



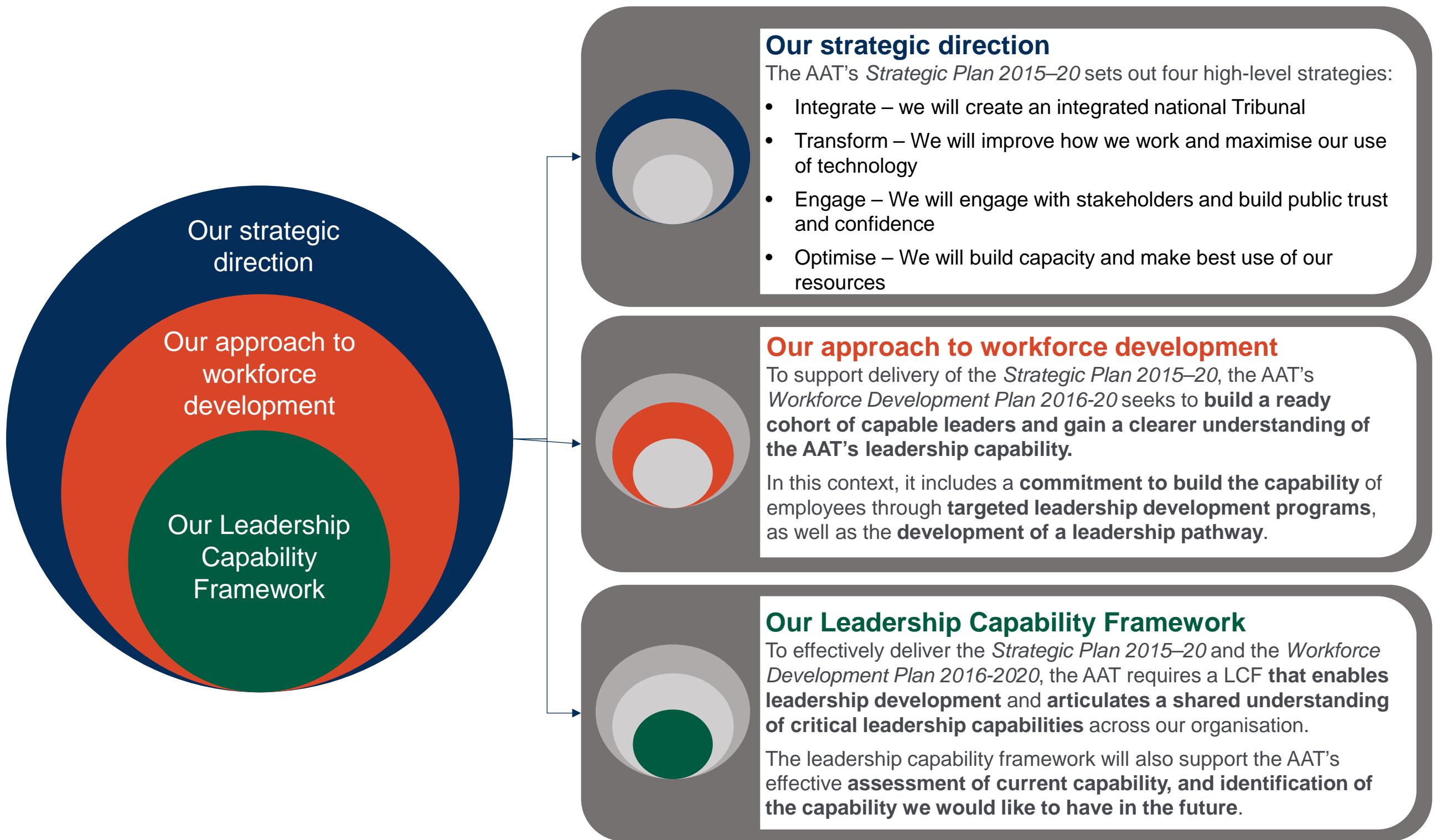
Administrative
Appeals Tribunal

Administrative Appeals Tribunal Leadership Capability Framework

Organisational context



Implementation of a Leadership Capability Framework (LCF) is a **critical part of delivering on our strategic direction**. We believe that clearly articulating the AAT's 'ideal' leadership identity through this LCF will ultimately **enable our leaders** to navigate challenges and **drive the achievement our strategy**.



