop, Monitor and Refine 10620NAT Course Materials. The NTM, in conjunction with the RTO, and supported by members of the National Training Team will:

a. Continually review the requirements, roles, responsibilities, development levels and learning pathways for advocates and facilitators;

b. Maintain nationally-consistent learning tools and ensure their compliance with ASQA standards and the competencies specified in 10620NAT Course in Military Advocacy, including:
   i. On-the-job training;
   ii. Mentoring;
   iii. Formal (e-learning/classroom) training; and
   iv. Enterprise Training Delivery and Workplace Assessor Skills Sets training;

c. Issue invitations for attendance at and schedule delivery of Consolidation Courses and Competency Assessment of candidates that have completed a learning and development pathway;

d. Identify, develop and provide on-going support for mentors and on-the-job service providers;

e. Develop, implement, and support a mentor-guided program of continuing professional development for accredited advocates;

3.2.4 Establish and manage a learning and development support system encompassing the RIG and CoP, VC/ESO and other stakeholders;

3.2.5 Validate VC and ESO demands for enrolment of candidates into the learning and development pathways, and forward findings to the CFMG for consideration against national demand analysis;

3.2.6 Collate feedback from RIG and manage the quality assurance system;

3.2.7 Promulgate a code of ethics for CFMG-RIG-CoP Members and accredited advocates to ensure consistency in professional conduct and links to the continued authorisation by VC/ESOs of accredited advocates;

3.2.8 Promulgate and take action to ensure the currency of a national Advocacy Register;

3.2.9 Collate inputs from RIG and prepare an annual costed business plan for endorsement by the SGB;

3.2.10 Escalate any exceptional issues to the SGB for decisions as necessary;

3.2.11 Report to the SGB at agreed milestones on progress with implementation of the learning and development path ways, continuing professional, quality assurance, and culture change; and

3.2.12 Ensure the efficient use of resources in undertaking these tasks.

3.3 In fulfilling its responsibilities the CFMG will develop a detailed annual implementation plan for endorsement by the SGB. The plan will outline the implementation activities and timeframe for the CFMG’s responsibilities.
4. Accountability
4.1. The CFMG is accountable, through the Chair, to the SGB for achieving the objectives set out in Section 2 above and delivering the responsibilities detailed in Section 3.

5. Membership
5.1. Membership will comprise:
   a. Six senior VC/ESO members with appropriate experience, skills and qualifications, in accordance with those listed in the duty statement;
   b. The Regional Managers;
   c. VITA Chair or nominee;
   d. One DVA representative; and
   e. One ADF or Defence representative.

5.2. Members are appointed by the SGB for up to two years (one year plus a possible extension of one year). A succession plan will provide for 1/3 of members to rotate each year, ensuring that all members do not change at the same time. A Member may seek re-appointment by Expression of Interest in competition with other candidates.

5.3. In the Chair’s absence the Deputy Chair will act as Chair.

5.4. In the National Training Manager’s absence the Deputy National Training Manager will undertake the National Training Manager’s duties.

6. Creation of Advisory Committees, Working Groups, Expert Panels and Subject Matter Experts
6.1. The CFMG will appoint Members or suitability qualified and experienced SME to lead and coordinate the activities of Task Groups comprising a Member from each RIG.

6.2. The NTM will appoint Subject Matter Experts (SME) to facilitate learning and development activities.

6.3. The CFMG may form Sub-Committees, Working Groups, Expert Panels or technical advisers to achieve its objectives and responsibilities.

6.4. The CFMG Chair remains accountable for achievement of the CFMG’s objectives and responsibilities regardless of any Sub-Committee, Working Group or Expert Panel formed, or technical adviser appointed.

6.5. Where financial implications are associated with the formation or operation of any Sub-Committees, Working Groups, Expert Panels, technical advisers or SME, prior endorsement by the SGB is required.

7. Reporting and Communication
7.1. The CFMG Chair and the National Training Manager are full members of the SGB. The CFMG Chair and NTM are responsible for reporting to and from the SGB, to ensure that:
8.1.1 the Board has the necessary information to make informed strategic decisions; and

8.1.2 the Board’s strategic direction is understood and reflected in the development and implementation of ATDP

7.2. The CFMG is responsible for:

8.2.1 providing forecasting data and reporting to support strategic, national management and operational decision making, and

8.2.2 ensuring clear and regular communication so CoP, VC, ESOs, mentors and advocates and have the information required to ensure national consistency and to facilitate professional advocacy services and continuous improvement.

