Chapter 4. RIG Roles and Tasks

4.1 Introduction
This chapter supplements the descriptions of RIG roles and tasks in the ATDP Blueprint (there known as Regional Administration Boards - RAB) on the basis of implementation experience since the Groups first met in mid-2016. The chapter is supported by the RIG Terms of Reference (ToR), a copy of which is at Annex A, and a Duty Statement for RIG Members (Annex B).

4.2 Purpose of RIG
The RIGs are national-level groups. Their Members exercise national-level governance, and the ATDP implementation and administrative responsibilities identified in the ATDP Blueprint.

4.3 Management System
As members of national-level groups, RIG Members achieve national outcomes in a ‘flat’, heavily net-worked 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.

4.4 Purpose of RIG
The purpose of the RIG is identified broadly in the ATDP Blueprint at s6.3. Experience permits the RIGs’ purpose to be focused on day-by-day implementation of the ATDP’s national consistency, quality assurance and good governance objectives.

4.5 RIG Responsibilities
The RIGs are responsible for:

- ensuring nationally consistent implementation of ATDP
- facilitating creation and effective operation of CoP
- advising VSC/ESO/YVO Executives on the suitability assessment process for prospective candidates
- supporting CoP/Workplace Mentors deliver effective mentoring to Mentees (candidates and advocates) in VSC/ESO/YVOs
- monitoring the quality of advocacy service delivery and providing feedback into the QA system
- advising the NTM when candidates are ready for invitation to consolidation training and assessment
- forecasting demand for consolidation training and assessment
- advising CoP, VSC/ESO/YVO on Government governance standards
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- advising the CFMG of nationally-significant training, demand and service delivery trends
  - ensuring the efficient use of resources in undertaking all tasks

4.6 RIG Members’ Responsibilities
This Policy and Procedures Manual identifies the boundaries within which RIG Members are empowered to use their initiative.

Annexes:  
A. RIG Terms of Reference  
B. Duty Statement – RIG Member
Regional Implementation Group – Terms of Reference

1. Introduction

1. These ToR set out the objectives, responsibilities, accountabilities and operating principles of the Regional Implementation Group (RIG). The RIG is a national-level governance tier with responsibility for the implementation of national policy and procedures within geographic regions.

2. Objectives

2.1 The RIGs ensure delivery within a defined geographic area of the strategic objectives and goals set by the Strategic Governance Board (SGB), and implement the training and development, national consistency and quality assurance policies set by the Capability Framework Management Group (CFMG).

2.2 As Regional Managers are full members of the CFMG, they participate fully in development of the policies, procedures and implementation plans they are responsible for implementing.

2.3 As the role of the RIG is to implement national-level policy and procedures, its Members are (because of funding constraints) non-attending members of the CFMG. They therefore have the right and responsibility to participate through their Regional Manager in the development of the policies, procedures and implementation plans they are responsible for implementing, and to ensure that issues arising are considered by the CFMG.

2.4 Where a Task Group has been convened, RIG Members’ rights and responsibilities will be exercised through the Task Group.

2.5 The RIG is responsible for effecting the changes of culture and advocacy practice that are necessary to implement the ATDP Capability Framework in support of DVA’s Veteran-Centric Reform Program.

2.6 In accordance with the training and development program set by the NTM, the RIG Members will support delivery within their geographic region of the Capability Framework.

2.7 The RIG will convey the interests of advocates, Communities of Practice (CoP), Veteran Support Centres, Ex-Service Organisations and Younger Veterans Organisations in their geographic area as they relate to the implementation of the nationally-consistent Capability Framework.
2. **Responsibilities**