What do we hope to achieve with the LCF?

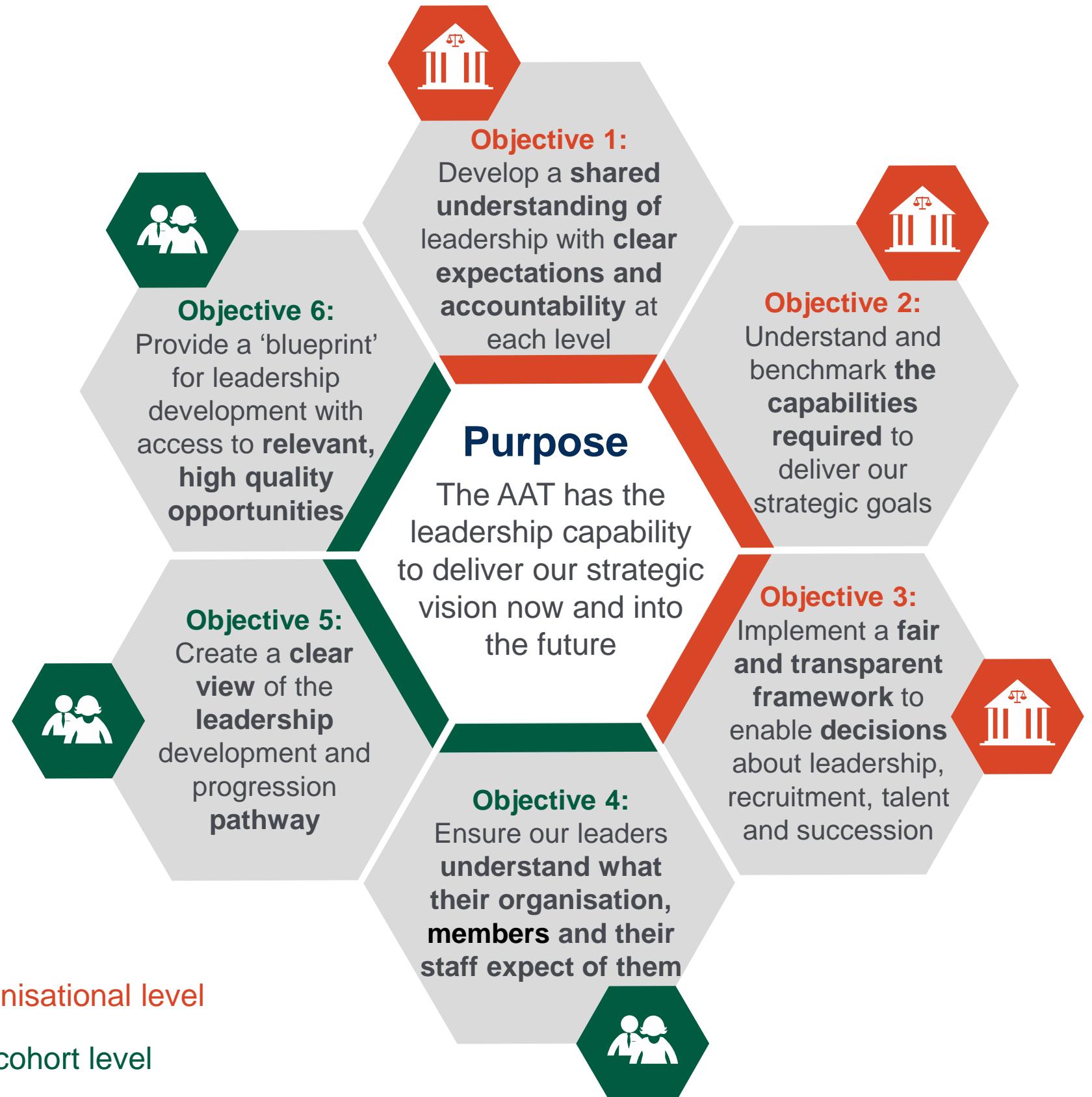


This LCF is underpinned by a single purpose statement and six supporting objectives.