7.3. The CFMG Chair and NTM will provide progress reports to each meeting of the SGB, or more frequently if requested by the SGB Chair.

7.4. Any Sub-Committees, Working Groups, Expert Panels, Task Groups or technical advisers established by the CFMG will report only to the CFMG.

9 Administration and Operation

9.1 Secretariat:

9.1.1 The Department of Veterans’ Affairs will provide secretariat support, including:

a. booking facilities for CFMG meetings;

b. arranging travel and accommodation for members as required;

c. collation and distribution of meeting papers at least (5) working days prior to the meetings;

9.2 Papers being tabled for consideration by the CFMG are to be submitted to the CFMG Chair ten (10) working days prior to the scheduled meeting date, unless otherwise agreed by the Chair.

9.3 Following each meeting, the Secretariat will prepare Minutes of the meeting, which will include the rationale for resolutions, the resolutions made, the agreed actions and timings, and intended progression of matters not finalised at the meeting.

9.3.1 The Secretariat will circulate the draft Minutes to Members within five working days.

9.3.2 Members are to forward their comments to the CFMG Chair, cc the Secretariat, within five working days.

9.3.3 The Secretariat will finalise the Minutes within five working days and forward to all Members.

9.3.4 The Secretariat will hold a copy of the finalised Minutes for attachment to the Agenda for the following meeting.

9.4 The Secretariat will circulate a copy of the finalised Minutes to the SGB for information.
9.5 Minutes will set out the rationale for and resolutions made, and the intended timing for deliberations on matters not finalised at the meeting. The draft minutes will then be circulated to Members for comment/finalisation.

10. Meetings

10.1 The CFMG will meet quarterly, or at key milestone activity dates as agreed by the SGB.
10.2 Meetings can be held in person or by tele/video conference.
10.3 A quorum will comprise 50 percent or more members and must include the Chair and National Training Manager (or their deputies if the primary office-holder is absent).
10.4 With the advice of the NTM and Secretariat as necessary, the Chair will ensure that the business of each meeting is sequenced to place the most important and most urgent issues at the top of the agenda. Issues for resolution will be given priority over issues for discussion. To avoid unnecessarily prolonged meetings, information papers will be circulated to Members out-of-session.
10.5 Members will conduct themselves with integrity, diligence, timeliness and transparency and in accordance with the Code of Conduct.
10.6 Members will respect the views of other Members and be willing to consider others' ideas on their merits.
10.7 Members are to notify the Secretariat of their intended absence as soon as they know they are unable to attend any CFMG meeting.
10.8 If unable to attend a meeting Members should discuss with the Chair whether or not a proxy is required. No more than two (2) proxies should be present at any meeting. Proxy votes are treated the same as the Member's vote and Members will need to ensure their proxy is fully briefed prior to the meeting.
10.9 The Secretariat will advise the Chair before the meeting if attendance will be insufficient to ensure a quorum.
10.10 In circumstances of unavoidable absence of the Chair, the Deputy Chair will chair the meeting; however, this will not occur on more than two (2) occasions in any calendar year. In the unavoidable absences of the Chair and Deputy Chair, the meeting will be rescheduled.
10.11 Before the end of each calendar year, the Secretariat will consult with the CFMG and SGB Chairs to identify dates for meetings over the next calendar year. The Secretariat will provide these dates to Members. Members are expected to endeavour to ensure their availability to attend the meetings.

11. Escalation and Referral of Issues and Decisions

6.1 The CFMG will be considered to have made a resolution when at least half of the Members in attendance (not technical advisers or other subject matter experts) including the Chair and National Training Manager have agreed on the decision.

6.2 Should the CFMG fail to make a resolution on any matter, the Chair may take such action as is necessary to enable the SGB to consider the merits of the issue (e.g. additional information provided, independent assessment arranged, etc).
6.3 In such circumstances, the Chair will maintain briefing contact with the SGB Chair until the SGB is able to provide guidance on the issues.

