

## The Pathway Bands 6 – 9

LEVEL	GENERAL LEVEL DESCRIPTION
<p style="font-size: 48pt; text-align: center;">9</p>	<p>Responsible for the management and leadership of a business area with defined outcomes to produce and defined resources to be managed</p> <p>Strong accountability for the financial management of the business area</p> <p>Coordination and leadership of the efforts of a team across the business area</p> <p>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</p> <p>Provides technical leadership in terms of developing the technical capabilities of the business area and setting strategic standards for technical capabilities</p> <p>Contributes strongly to the overall strategic direction of the Branch or Group, and more broadly to the objectives of the AFP</p>
<p style="text-align: center;">↑</p> <p>Behavioural Expectation</p>	<ul style="list-style-type: none"> <li>• <i>Demonstrated leadership of all aspects of high performing teams – achieving outcomes, managing resources, building capability and coordinating across a number of teams</i></li> <li>• <i>Examples of the leadership of change to produce real benefits in the achievement of objectives and the efficient use of resources</i></li> <li>• <i>A track record of enhancing the capability and commitment of the teams and senior specialist under your control</i></li> <li>• <i>Examples of strategic level contributions to the work of the Branch, Group or the AFP generally</i></li> <li>• <i>Exemplary modelling of the AFP values and culture, combined with the promotion of those values within the team</i></li> </ul>
<p style="font-size: 48pt; text-align: center;">8</p>	<p>Largely autonomous team leader of a small team or project teams with defined objectives</p> <p>Strong focus on achieving the outcomes required, developing the capabilities of the team and acquiring and using financial and other resources efficiently and effectively</p> <p>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</p> <p>Contributes strategically to the work of the Branch or Group and more broadly to the objective of the AFP</p>
<p style="text-align: center;">↑</p> <p>Behavioural Expectation</p>	<ul style="list-style-type: none"> <li>• <i>Demonstrated leadership of a high performing team – achieving outcomes, managing resources and building capability</i></li> <li>• <i>Demonstrated management of change and the introduction of new ways of working to produce improvements in effectiveness and efficiency of the team</i></li> <li>• <i>A strong reputation for overcoming obstacles and applying energy and effort to the achievement of challenging objectives</i></li> <li>• <i>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</i></li> <li>• <i>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</i></li> <li>• <i>Consistent modelling of the AFP values and culture at all times</i></li> </ul>

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<p style="text-align: center;"><b>7</b></p>	<p>Experienced and established team leader and supervisory role with ongoing responsibility for managing and leading the work of a small team</p> <p>Focus on achieving the outcomes and objectives of the team using the resources available</p> <p>More likely to play a coaching or mentoring role in the resolution of the more difficult or more complex technical issues, projects or work</p> <p>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.</p>
<p style="text-align: center;">↑ Behavioural Expectation</p>	<ul style="list-style-type: none"> <li>• <i>Strong track record in managing and coordinating the work of a team – achieving objectives and standards within the resources allocated</i></li> <li>• <i>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</i></li> <li>• <i>Demonstrated AFP leadership values and alignment with the AFP culture, including general recognition of high levels of ethical behaviours and personal drive</i></li> <li>• <i>Evidence of personal development of leadership and management capabilities</i></li> </ul>
<p style="text-align: center;"><b>6</b></p>	<p>Usually, the first formal team leader and supervisory role with ongoing responsibility for managing and leading the work of a small team</p> <p>Focus on effective allocation of tasks and communication of the purpose of the work</p> <p>Responsible for rostering and balancing of workload across the team</p> <p>May still play a role in the resolution of the more difficult or more complex technical issues, projects or work</p> <p>Plans projects and obtains resources – monitoring progress and reporting.</p>
<p style="text-align: center;">↑ Behavioural Expectation</p>	<ul style="list-style-type: none"> <li>• <i>Strong track record in coordinating large and complex projects involving a team of people and other resources, such as a financial budget</i></li> <li>• <i>Demonstrated and exemplary skills in encouraging effective team work and in supporting the team leader</i></li> <li>• <i>Recognition as someone who exemplifies the values of the AFP and a record of consistently displaying commitment, enthusiasm, resilience and initiative</i></li> <li>• <i>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</i></li> </ul>