Three of the objectives sit at the organisational level: they describe outcomes that have strong benefits for the organisation.

The other three objectives relate specifically to the AAT's leadership cohort: their primary benefit is for this group, although they have secondary benefits for the organisation.

The achievement of these objectives will support the AAT and the membership to provide reviews that are fair, just, economical, informal, quick and proportionate.



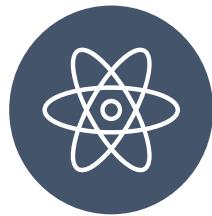
Objectives at the organisational level

Objectives at the leadership cohort level

Who is the LCF for?



The LCF can be used by **leaders, aspiring leaders and Human Resources** to support:



1

Professional development – allowing leaders / aspiring leaders to identify the capabilities they should develop in order to reach their goals. The LCF is therefore a key input to professional development and career planning.



2

Performance management and feedback – leaders, aspiring leaders and their managers can identify individual strengths and development areas through self-assessment, appraisal and structured feedback.



3

Capability assessment and gap analysis – workforce development professionals can conduct current leadership capability assessments against future-state requirements, and identify potential gaps to be addressed through training or recruitment.



4

Training need analysis and training design – once gaps across our leadership capability needs are identified, workforce development professionals can work with our leaders to design and deliver high quality training that is targeted toward achieving our goals.



5

Talent management and succession planning – a transparent and equitable tool to support decisions about talent management. It will also enable the AAT to generate a clearer picture of our pipeline of emerging leaders so we can better plan to meet our future needs.



6

Recruitment and selection – Human Resources and hiring managers can use the LCF to develop position descriptions, key selection criteria and interview questions for recruitment and selection processes. The LCF will also support transparent and equitable selection decisions.

Given the diversity of work demands across the AAT, the LCF should be **tailored** in each of the above workforce development activities **to reflect the specific leadership capability requirements** for individual leaders.

