



Australian Government
Australian Public Service
Commission

Australian Public Service

Work level standards

APS Level and Executive Level classifications

Effective leadership Diverse workforce Capable organisations and workforce Employee conditions APS Values



© Commonwealth of Australia 2014

All material produced by the Australian Public Service Commission (the Commission) constitutes Commonwealth copyright administered by the Commission. The Commission reserves the right to set out the terms and conditions for the use of such material.

Apart from any use as permitted under the *Copyright Act 1968* and those explicitly granted below, all other rights are reserved.

Unless otherwise noted, all material in this publication, except the Commission logo or badge, the Commonwealth Coat of Arms, and any material protected by a trade mark, is licensed under a Creative Commons BY Attribution 3.0 Australia licence.



Details of the licence are available at <http://creativecommons.org/licenses/by/3.0/au/>.

Attributing Commission works

Use of Commission material licensed under a Creative Commons BY Attribution 3.0 Australia licence requires you to attribute the work in the manner specified by the Commission (but not in any way that suggests that the Commission endorses you or your use of the work). Almost any form of words is fine provided that you:

- provide a reference to the publication and, where practical, the relevant pages
- make clear whether or not you have changed Commission content
- make clear what permission you are relying on, by including a reference to this page or to a human-readable summary of the Creative Commons BY Attribution 3.0 Australia licence
- do not suggest that the Commission endorses you or your use of our content.

For example, if you have not changed Commission content in any way, you might state: ‘Sourced from the Australian Public Service Commission publication APS work level standards APS and EL classifications. This material is licensed for reuse under a Creative Commons BY Attribution 3.0 Australia licence.’

If you have made changes to Commission content, it would be more accurate to describe it as ‘based on Australian Public Service Commission content’ instead of ‘sourced from the Australian Public Service Commission’.

Enquiries

For enquiries concerning reproduction and rights in Commission products and services, please contact communicationsunit@apsc.gov.au.

Australian Public Service Work Level Standards

The Australian Public Service (APS) Work Level Standards for the APS Level and Executive Level (EL) classifications have been developed to provide a consistent platform for classifying jobs. They accommodate the diversity of roles across the APS and are structured to clearly differentiate between the work expected (i.e. responsibilities and duties) at each classification level.

The work level standards are **not intended to be an exhaustive list** of responsibilities and duties for each classification level. The classification should be determined according to the **highest function performed on a regular basis**. Roles are not expected to involve all of the examples listed. Descriptions of the responsibilities and duties have been developed to take account of the wide-ranging nature of work across the APS. They should be regarded as **general in nature** and will require a level of interpretation depending upon the broad job context and conditions within which the responsibilities and duties are to be performed.

Agencies may consider supplementary guidance to enable the application of work value descriptions to a specific job.

In keeping with the broader employment framework for the APS it is expected that in performing any role, all APS employees display behaviours consistent with the APS Values and Employment Principles and the APS Code of Conduct. Employees are also expected to apply principles and practices relating to workplace diversity, a safe working environment and workplace participation.

The WLS consist of two key elements: characteristics and functions.

- **Characteristics:** Are general statements about the broad job requirements and operating context for each classification level. The five key characteristics are:
 - Leadership and accountability;
 - Stakeholder management;
 - Independence and decision-making.
 - Management diversity and span;
 - Job context and environment; and
- **Functions:** Describes the typical duties and provides examples of the types of tasks and/or functions performed at each classification level. A role may incorporate duties from more than one function. The five key functions are:
 - Service delivery – relates to the delivery of outcomes in support of policy objectives, program delivery or delivery of finite government initiatives. Service delivery to internal and external customers is a feature of this function.
 - Program and project management – roles in this function are accountable for the achievement of objectives through the management of risk and financial, human, physical and capital resources.
 - Policy – the most significant contribution of roles in this function relate to the development of strategic policy. The provision and interpretation of policy advice reflects research and analysis of implications and stakeholder views obtained through consultation, articulation of policy in policy statements, regulatory or financial measures and legislation.
 - Regulatory – this function relates to the design and implementation of compliance and enforcement programs and operations within a governance framework. This includes information gathering and risk assessments.
 - Professional / Technical – the most significant contribution of roles in this function is the provision of technical, professional, or specialist advice or expertise. This knowledge has a primary influence on adopted strategies, plans, targets and outcomes in terms of effectiveness or efficiency. Roles in this functional stream may have a relevant qualification or recognised expertise in a field or area

APS Work Level Standard – Executive Level 2

Overview

An Executive Level 2 employee would generally be required to undertake work with a high level of complexity or sensitivity and operate under broad direction. They exercise a significant degree of independence and perform an important leadership role. Employees at this level will be responsible for influencing and developing strategy, policies, priorities and operational practices in support of agency objectives based on high level decision-making and judgement. EL 2 employees provide a high level of advice to senior management and Ministers as well as coordinating and assuming responsibility for highly complex or sensitive projects or work programs that have strategic, political and/or operational significance. Employees are also responsible for initiating, establishing and maintaining strong relationships with key internal and external stakeholders and may lead a work team or teams. Generally, the work of an EL 2 is characterised by one or more of the following:

Leadership and Accountability

Provide a strategic level of specialist, professional and/or technical expertise, potentially relating to the work of different program or discipline areas.

