Chapter 6. CFMG-RIG Job Specifications and Selection Criteria

6.1 Introduction
This chapter outlines the position descriptions, selection policy and selection criteria for CFMG and RIG appointments.

6.2 Purpose of Job Specifications
Annexes A and B apply the VET standard position specification requirements. The Job Specifications identify respectively the generic role(s) and tasks to be undertaken by members of the CFMG and RIG, and are used by the Selection Committee during evaluation of Expressions of Interest and candidate interview.

6.3 Selection Policy
The Selection Policy to be implemented during selection of members of the CFMG and RIG are at Annexes C and D respectively.

6.4 Participants’ Responsibilities
Each CFMG and RIG Member is individually responsible for using best endeavours to undertake the roles and tasks specified in Annexes A and B. Members of Selection Panels are to apply the selection policy at Annexes C and D. All CFMG and RIG Members are responsible for identifying CoP/VC/ESO advocates who may satisfy the position specifications and encouraging them to submit an expression of interest for current/future vacancies.
## Position Specification – CFMG Selection

<table>
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<tr>
<th>1. POSITION DETAILS</th>
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<tbody>
<tr>
<td><strong>Title</strong></td>
<td>Member, Capability Framework Management Group (CFMG)</td>
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<tr>
<td><strong>Job Role</strong></td>
<td>Promulgation of national operational policy and procedures</td>
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| **Date Created** | September 2017 |
| **Date Approved** | September 2018 |

| **Reports to** | Regional Manager |
| **Review Date** | September 2018 |

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<tr>
<th><strong>Position Summary</strong></th>
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<tr>
<td>Members of the Capability Framework Management Group (CFMG) constitute a national-level, multi-skilled team that will develop, implement, manage, review and evaluate the Advocacy Training and Development Program (ATDP) capability framework. Members’ responsibilities include developing and implementing the training and development (T&amp;D) pathways, developing and implementing the T&amp;D support system, ensuring good governance by the CFMG and Regional Implementation Coordination Groups (RICG), developing and promulgating national consistency policies and procedures and monitoring implementation by the RICGs, initiating and driving culture change by the RICGs, and initiating and driving continuous improvement and quality assurance including RIGs’ monitoring the delivery of advocacy services to DVA clients. CFMG Members will:</td>
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<tr>
<td>• have relevant experience in the ADF, ESO, adult education, business, Public, community or Not-for-Profit sectors.</td>
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<td>• have demonstrated ability to achieve specified organisational objectives working within a professional team environment.</td>
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<td>• establish good governance and national consistency practices.</td>
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<td>• exercise sound judgement, initiative, and highly effective leadership, networking, communication, policy implementation, problem solving, self-directed learning and self-management skills.</td>
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<td>• work collaboratively within the CFMG, and with the SGB and stakeholders.</td>
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<td>• coordinate the activities of the Task Group to which assigned.</td>
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<td>• develop, promulgate and regularly review suitability assessment criteria for prospective candidates.</td>
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<td>• develop, promulgate and, in conjunction with the RTO, regularly review learning and development pathways and workplace assessment.</td>
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<td>• ensure candidates’ commitment and competencies are translated into high quality advocacy services through national training and development.</td>
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<td>• develop, promulgate and regularly review the continuous professional development and self-directed learning programs for accredited advocates.</td>
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<td>• collate and assess feedback on the quality of advocacy services delivered by accredited advocates, and develop and support remedial activities.</td>
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Strategic Governance Board through the CFMG Chair in conjunction with reporting from the Regional Implementation Groups.

Appointments are for two years. The SGB may extend an appointment for a further period of up to 12 months providing it is satisfied with the performance of the person performing the role.

### 1. QUALIFICATIONS

**Mandatory**
- Experience in one or more of the following areas of expertise: adult learning (including mentoring and OJT), continuing professional development, organisational standardisation, governance (preferably in a public-sector context), quality assurance, culture change, communication and engagement, learning organisations/community of practice (formation and operation), risk/demand management, business planning, financial and asset management, or project management; and
- Experience as a Compensation Advocate Level 2 or above, or as a Welfare Advocate Level 2, and
- Experience initiating and sustaining change; and/or
- Experience with negotiation or conflict resolution.

**Desirable**
- Experience in the governance, management or leadership of business, community-based organisation, Public Service, NFP entity, or a CoP/VC/ESO; and/or
- Undergraduate Degree or Certificate IV in a relevant field (eg. management, human relations management, change management, conflict resolution, mediation, organisation development, public administration, training and assessment, etc.)