Leadership challenges/needs



Administrative Appeals Tribunal

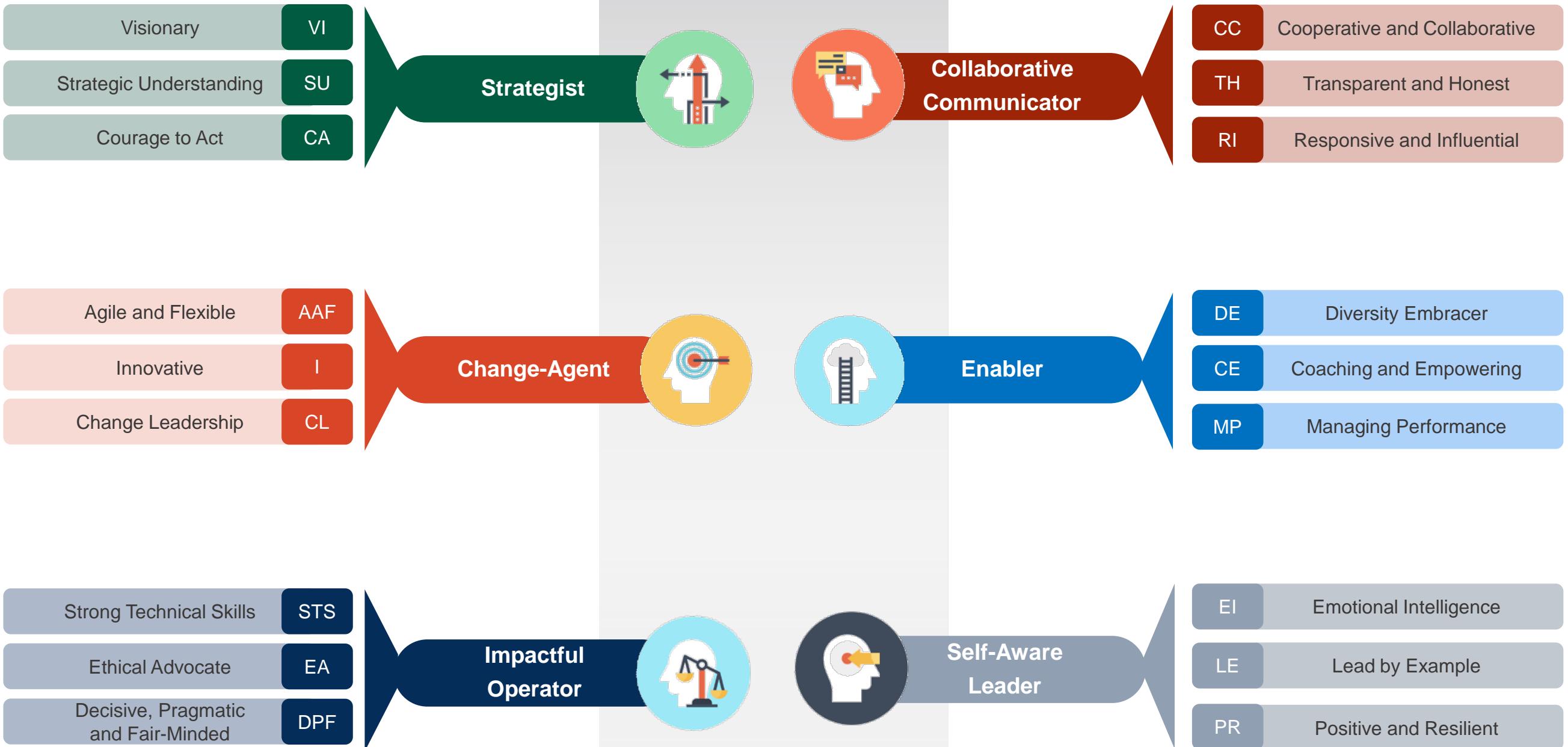


Challenge	Description	Our leadership needs
 Change management and integration	<p>The AAT continues to work towards full integration with a unified culture, common IT systems and cross-divisional networks across geographically diverse locations. Challenges for leadership include managing resilience to change and supporting teams to work together effectively as the organisation develops.</p>	<p>Change leadership expertise will have a pivotal role in building resilient staff, building strong relationships with members and prioritising activities with the greatest impact and ensuring clear communication and collaboration around organisational development.</p>
 Strategic delivery and governance uncertainty	<p>The AAT's leaders play a key role in designing, delivering and connecting staff to our strategic direction. Shifting arrangements and cultural differences in 'how things get done' across work areas can create uncertainty and impact delivery of strategic reforms.</p>	<p>Strategic thinking will be required to ensure proactive risk identification, innovation and foresight, and to connect staff to the AAT's strategic direction. Development of cross-divisional networks will support the achievement of our strategic vision, particularly when the AAT's leaders work as a collaborative team.</p>
 Rising citizen expectations, increasing media attention	<p>Government organisations are expected to be increasingly responsive while also becoming more open to media scrutiny. This creates challenges for leaders in managing increasing workloads and taking reasonable steps to ensure staff wellbeing and psychological safety when scrutiny occurs.</p>	<p>Our leaders should motivate and empower teams, and develop a sense of shared identity that withstands external scrutiny. Teams are enabled by leaders who take reasonable steps to ensure their wellbeing and provide support to proactively manage workloads.</p>
 Legislative impacts on the AAT operations	<p>Legislative and machinery of government changes generate impacts for the AAT's operations and processes. The challenge for our leaders is how to influence, respond to and manage these changes to minimise the effect on performance.</p>	<p>A deep understanding of the AAT's operational and political environment will ensure managers are able to operate impactfully by understanding, influencing and responding strategically to challenges in our environment.</p>
 Constrained fiscal environment	<p>Managing our resources within the constraints of our fiscal environment can create challenges for leadership in ensuring fair distribution of operational workloads, and in balancing the need for shorter term contract roles with the longer term development of our permanent internal capability.</p>	<p>Leaders will require good operational acumen and technical capability to make robust decisions regarding resource allocation and prioritisation of impactful activities within fiscal constraints.</p>
 Staff engagement and culture	<p>Lastly, the challenges described above can impact negatively on staff engagement and morale. The challenge for leaders is to ensure staff continue to feel valued, engaged and empowered.</p>	<p>It will be important for our leaders to have a high level of self-awareness, emotional intelligence and resilience to enable their staff and help them navigate their work environment.</p>