Provide strategic advice, problem solving and issues management for internal and external stakeholders in relation to complex and potentially controversial matters.

Require extensive knowledge of and compliance with legislative frameworks, government decision-making and agency guidelines and regulations.

Anticipate and establish priorities, monitor progress and work to deliver required corporate outcomes, specific agency functions or a program within an area of responsibility.

Contribute to the strategic planning of agency wide objectives. Set strategic direction, develop long-term plans and implement operational strategies aimed at achieving specific agency objectives within a discipline or area of responsibility.

Provide leadership in implementing and promoting a climate of change and continuous improvement.

Identify and lead innovative solutions and communicate the implications of decisions and actions on the agency's business objectives and stakeholders.

Identify, manage and evaluate risk in all decision making and delivery of outcomes.

Job Context and Environment

Work within the context of possible strategic, political and/or operational impact for the agency.

Apply and maintain an extensive understanding of the role and responsibilities of the agency, incorporating a comprehensive

understanding of the agency's impact on the wider political and community context in which it operates.

Make decisions within legislative and policy frameworks that impact significantly on the agency and may affect operations in work areas beyond the area of responsibility.

Address future agency and stakeholder needs when initiating the development of new systems, procedures, policies, methodologies and practices.

Independence and Decision-making

Work with a high level of autonomy under broad direction with a concurrent need to resolve issues and deliver quality outcomes.

Communicate and make decisions that may have significant impact on the day-to-day operation of the work area and other parts of the agency; and/or a direct and significant impact on the outcome of a program or major project for the agency.

Communicate and make balanced decisions using professional judgement, evaluating ambiguous and incomplete information, factoring in risks and being sensitive to the context.

Undertake complex analysis and interpretation and apply significant judgement in choosing a course of action to manage highly complex and/or sensitive issues.

Stakeholder Management

Communicate the strategic direction and vision of the agency to stakeholders.

Develop and manage key strategic relationships with a broad range of stakeholders, promoting the agency's business objectives.

Establish and maintain key strategic internal and external networks.

Represent and negotiate on behalf of the agency to advance the agency's interests in cross-agency, inter-jurisdictional, international and other forums.

Present and advocate the agency's position in the context of more complex issues.

Engage and manage stakeholders through change, resolving conflict and managing sensitivities.

Management Diversity and Span

Manage a team or work area with diverse skill sets and tasks or manage a larger team where skill sets and tasks are related.

Ensure high quality outputs including that employees maintain a high level of specialist, professional and/or technical expertise.

Coordinate and assume responsibility for complex or sensitive projects or work programs that have strategic, political and/or operational significance.

Provide strategic direction to a work area, including developing business plans, strategies and priorities and monitor work flow and performance.

Accountable for developing, coaching and mentoring employees, performance management, conflict resolution, and identification of training needs.

Have significant decision making autonomy in relation to management of the area including the identification of staffing priorities and financial management.

Manage corporate functions such as budgets, managing contracts, procurement and human resources within a business area.