2.1 The RIG is responsible for day-to-day implementation of the CFMG’s national consistency, QA and CPD objectives, and regional learning and development tasks assigned by the NTM. Specific responsibilities include:

a. Ensuring that executives of VSC/ESO/YVO which are delivering advocacy services to DVA clients in their geographic area are aware of VCR objectives and engaged in progressing ATDP;

b. Developing and sustaining effective communities of practice and continuing professional development for advocates within a region;

c. Through the Regional Manager and the Task Groups, participating in the CFMG’s decision making, including regional advice on national consistency, learning and development, continuing professional development, advocacy service delivery and quality assurance;

d. By membership in Task Groups, participating in the formulation and implementation of national operational policy and procedures;

e. Advising on good governance practices to CoP, VC and ESOs in a region;

f. Validating VSC/ESO/YVO demand for training and assessment within a region;

g. Ensuring VSC/ESO/YVOs adhere to promulgated suitability criteria when nominating candidates;

h. In conjunction with the National Training Manager, ensuring the quality across a region of:
   i. On-the-job training,
   ii. Mentoring, and
   iii. Continuing Professional Development.

i. Ensuring that necessary arrangements (eg., venues and refreshments) and resources (eg. technology, etc.) are made to facilitate consolidation training and workplace assessment scheduled by the NTM;

j. Supporting the delivery of high quality advocacy services to DVA clients within a region;

k. Collating feedback from stakeholders and facilitating operation of the quality assurance system;

l. Developing an annual budgeted business plan for collation by the CFMG to ensure the effective delivery of advocacy services and the efficient use of resources;

m. Ensuring the nationally consistent quality of advocacy services delivered to DVA clients across the region, and providing feedback to the CFMG;

n. Referring any exceptional issues to the CFMG for decisions as necessary; and
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2. Reporting to the CFMG on progress with implementation of the Capability Framework and learning and development support system.

2.2 In fulfilling its responsibilities, the RIG will develop annually a detailed service delivery plan for endorsement by the CFMG. The plan will outline the steps and timelines involved in fulfilling the RIG’s responsibilities.

3. Accountability

3.1 The RIG is accountable, through the Regional Manager, to the CFMG for achieving the objectives set out in Section 2 and delivering the responsibilities detailed in Section 3 above.

4. Membership

4.1 Membership will comprise:

   a. Regional Member (day-to-day leadership and Chair of RIG Meetings)
   b. Two Regional Mentors (one from each practice discipline)
   c. A combination of up to six senior VSC/ESO/YVO practitioners (in balance from each advocacy discipline) and non-VSC/ESO/YVO Members with specified skills, knowledge and experience
   d. One DVA representative
   e. One ADF representative
   f. Administrative Support Officer
   g. During the roll-out phase, up to 6 Compensation and Welfare Subject Matter Experts (SME) to facilitate implementation of:
      i. Work Experience Logbooks
      ii. Mentoring
      iii. OJT
      iv. Communities of Practice

4.2 Members are appointed 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.

4.3 In the RM’s absence the person appointed as DRM will undertake the RM’s responsibilities. [BW1]

5. Roles and Responsibilities

5.1 The RIG has national responsibilities which it implements in a geographic region.

5.2 Each RIG Member’s activities will be guided by a Task Statement.

5.3 The Regional Managers are responsible for the ensuring national policy and procedures are implemented in a geographic region (see Annex D, Chapter 3 of this Library).
5.4 To ensure national consistency, each RIG Member is required to nominate for membership of a joint CFMG-RIG Task Group (see Chapter 5 of this Library).

6. Creation of Sub-Committees, Task Groups and Expert Panels

6.1 An RIG may form Sub-Committees or Working Groups to achieve its objectives and responsibilities.

6.2 However, the Regional Manager remains solely accountable for achievement of objectives and responsibilities where a Sub-Committee or Working Group has been formed.

6.3 Where the formation or operation of any Sub-Committees or Working Groups has financial implications the proposal will require prior endorsement by the CFMG and the incurring of costs authorised by the SGB.

7. Reporting and Communication

7.1 The RM is responsible for reporting to and from the CFMG to ensure that the CFMG and SGB have the necessary information to make informed strategic and national-level decisions.

7.2 The RM, as RIG Chair, will provide a progress report to each meeting of the CFMG, or more frequently if requested by the CFMG Chair.