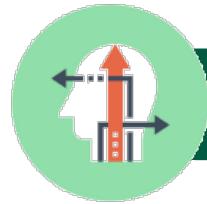
LCF Overview



The AAT Leadership Capability Framework (LCF) highlights six core capability groups which each contain three individual capabilities. The level at which these capabilities are expected to be demonstrated increases by level. Detailed descriptions of expected behaviours can be found in the 'Detailed capability descriptions'.



Detailed capability descriptions



Strategist

Clarity of vision and future direction for the AAT, strategic nous to manage the internal and external environment and the courage to take decisive action.

	APS6	EL1	EL2	SES
Visionary (VI)	<p>Committed to the AAT's strategic goals, direction and values.</p> <p>Influences the AAT's strategic priorities.</p> <p>Considers the impact of strategic direction on own work unit.</p>	<p>Engages others within the work area in contributing to the strategic vision.</p> <p>Provides direction to others regarding the purpose and importance of their work in relation to organisational goals.</p>	<p>Champions the organisational vision and strategy.</p> <p>Translates long-term vision and direction into operational goals and creates a shared sense of purpose.</p>	<p>Creates a culture of confidence and trust in future direction and strategic vision.</p> <p>Provides strategic leadership and direction across the organisation by leading strategic planning and harnessing expertise and thought-leadership.</p> <p>Shapes long-term vision and direction for the AAT, taking into account the Attorney General Departments' priorities.</p>
Strategic Understanding (SU)	<p>Understands priorities in own work area, identifies and takes account of key strategic drivers affecting it.</p>	<p>Understands organisational objectives, identifies and takes account of key strategic drivers affecting them.</p> <p>Knows how to make trade-offs between different operational areas based on divisional/functional need and over different timescales (short, medium and long term).</p>	<p>Understands organisational objectives and links between the AAT and whole-of-government agenda.</p> <p>Knows how to make trade-offs between different operational areas based on organisational need and over different timescales (short, medium and long term).</p>	<p>Understands the AAT's current and potential future role in society and leads systemically considering the many political and organisational influences.</p> <p>Knows how to make trade-offs that consider the balance between the AAT's requirements and whole of government outcomes.</p>
Courage to Act (Risk-Taking) (CA)	<p>Prepared to take measured risks in own work area to achieve value-adding improvements and change.</p> <p>Identifies and regulates risks within a framework, assessing the likelihood and impact of each event (reputational, regulatory, legal).</p>	<p>Takes measured risks in own area and encourages others to innovate and respond to change.</p> <p>Identifies, manages and monitors risks through effective contingency planning. █</p>	<p>Takes measured risks in own area and encourages and supports others to innovate and respond to change.</p> <p>Anticipates, identifies, manages and monitors risks through advanced contingency planning.</p>	<p>Promotes innovation, capitalises on innovative opportunities and creates a safe environment to 'fail'.</p> <p>Anticipates and mitigates significant risks (reputational, regulatory, legal) to the achievement of organisational outcomes.</p> <p>Applies foresight and strategic thinking to calculate, manage and monitor risk in complex or ambiguous situations.</p>

Detailed capability descriptions



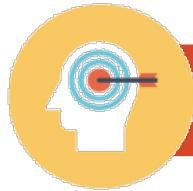
Administrative Appeals Tribunal



Collaborative Communicator

Works collaboratively with peers across the AAT, builds trust through open and honest communication, active listener and adept at communicating with influence.

