The Pathway Bands 6 – 9

LEVEL	GENERAL LEVEL DESCRIPTION
9	Responsible for the management and leadership of a business area with defined outcomes to produce and defined resources to be managed Strong accountability for the financial management of the business area Coordination and leadership of the efforts of a team across the business area Responsible for the career development and leadership of team leaders and senior specialists in the business area as well as for creating an effective environment for people management Provides technical leadership in terms of developing the technical capabilities of the business area and setting strategic standards for technical capabilities Contributes strongly to the overall strategic direction of the Branch or Group, and more broadly to the objectives of the AFP
⇧ Behavioural Expectation	• *Demonstrated leadership of all aspects of high performing teams – achieving outcomes, managing resources, building capability and coordinating across a number of teams* • *Examples of the leadership of change to produce real benefits in the achievement of objectives and the efficient use of resources* • *A track record of enhancing the capability and commitment of the teams and senior specialist under your control* • *Examples of strategic level contributions to the work of the Branch, Group or the AFP generally* • *Exemplary modelling of the AFP values and culture, combined with the promotion of those values within the team*
8	Largely autonomous team leader of a small team or project teams with defined objectives Strong focus on achieving the outcomes required, developing the capabilities of the team and acquiring and using financial and other resources efficiently and effectively Creates and manages an effective environment for people management in larger teams and directly manages team members in smaller teams – taking responsibility for people management issues and occasionally taking responsibility for more complex and challenging people issues Contributes strategically to the work of the Branch or Group and more broadly to the objective of the AFP
⇧ Behavioural Expectation	• *Demonstrated leadership of a high performing team – achieving outcomes, managing resources and building capability* • *Demonstrated management of change and the introduction of new ways of working to produce improvements in effectiveness and efficiency of the team* • *A strong reputation for overcoming obstacles and applying energy and effort to the achievement of challenging objectives* • *General recognition that as a result of your leadership the team is now more capable and the team members more committed and motivated to achieve the objectives of the AFP* • *A track record of effective accountability for the management of the team resources, particularly financial management, the achievement of AFP standards and conformance with AFP requirement* • *Consistent modelling of the AFP values and culture at all times*

LEVEL	GENERAL LEVEL DESCRIPTION
7	Experienced and established team leader and supervisory role with ongoing responsibility for managing and leading the work of a small team Focus on achieving the outcomes and objectives of the team using the resources available More likely to play a coaching or mentoring role in the resolution of the more difficult or more complex technical issues, projects or work Follows the procedural requirements for people and resource management closely and accurately – showing good judgement as to when to escalate issues that are not appropriate within the established procedures.
⇧ Behavioural Expectation	• *Strong track record in managing and coordinating the work of a team – achieving objectives and standards within the resources allocated* • *Demonstrated development of an effective team environment, including resourcing new team members, developing their capabilities, managing their performance and enhancing their commitment to the work of the team* • *Demonstrated AFP leadership values and alignment with the AFP culture, including general recognition of high levels of ethical behaviours and personal drive* • *Evidence of personal development of leadership and management capabilities*
6	Usually, the first formal team leader and supervisory role with ongoing responsibility for managing and leading the work of a small team Focus on effective allocation of tasks and communication of the purpose of the work Responsible for rostering and balancing of workload across the team May still play a role in the resolution of the more difficult or more complex technical issues, projects or work Plans projects and obtains resources – monitoring progress and reporting.
⇧ Behavioural Expectation	• *Strong track record in coordinating large and complex projects involving a team of people and other resources, such as a financial budget* • *Demonstrated and exemplary skills in encouraging effective team work and in supporting the team leader* • *Recognition as someone who exemplifies the values of the AFP and a record of consistently displaying commitment, enthusiasm, resilience and initiative* • *Demonstrated application of high level technical knowledge and skills to the work of the AFP and an ability to acquire new skills in team leadership*