6.4 The CFMG Chair will table the SGB’s considered opinion at a Meeting of the CFMG for consideration by Members.

6.5 If the issue is not resolved by the CFMG at this meeting, the Chair will refer it to the SGB for decision.

12. Review of ToR

12.1 The CFMG will review these Terms of Reference as a set Agenda item at its final meeting of year.

12.2 Any proposed changes of the Terms of Reference are to be endorsed by the SGB at its final meeting of the year, or out-of-session if necessary.

12.3 The replacement Terms of Reference become active on the day of SGB endorsement.
Duty Statement – CFMG Chair

Role
1. The CFMG Chair exercises leadership of the CFMG and RIG as an integrated national-level group.

Responsibilities
2. The CFMG Chair is responsible for management of all operational-level activities identified in the ATDP Blueprint, other than training and development. The latter are the responsibility of the National Training Manager (NTM). The two leaders integrate their activities to achieve the National objectives and goals identified in the Blueprint and directions from the SGB.

Tasks
3. Working collaboratively with the National Training Manager and Members of the CFMG and RIG as an integrated national-level group:
   - lead and manage activities of the Capability Framework Management Group
   - sustain the morale of the CFMG-RIG volunteer workforce
   - achieve ATDP strategic objectives and goals at the operational level
   - implement SGB directions nationally consistently, driving national consistency at the operational level
   - implement the Capability Framework, related projects, tasks and initiatives, and review progress regularly
   - with the NTM and National Training Team (Trainer-Assessors and Regional Mentors - through Regional Managers), foster the ethos of military advocacy professionalism
   - champion a culture of continuous improvement within the CFMG-RIG
   - in conjunction with the SGB at the inter-Agency level, manage the ATDP Quality Assurance system at the operational level
   - with Regional Managers through Regional Mentors, drive continuous improvement of military advocacy to candidates and advocates
   - champion collaborative relationships with all internal and external stakeholders
   - take the initiative to achieve identified and other essential outcomes
   - manage implementation of policies and procedures in the Policy and Procedures Manual, facilitating amendments as they become necessary
   - identify and collate data to support decision-making by the SGB, CFMG-RIGs
   - report operational-level achievements, failures and resource needs to the SGB Chair and Secretariat
   - coordinate investigation of possible infractions of the Code of Conduct at the operational level, report, and take appropriate disciplinary action
   - ensure the effective and efficient use of allocated resources
Duty Statement – National Training Manager

**Role**

1. The National Training Manager exercises leadership of the National Training Team under the ASQA Registration of, and in close collaboration with, the RTO.

**Responsibilities**

2. The National Training Manager is responsible for the implementation of all aspects of all training and development activities identified in the Capability Framework, including Continuing Professional development (CPD). All other CFMG-level responsibilities identified in the ATDP Blueprint are the responsibility of the CFMG Chair. The two leaders integrate their activities to achieve the National objectives and goals identified in the Blueprint and directions from the SGB.

**Tasks**

3. Working collaboratively within the CFMG Chair, Members of the CFMG and RIG as an integrated national-level group:
   - lead and manage activities of the National Trainer-Assessors, Subject Matter Experts, and (through Regional Managers) Regional Mentors (National Training Team)
   - sustain the morale of the volunteer National Training Team (Regional Mentors in collaboration with Regional Managers)
   - as required by the ASQA accreditation of 10620NAT and the RTO’s ASQA Registration, maintain nationally consistent learning pathways and CPD
   - achieve the strategic training and development objectives and goals stipulated in the ATDP Blueprint
   - implement and review the training and development tasks in the Capability Framework, related projects, tasks and initiatives
   - with the CFMG Chair and the National Training Team (Regional Mentors through Regional Managers), foster the ethos of military advocacy professionalism
   - sustain continuous improvement of all training and development activities, materials and training support administration
   - through the National Training Team and Workplace Mentors, extend continuous improvement practices to candidates and advocates
   - champion collaborative relationships with internal and external stakeholders
   - take the initiative to achieve identified and other essential outcomes
   - manage implementation of training and development policies and procedures in the Policy and Procedures Manual and on the Online Management System, facilitating amendments as they become necessary
   - identify and collect training and development data to support decision-making by the SGB and CFMG-RIG
• in conjunction with the CFMG Chair, report training and development achievements, failures and resource needs to the SGB Chair
• ensure the effective and efficient use of allocated resources
• in conjunction with the CFMG Chair, investigate possible infractions of the Code of Conduct by any Member of the National Training and Development Team, and take appropriate disciplinary action.
Duty Statement – Regional Manager

Role
1. Regional Managers are full Members of the CFMG.