	APS6	EL1	EL2	SES
Cooperative and Collaborative (CC)	<p>Creates and maintains positive, professional and trusting working relationships with members and staff to deliver high quality services.</p> <p>Works collaboratively within the AAT sharing information and building supportive relationships across teams and divisions.</p>	<p>Builds relationships based on respect and trust with members and staff, encouraging a culture of collaboration.</p> <p>Actively identifies opportunities to work more collaboratively with others across the Tribunal.</p>	<p>Builds effective cross-disciplinary relationships, encouraging a culture of collaboration.</p> <p>Develops and embeds the necessary processes and practices required for cross-divisional/section collaboration and breaks down existing silos.</p> <p>Identifies and develops partnerships with important external stakeholders.</p> <p>Engages collaboratively with members on key issues.</p>	<p>Creates a culture of working collaboratively with and through different teams and external stakeholders to achieve outcomes.</p> <p>Anticipates and overcomes barriers to collaboration with internal and external stakeholders.</p> <p>Engages collaboratively with the Member Leadership Group on key issues.</p>
Transparent and Honest (TN)	<p>Communicates openly and honestly with staff and members in a clear, straightforward, and consistent manner.</p> <p>Builds trust and rapport to ensure that users, colleagues and other stakeholders understand the information and advice provided.</p>	<p>Communicates transparently with colleagues, clearly articulating intentions and organisational priorities.</p> <p>Uses language suitable to the audience to ensure that users, colleagues and other stakeholders understand the information, expresses complex concepts and advice with precision and clarity.</p>	<p>Models transparent, clear and timely communication, clearly articulating intentions and organisational priorities. Supports and encourages others to do the same.</p> <p>Understands how to craft key messages to appeal to the audience while remaining transparent and honest and to convey messages with precision and clarity.</p>	<p>Builds trust across the organisation, cultivating an environment where respect, honesty, openness and support are consistently demonstrated.</p> <p>Communicates complex information and ideas in a clear and concise style using suitable language and creates meaning for users, members, colleagues and other stakeholders.</p>
Responsive and Influential (RI)	<p>Demonstrates a willingness to be influenced in the decision-making process.</p> <p>Negotiates persuasively, clearly understands key issues and desired outcomes.</p>	<p>Demonstrates effective listening skills and the ability to know when and how to ask for information.</p> <p>Negotiates persuasively, anticipates the position of the other party and frames position accordingly with a fair and considered approach, proposes appropriate alternatives or compromises.</p>	<p>Adept at active listening, checking own understanding of others' comments and showing decisive action.</p> <p>Approaches negotiations with a strong grasp of the key issues, identifying common ground to facilitate agreement and acceptance of mutually beneficial solutions.</p>	<p>Skilful active listener, adept at eliciting relevant information to identify priorities and options.</p> <p>Anticipates contentious issues, assembles evidence and proposes appropriate alternatives or compromises. Strives to influence stakeholders towards a mutually beneficial resolution.</p>



Change-Agent

Receptive to change, future-focused with a systemic perspective, and champion of the AAT's change agenda.