### 2. PRIMARY OUTCOMES AND ACCOUNTABILITIES

**General**

1. Promote and manage relationships with internal and external clients, stakeholders and service providers.
2. Apply high level understanding of policy, legislation, systems and procedures to develop and implement the capability framework, and the training and development support system.
3. Research and analyse complex issues leading to developing, implementing, reviewing and evaluating policies, procedures, and outcomes.
4. Initiate and monitor national consistency in an assigned area of responsibility.
5. Establish a QA system and drive continuous improvement.
6. Achieve strategic objectives and implement operational business plans.
7. Establish a healthy and safe working environment from CFMG to CoP.
8. Establish a professional ethos and drive culture change.
9. Model and promote good governance, ethical behaviour, and practices.
## Leadership

1. Lead the training and development, mentoring and OJT, continuing professional development, culture change and QA systems.
2. Build commitment to good governance, shared goals and the delivery of high quality advocacy services to DVA clients.
3. Collaborate, participate and contribute effectively within the CFMG-RIG and organisational (ATDP) objectives.

## Specialist / Technical

CFMG Members under the direction of the Strategic Governance Board and with the support of a Registered Training Organisation will:

1. Review existing advocacy training materials and resources for accuracy, quality and suitability for use in ATDP courses.
2. Develop nationally-consistent training and practices, including standardising existing training packages and material.
3. Facilitate the adoption of adult learning practices across the ATDP.
4. Drive the transition from Presenter (teaching) to Facilitator (facilitating learning).
5. Identify and/or develop online solutions supporting program administration and training material version control.
6. Work with stakeholders to facilitate the recruitment of suitable volunteers and to ensure the application of appropriate selection criteria for entrance level practitioners.
7. Determine the suitable processes for recognition of prior learning.
8. Develop, manage and oversee the provision of on-the-job-training and mentoring for practitioners by experienced ESO practitioners.

## 3. CAPABILITIES

### Business Capabilities

- Demonstrates strong good governance practices.
- Demonstrates strong initiative, innovation, collaboration and impact.
- Demonstrates innovation, collaboration and impact.
- Understands the advocacy services environment.
- Contributes to a positive and constructive culture.

### Shapes Strategic Thinking

- Inspires a sense of purpose and direction.
- Focuses strategically and operationally.
- Harnesses information and opportunities.
- Shows judgement, intelligence and common sense.

### Achieves results

- Uses relevant technology to achieve program objectives.
- Builds organisational capability and responsiveness.
- Marshals professional expertise.
- Steers and implements change and deals with uncertainty.
- Ensures closure and delivers on intended results.

### Cultivates productive working relationships

- Shares expertise and knowledge with others.
- Nurtures internal and external relationships.
- Facilitates cooperation and partnerships.
- Values individual differences and diversity.
- Guides, mentors and develops people.
### Exemplifies personal drive and integrity
- Complies with instructions, procedures and legal obligations
- Demonstrates awareness of Public Service governance requirements.
- Demonstrates professionalism and probity.
- Engages with risk, shows personal courage and displays resilience.
- Commits to action.
- Demonstrates self-awareness and commitment to self-directed professional development.

### Communicates with influence
- Communicates clearly
- Listens, understands and adapts to audience
- Negotiates persuasively

### 4. JOB SPECIFIC RESPONSIBILITIES

Acting within the CFMG’s national level of responsibility and accountability, under the leadership of the CFMG Chair, members of the CFMG will:

1. Coordinate a Task Group’s activities pursuant to one or more of the mandatory areas of expertise (Item 2 above).
2. Lead good governance practices and national consistency.
3. Promulgate a nationally consistent, current set of suitability criteria for the nomination of candidates for 10620NAT Course in Military Advocacy.
5. Promulgate nationally consistent tools to support mentoring, on-the-job-training, formal (distance-learning/classroom) and facilitator training, and ensure they remain current.
6. Maintain a nationally consistent support system to ensure the good governance, management and administration of advocacy training and development.
7. Applying stakeholders’ feedback on the outcomes of undertaking 10620NAT and the quality of advocacy services delivered to DVA clients, maintain a comprehensive quality assurance system.
8. Inculcate a professional ethos amongst advocates and trainers, and lead the culture change process from CFMG to CoP/VC/ESO.
9. Moderate RICG-validated demands for advocacy training from VC/ESOs, enrol candidates and schedule consolidation courses and workplace assessment for invited candidates.
10. Ensure the efficient use of resources in undertaking these tasks.
Position Specification – Regional Implementation Group Member Selection