7.3 Any Sub-Committee, Working Group or Expert Panel established by the RIG will report only to the RIG.
8. Administration and Operation

10.1 Secretariat Support

10.1.1 Regional Administration Support Officer, with the support of the Secretariat (where required), will provide secretariat support to RIGs, including:

a. booking facilities for meetings;
b. arranging travel and accommodation for members as required;
c. collation and distribution of all meeting papers at least (5) working days prior to the meetings;
d. any other arrangements required by the RM.

10.1.2 To facilitate information flow and to provide an opportunity for contribution, not less than a week prior to the meeting the ASO will forward a copy of the agenda and papers to CFMG Members, other Region’s ASOs (for distribution to their RIG Members) and the Secretariat.

10.1.3 Following each meeting, the ASO will prepare draft minutes, setting out the rationale for and resolutions made, and the intended timing of deliberations on matters not finalised at the meeting. The draft minutes will then be circulated to Members for comment/finalisation.

10.1.4 Endorsed minutes will be sent to CFMG Members, the other Region’s ASOs (for distribution to their RIG Members) and the Secretariat.

10.2 Meetings

10.2.1 Once the RIG’s annual work program has been endorsed, RIG will meet quarterly, or at key milestone activity dates as agreed by the CFMG.

10.2.2 Before the end of each calendar year, the RM will advise RIG Members, the CFMG and Secretariat of the dates for meetings in the next calendar year.

10.2.3 Meetings can be held in person or by tele/video-conference.

10.2.4 Members will notify the RM (as Chair) of their intended absence prior to the day of the meeting.

10.2.5 If unable to attend a meeting, Members should discuss with the Chair whether or not a proxy is required. There should be no more than two (2) proxies at each 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.

10.2.6 A quorum will comprise not less than 50 percent of Members and must include the RM (as Chair), the ASO and at least one practising advocate and at least one Regional Mentor. Where possible the ASO will advise
10.2.7 In the unavoidable absence of the RM, a Member appointed as DRM will chair the meeting. If that person is also unavailable, the meeting will be rescheduled.

10.2.8 The RM/DRM as (RIG 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.

10.2.9 Members will conduct themselves at all times with integrity, diligence, timeliness and transparency, and in accordance with the Code of Conduct.

10.2.10 Members will respect the views of other members and be willing to consider ideas on their merits.

10.3 Review of ToR

10.3.1 At least once per year the CFMG will review the RIG Terms of Reference.

10.4 Escalation and Referral of Issues and Decisions

10.4.1 The RIG will be considered to have made a resolution when at least half of the Members in attendance (excluding technical advisers or subject matter experts) including the RM/DRM (as RIG Chair) have agreed on the resolution.

10.4.2 Should the RIG fail to make a resolution on any matter, the RM/RMG (as RIG Chair) may direct action he/she deems necessary to enable the RIG to resolve the issue (eg. require additional information be provided, arrange for independent assessment, etc).

10.4.3 In such circumstances the Chair will report the issue to the CFMG, and continue such reporting until the issue is resolved.

10.4.4 If an issue is not able to be resolved through the above mechanisms, the RM will refer the matter to the CFMG Chair for a decision.
Duty Statement - RIG Members

Role
RIG Members implement, monitor and evaluate implementation of the ATDP, with a specific focus on nationally consistent mentoring of candidates, advocates’ continuing professional development, and advocacy services delivered to DVA clients.

Tasks
As national-level members, working collaboratively within the RIG and with Members of the CFMG and other RIGs:

- ensure nationally consistent implementation of ATDP
- facilitate creation and effective operation of communities of practice
- monitor current and forecast future demand for training and advocacy services
- support VSC/ESO/YVO suitability assessment of prospective candidates
- facilitate mentors support of candidates
- facilitate candidates’ progress along learning pathways
- ensure local arrangements when the NTM schedules consolidation training
- monitor the quality of advocacy service delivery and provide feedback into the QA system
- participate actively and productively in assigned Task Groups
- identify and resolve or, if intractable, report challenges to implementation to the Regional Manager
- ensure effective and efficient use of resources in undertaking all tasks.