	APS6	EL1	EL2	SES
Agile and Flexible (AAF)	<p>Demonstrates flexibility, adaptability and positivity to changing demands and uncertainty.</p> <p>Identifies and implements key actions to support change.</p>	<p>Demonstrates an openness to change, responds quickly to change and enables others to meet changing demands.</p>	<p>Responds flexibly to unanticipated changes and uncertainty and supports others to adapt.</p> <p>Quickly understands the purpose of changes and promotes the need for change appropriately.</p>	<p>Creates a culture of flexibility and responsiveness, mobilising the AAT to respond swiftly to changing priorities.</p> <p>Recognises the constant nature of change and adopts a controlled, objective approach in challenging situations and unpredictable environments.</p>
Innovative (I)	<p>Maintains awareness of current innovations and trends relevant to the work area.</p> <p>Continuously strives to improve efficiency and effectiveness, and enhance service delivery in own work area.</p>	<p>Identifies opportunities to respond to innovations and trends relevant to the division.</p> <p>Thinks laterally and innovates to enhance organisational processes.</p>	<p>Routinely scans the horizon and stimulates discussion about emerging trends and innovations.</p> <p>Drives and promotes best practice and continuous improvement within the AAT.</p>	<p>Routinely scans the horizon and stimulates discussion about emerging trends and innovations, considers the impact of innovations and trends across government and other sectors.</p> <p>Encourages a culture of innovative thinking and creativity.</p>
Change Leadership (CL)	<p>Maintains effective performance in difficult, uncertain and challenging circumstances, and encourages others to do the same.</p>	<p>Promotes resilience and responsiveness in the AAT by being open and honest about challenges, and the actions required to address unexpected developments.</p>	<p>Acts as an ambassador for change, understanding benefits and challenges, helping others adapt to and implement change, and overseeing multiple change initiatives with an outcomes focus.</p>	<p>Creates organisational resilience by engaging staff in times of uncertainty and being open and honest about challenges, and the actions required to address unexpected developments.</p> <p>Drives the change agenda and translates it into practical implementation strategies. Enables the AAT to remain focussed on core priorities as changing situations dictate.</p>

Detailed capability descriptions



Enabler

Accessible and inclusive, adept at empowering, coaching and developing team members and managing performance.

	APS6	EL1	EL2	SES
Diversity Embracer (DE)	<p>Engages regularly with team members formally and informally.</p> <p>Recognises the importance of workforce diversity and contributes to creating an environment in which diversity and individuality is valued.</p>	<p>Builds trust with team members through informal and formal engagement.</p> <p>Recognises the different working styles of individuals, and embraces diversity by recognising the value of different perspectives and working styles.</p>	<p>Is visible and accessible to colleagues and regularly undertakes activities to engage and build trust.</p> <p>Actively works to promote an inclusive culture, valuing, building and developing diverse teams.</p>	<p>Is visible and accessible to colleagues and encourages other leaders to engage and build trust across the AAT.</p> <p>Champions workforce diversity and promotes the business benefits created by workplace diversity.</p>
Coaching and empowering (CE)	<p>Coaches and support team members to provide development opportunities.</p> <p>Offers support in times of high pressure and encourages team members facing challenges.</p>	<p>Coaches team members, setting stretch goals and seeking varied learning opportunities to support their ongoing development.</p> <p>Leads by example to create high performing teams and takes responsibility for delivery.</p>	<p>Coaches and mentors team members, actively seeks varied learning opportunities to support their continuous improvement including assisting staff to identify and access mentors across the organisation.</p> <p>Leads by example to create high performing teams and takes responsibility for delivery.</p>	<p>Attracts, identifies and develops talent across the organisation. Considers capability in light of the AAT's strategic goals and nurtures future leaders.</p> <p>Develops and maintains organisational commitment to empowering people to experiment and achieve organisational results together.</p>
Managing Performance (MP)	<p>Sets clear performance expectations and works with staff to help them achieve them.</p> <p>Gives and receives feedback in a manner that builds trust and confidence and deals with underperformance.</p>	<p>Encourages ownership of outcomes and regularly reviews individual and team performance against agreed standards.</p> <p>Manages underperformance in a timely manner, and provides feedback to staff before underperformance becomes a serious issue.</p>	<p>Sets clear performance standards, gives timely praise and recognition, and manages under-performance by providing open and constructive feedback to direct reports, both formally and informally.</p>	<p>Creates a culture of ownership and achievement, inspiring excellence and celebrating organisational success.</p> <p>Gives timely praise and recognition, and provides open and constructive feedback to peers and direct reports, both formally and informally.</p> <p>Supports other leaders to manage performance in their teams.</p>