1. POSITION DETAILS

<table>
<thead>
<tr>
<th>Title</th>
<th>Job Role</th>
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<tr>
<td>Member, Regional Implementation Group (RIG)</td>
<td>Implementation in a Region of ATDP national policy and procedures</td>
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<td>Regional Manager</td>
<td>September 2018</td>
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2. POSITION CONTEXT

Position Summary

Members of the Regional Implementation Group (RIG) constitute a national-level, multi-skilled team that implements ATDP policy in one of three Regions: Region 1: Queensland and Northern Territory; Region 2: New South Wales and Western Australia; Region 3: South Australia, Victoria and Tasmania.

Each RIG is responsible for communicating ADTP policy to CoP and VC/ESOs, support of CoP, supporting mentoring and OJT within CoP and VC/ESOs, monitoring candidate’s progress, monitoring mentoring and OJT quality, validating demand for ATDP training, (when scheduled in the Region) supporting consolidation course activities, providing feedback on the quality of advocacy services, preparing and implementing a costed annual business plan, reporting to the CFMG on all of the above responsibilities.

RIG Members will:

- have relevant experience in the ADF, ESO, adult education, business, Public, community and/or Not-for-Profit sectors.
- have demonstrated ability to achieve specified organisational objectives working within a quasi-professional team environment.
- comply with good governance practices and national consistency policy.
- exercise sound judgement, initiative, and highly effective leadership, networking, communication, policy implementation, problem solving, self-directed learning and self-management skills.
- Work collaboratively within the RICG and the Task Group to which assigned.
- leverage suitable candidates’ commitment and competencies into high quality advocacy services through regional support for national training and development pathways.
- support continuous professional development for accredited advocates.
- monitor, and provide feedback on the quality of advocacy services delivered by accredited advocates.
Reporting/Working Relationships

Through the Coordinator, Regional Implementation Coordination Group, to the CFMG

Term

Appointment is for two years. With the agreement of the SGB, the CFMG may extend an appointment for a further period of up to 12 months providing the CFMG is satisfied with the performance of the person performing the role.

3. QUALIFICATIONS

Mandatory

• Experience in one or more of the following areas of expertise: adult learning (including mentoring and OJT), continuing professional development, organisational standardisation, governance (preferably in a public sector context), quality assurance, culture change, communication and engagement, learning organisations/community of practice (formation and operation), risk/demand management, business planning, financial and asset management, or project management; and
• Experience as a Compensation Advocate Level 2 or higher, and/or
• Experience as a Welfare Advocate Level 2.

Desirable

• Experience in the leadership or management of business, community-based organisation, Public Service, NFP entity, or a CoP/VC/ESO; and/or
• Experience initiating and sustaining change; and/or
• Experience with negotiation or conflict resolution

4. DELEGATIONS/SECURITY CLEARANCES/LICENCES

Mandatory

N/A

Desirable

N/A

5. PRIMARY OUTCOMES AND ACCOUNTABILITIES

ROLE FUNCTIONS

General

1. Explain ATDP objectives, policy, systems and processes to regional stakeholders
2. Initiate and sustain collegial relationships within the ATDP partnership and with other stakeholders.
3. Sustain national consistency in an assigned area of responsibility.
4. Contribute to developing, promulgating and monitoring national procedures.
5. Implement ATDP plans, policies, and training and development pathways.
6. Promote ethical behaviours and practices.
7. Initiate and sustain culture, attitudinal and behavioural change.
8. Facilitate healthy and safe workplaces.
9. Resolve complex and contentious issues.
10. Contribute to preparing RICG business plans.
11. Evaluate outcomes, develop remediation plans, negotiate needed resources, implement, monitor implementation, and drive continuous improvement.
### Leadership

1. Collaborate within, participate in and contribute to the RICG team to ensure ATDP training and development objectives are achieved.
2. Lead members of CoP, VC and ESO to facilitate the delivery of high quality advocacy services to DVA clients.

### Specialist / Technical

Under the direction of the CFMG Chair and National Training Manager:

1. Facilitate CoP/VC/ESO implementation of ATDP policies and procedures.
2. Support CoP/VC/ESOs’ identification of suitable, and training and development of candidates; continuing professional development of accredited advocates; identification and support of mentors and OJT-providers.
5. Support CoP/VC/ESOs’ achievement of nationally consistent advocacy practices.
7. Support quality assurance and continuous improvement within CoP and ESOs.
8. Support CoP/VC/ESO Mentors’ monitoring and reporting on the quality of advocacy services delivered to DVA clients.
9. Provide feedback to the CFMG on training and development, and advocacy service delivery matters arising in CoP/VC/ESOs.