Responsibilities
2. Regional Managers undertake national CFMG responsibilities which, owing to span of administration limitations associated with Australia’s geography, they exercise in assigned geographic areas.

3. Achievement of National outcomes requires their adoption of a task-orientated rather than a region-specific approach.

Tasks
4. Regional Managers primary task is to:
   • facilitate extension of National standards of governance across Australia through Regional Mentors with Members of the National Training Team, ensure Workplace Mentors deliver nationally-consistent mentoring support
   • with VSC/ESO/YVO executives ensure the nationally-consistent quality of advocacy services delivered by advocates to DVA clients.

5. Acting nationally as a full CFMG Member within an assigned geographic area:
   • lead the RIG, delegating judiciously to ensure CFMG decisions, policies and procedures are implemented
   • integrate National objectives and goals and the activities of the RIG, CoP and VSC/ESO/YVOs in pursuit of national consistency
   • maintain continual communication with the CFMG Chair, National Training Manager (NTM) and other Regional Managers about implementation of national policy and procedures
   • collaborate with the NTM and National Training and Development Team on all matters affecting training, assessment and continuing professional development within the region
   • ensure VSC/ESO/YVO executives support ATDP strategic objectives and goals
   • facilitate inculcation of an ethos of military advocacy professionalism
   • co-lead with other CFMG Members the ATDP culture change process
   • ensure RIG Members assigned to a Task Group engage productively
   • ensure Regional Mentors support CoP and Workplace Mentors effectively in accordance with nationally-consistent practices and outcomes
   • energise continuous improvement and change
   • analyse achievements, failures and resource needs, and discuss to resolution in CFMG
   • analyse regional data to facilitate SGB, CFMG and RIG decision-making and achievement of national consistency
   • communicate clearly and regularly with all members of the RIG
   • analyse activities to ensure effective and efficient use of all resources
in conjunction with the CFMG Chair. investigate possible infractions of the Code of Conduct and take appropriate disciplinary action.
Annex E

Duty Statement – CFMG Member

Responsibilities
1. Members of the CFMG are responsible for implementing, managing, reviewing progress, and evaluating the outcomes achieved by ATDP at the operational level.

2. This includes:
   - developing and implementing policies, procedures and processes
   - inculcating an ethos of military advocacy professionalism
   - initiating and driving culture change
   - monitoring and fortifying the morale of the volunteer workforce
   - day-to-day communications at the operational level
   - assuring the quality of ATDP training and development services,
   - advocates’ continuing professional development
   - promoting continuous improvement in advocates’ delivery of wellbeing and compensation advocacy services

Tasks
2. Acting within the CFMG’s national level of responsibility and accountability, under the co-leadership of the CFMG Chair and National Training Manager (NTM):
   - coordinate a Task Group’s activities pursuant to one or more of the mandatory areas of expertise (Item 2 above).
   - lead good governance practices and national consistency.
   - promulgate a nationally consistent, current set of suitability criteria for the nomination of candidates for 10620NAT Course in Military Advocacy.
   - ensure learning pathways, competency standards and assessment tools for wellbeing and compensation advocates and trainer-assessors comply with VET legislation, ASQA accreditation of 10620NAT and the RTO’s Registration.
   - ensure the currency of, and promulgate nationally consistent tools to support mentoring, on-the-job-training, formal (distance-learning/classroom) and facilitator training.
   - maintain a nationally-consistent support system to ensure the good governance, management and administration of advocacy training and development.
   - apply stakeholders’ feedback on the outcomes of 10620NAT and on the quality of advocacy services delivered to DVA clients, to maintain a comprehensive quality assurance system.
   - inculcate a professional ethos amongst advocates and trainers, and lead the culture change process from the CFMG-RIG to CoP/VSC/ESO/YVO.
   - moderate RIG-validated demands for advocacy training from VSC/ESO/YVOs, monitor candidate enrolment policy and procedures, and ensure equitable access to consolidation courses and workplace assessment of candidates.
   - ensure the efficient use of resources in undertaking these tasks.