Impactful Operator

Strong legal and procedural knowledge, models the highest standards of ethical and professional behaviour and makes impartial and fair-minded decisions

	APS6	EL1	EL2	SES
Strong technical skills (STS)	<p>Identifies and applies relevant principles appropriately and effectively.</p> <p>Demonstrates technical and procedural knowledge of relevant practice area.</p>	<p>Demonstrates depth of understanding of the area of specialisation and an ability to apply relevant principles.</p> <p>In-depth technical and procedural knowledge of relevant practice area.</p>	<p>Is considered an expert in one or more areas of specialisation and applies relevant principles to develop a range of legal options.</p> <p>In-depth technical and procedural knowledge of relevant practice area, often called upon to provide support and advice for their practice area.</p>	<p>Demonstrates mastery within areas of specialisation as required, and broad-based awareness of relevant principles.</p> <p>Establishes a strong reputation for technical ability and expertise in area of relevant practice.</p>
Ethical Advocate (EA)	<p>Awareness of the ethical issues that arise in practice and of own values and biases.</p> <p>Ensures that colleagues and reports have a working understanding of the Code of Conduct and APS Values.</p>	<p>Leads by example, role modelling ethics, integrity, impartiality and the elimination of bias, as outlined in of the Code of Conduct and in the APS Values.</p> <p>Acts as an advocate for the highest standards of ethical and professional behaviour.</p>	<p>Leads by example, role modelling ethics, integrity, impartiality and the elimination of bias, as outlined in of the Code of Conduct and in the APS Values.</p> <p>Actively seeks to improve processes and policies to strengthen ethical practices.</p> <p>Champions and acts as an advocate for the highest standards of ethical and professional behaviour.</p>	<p>Models the highest standards of ethical behaviour, acting with integrity, professionalism and courtesy in all dealings with clients, colleagues and other stakeholders, as outlined in the Code of Conduct and in the APS Values.</p> <p>Demonstrates social responsibility, protecting and promoting public interest and access to justice.</p>
Decisive, pragmatic and fair-minded (DPF)	<p>Uses sound judgement, evidence and knowledge to make prompt and clear decisions.</p>	<p>Makes difficult decisions by pragmatically weighing the complexities involved against the need to act in new or uncertain circumstances.</p>	<p>Makes difficult decisions in uncertain situations by pragmatically weighing the complexities involved and provides adequate justifications.</p> <p>Seeks to create improvements in governance processes to facilitate better decision-making.</p>	<p>Makes sound decisions in uncertain and potentially high risk situations and justifies them at the highest level when required.</p> <p>Works effectively to bring together leadership to improve organisational governance.</p>



Self-Aware Leader

Understands and regulates one's emotions, receptive to feedback and models positivity and resilience in the face of organisational challenges.

	APS6	EL1	EL2	SES
Emotional Intelligence (EI)	Identifies, understands and regulates emotions appropriately and recognises one's own impact on performance and relationships.	Well developed intrapersonal intelligence, routinely reflecting on one's own emotions, thoughts, behaviour and performance.	Strong intrapersonal intelligence, confidently communicating strengths and objectively acknowledging development needs.	Uses a range of strategies to maintain control of own emotions and act as a stabilising influence in challenging situations.
Lead by Example (LE)	Identifies personal and professional strengths and areas for improvement.	Demonstrates commitment to critical self-review and performance evaluation, and supports others to do the same.	Shows strong commitment to learning and self-development, embraces challenging new opportunities, and supports others to do the same.	Role models commitment to continuous learning and self-development, and creates an environment that supports critical self-review.
Positive and Resilient (PR)	Maintains a positive attitude and continues to deliver consistent quality work in the face of challenging situations.	Manages challenging, ambiguous and complex issues calmly and logically.	Remains positive and responds to pressure in a controlled manner. Maintains momentum and sustains effort despite criticism or setbacks.	Anticipates and responds to significant, complex and novel challenges with persistence and positivity.