### 6. CAPABILITIES

#### Business Capabilities

- Demonstrates strong transparency and accountability
- Demonstrates strong initiative, innovation, collaboration and impact.
- Demonstrates business management acumen.
- Understands the advocacy services environment.
- Contributes positively and constructively to culture change.

#### Shapes Strategic Thinking

- Inspires a sense of purpose and direction.
- Focuses strategically and operationally.
- Harnesses information and opportunities.
- Shows judgement, intelligence and common sense.

#### Achieves results

- Uses relevant technology to achieve program objectives.
- Builds organisational capability and responsiveness.
- Marshals professional expertise.
- Steers and implements change and deals with uncertainty.
- Ensures closure and delivers on intended results.
### MANAGEMENT POLICY AND PROCEDURES LIBRARY

| Cultivates productive working relationships | • Shares expertise and knowledge with others.  
| | • Initiates and sustains open and effective relationships.  
| | • Inspires collegiality.  
| | • Guides, mentors and develops people.  
| | • Facilitates collaboration and partnerships.  
| | • Values individual differences and diversity.  
| | • Promotes consensus on complex and contentious issues.  
| Exemplifies personal drive and integrity | • Complies with promulgated policies, procedures and instructions, and legal and ethical obligations.  
| | • Demonstrates professionalism and probity.  
| | • Takes the initiative on relevant issues.  
| | • Engages with risk and shows personal courage.  
| | • Commits to action.  
| | • Displays resilience.  
| | • Demonstrates self-awareness and commitment to self-directed professional development.  
| Communicates with influence | • Demonstrates clear, open and effective communication.  
| | • Listens, understands and adapts to audience.  
| | • Negotiates persuasively.  

### 7. JOB-SPECIFIC RESPONSIBILITIES

Acting within the CFMG’s national level of responsibility and accountability, responding to the leadership of the Regional Manager, and working collaboratively with the CFMG Task Group Coordinator and other RIG members, Members will:

1. Undertake tasks pursuant to one or more of the mandatory areas of expertise.
2. Contribute to good governance and national consistency.
3. Contribute to the communication of ADTP policy to CoP, VC and ESOs.
4. Apply specific expertise in support of the creation and operation of CoP.
5. Apply specific expertise in support of candidate, mentor, OJT-provider and accredited advocate’s competency development.
6. Apply specific expertise in support of validation of demand for ATDP training.
7. Apply specific expertise in support of consolidation training and competency assessment.
8. Apply specific expertise in support of the ATDP quality assurance system.
9. Contribute to preparation and implementation of CFMG annual business plan.
10. Ensure efficient and effective use of resources in undertaking assigned tasks.
11. Support the Regional Manager’s reporting to the CFMG on assigned responsibilities.
### BOARD MEMBER APPROVAL

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Selection Policy - CFMG Member

1. Selection Process
   1.1. CFMG vacancies that arise in accordance with the succession plan or a casual vacancy will be filled by an Expression of Interest, to be advertised broadly.
   1.2. Selection will be made on the basis of candidate responses to the selection criteria and an order of merit list established to fill future vacancies.

2. Selection Panel
   2.1. The selection panel for CFMG Members and CFMG Chair will consist of:
      a. two SGB members (or one SGB and one DVA)
      b. two CFMG members
      c. selection panel Chair (SGB or DVA), nominated by the SGB Chair

3. Endorsement
   3.1. Selection panel recommendations and the order of merit will be endorsed by the SGB.
Selection Policy - RIG Member

1. Selection Process
   1.1 RIG and Regional Manager vacancies that arise in accordance with the succession plan or a casual vacancy will be filled by an Expression of Interest, to be advertised broadly.
   1.2 Selection will be made on the basis of candidate responses to the selection criteria and an order of merit list established to fill future vacancies.

2. Selection Panel
   2.1 The selection panel for RIG Members and Regional Managers is to comprise:
   a. two SGB members (or one SGB and one DVA)
   b. two CFMG members
   c. one RIG member for the selection of a Regional Manager (one Regional Manager for selection of RIG members)
   d. selection panel Chair (SGB or DVA), nominated by the SGB Chair

3. Endorsement
   3.1 panel recommendations and the order of merit are to be endorsed by the SGB.