APS Work Level Standard – Executive Level 2

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Professional/Technical Functions
<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Lead and direct negotiations and dispute resolution regarding very complex and/or sensitive customer service issues ▪ Negotiate and liaise with internal and external stakeholders to ensure positive customer outcomes ▪ Manage highly complex and sensitive customer relationships, including the management of customer expectations ▪ Oversee the development and delivery of specialist services to customers ▪ Develop and manage implementation of customer service system improvements and the establishment of new services ▪ Develop service standards and strategies ▪ Lead and manage change, analyse performance and take responsibility for continuous improvement processes with a view to facilitating an internal service culture ▪ Oversee the measurement of service impacts and ensure customer service standards are met ▪ Address customer feedback from a variety of sources 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Promote and manage relationships and key strategic alliances with internal and external stakeholders, community groups, business sponsors and service providers ▪ Drive, manage and coordinate cross-agency collaboration initiatives, activities and relationships ▪ Research, plan, implement, monitor and evaluate project or program initiatives within a section or specialist area ▪ Report on program objectives, program outcomes and work area performance for presentation to Executive ▪ Oversee and manage the use of service providers, including contractors and consultants ▪ Manage risk assessment and risk management activities for a project or program ▪ Plan, manage and monitor financial budgets for a business unit ▪ Lead strategic planning for longer term project initiatives and programs that may have an agency-wide impact ▪ Manage program inputs to achieve outcomes in an effective 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Develop and interpret policy in a specialised area of work that requires extensive understanding and consideration of highly sensitive organisational and political issues ▪ Develop policies and strategies aimed at achieving broad agency objectives ▪ Provide high level analysis of issues and make a significant contribution to the management, preparation and coordination of complex inputs to policy formulation ▪ Prepare, review and advise on policy reports, briefing papers, speeches, Ministerial correspondence, Cabinet submissions and discussion papers for presentation to senior staff ▪ Provide specialist and/or strategic policy advice to internal and external stakeholders, the Executive and the Minister on complex matters in area of specialisation ▪ Incorporate risk and implementation considerations into policy development ▪ Anticipate and assess the impact of changes in Government policy and initiate and contribute to 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Maintain a high level of knowledge of relevant legislative and reporting requirements, Australian and International standards, quality assurance procedures and best practice models ▪ Apply work knowledge, precedent and established legislation, policy, procedures and guidelines to situations involving a high level of complexity and sensitivity which require considerable interpretation and analysis ▪ Oversee compliance processes such as data analysis and compliance intervention design to ensure the integrity of agency programs ▪ Oversee, undertake and manage complex investigations and audits ▪ Encourage and maintain standards of independence and professionalism in audit and assurance ▪ Ensure employees are educated in correct decision making practices ▪ Lead and promote quality decision making within the agency ▪ Oversee analysis and investigation and the production of intelligence products in line 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Provide strategic specialist/ technical/ professional advice on specific issues, including feasibility and precedential advice ▪ Provide strategic advice to the Executive and the Minister, contributing to and supporting the strategic direction of the agency in area of specialisation ▪ Act as a principal professional advisor in the area of expertise, including contributing to the development of and/or providing advice on precedents and interpretation of clinical circumstances ▪ Oversee a professional work unit performing specialist, professional work, including the provision of specialist professional supervision where applicable ▪ Oversee scientific, professional or technical testing, analysis and evaluation including analysis of complex data ▪ Provide high level analysis and design of technical solutions and coordinate implementation across the agency ▪ Undertake highly complex research in area of specialisation ▪ Prepare and review research proposals, including those with

APS Work Level Standard – Executive Level 2

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Professional/Technical Functions
<ul style="list-style-type: none"> ▪ Lead, promote and implement cultural change and a customer focused culture within a work area and agency ▪ Oversee and prepare a range of written material including business cases, Cabinet submissions, Senate Estimate submissions, Ministerial and agency briefs, and corporate documentation ▪ Manage policy change to ensure a high level of customer service ▪ Oversee the development of business plans and strategies and deliver on aims and objectives ▪ Undertake strategic planning for longer term delivery of services ▪ Develop and manage a responsive, efficient and affective service delivery process or outcome ▪ Oversee quality assurance practices and risk assessment ▪ Ensure continuity of service across a region and/or nationally ▪ Manage contracts and procurement functions within a section or business area ▪ Negotiate resource and budget allocations ▪ Oversee and manage recruitment and staffing processes 	<p style="text-align: center;">and efficient manner</p>	<p style="text-align: center;">appropriate responses</p> <ul style="list-style-type: none"> ▪ Liaise, consult and negotiate with other Government, industry and community groups on a range of more complex policy issues ▪ Actively contribute to the development of the agency’s strategic policy initiatives ▪ Plan, implement, monitor and evaluate policy initiatives, including strategic policy development for the agency ▪ Facilitate and manage policy initiative changes including engagement with Cabinet processes 	<p style="text-align: center;">with required standards</p> <ul style="list-style-type: none"> ▪ Provide advice on more complex regulatory issues ▪ Establish standards for proof, validation or evidence ▪ Lead and manage legal processes in more complex and sensitive cases ▪ Develop complex briefs that will be relied upon by a decision maker 	<p style="text-align: center;">national scope</p> <ul style="list-style-type: none"> ▪ Oversee and prepare high level technical/professional reports, including journal articles and other professional publications ▪ Liaise with relevant professional bodies and associations ▪ Liaise and engage with other internal or external professionals to exchange views, seek advice and ensure positive outcomes ▪ Provide expert professional and specialist services ▪ Represent and advocate the agency’s position in a professional or specialist context ▪ Maintain professional knowledge and continue to develop knowledge and expertise in relation to professional skills ▪ Develop and deliver education services in area of expertise ▪ Review draft procedural or technical manuals or guidelines ▪ Lead and deliver projects of a technical or specialised nature, including specialist laboratory and field work ▪ Identify and manage specialist related risk, in the context of more complex activities and issues

APS Work Level Standard – Executive Level 1

Overview

An Executive Level 1 employee would generally be required to undertake work that is very complex or sensitive and operate under broad direction. They exercise a considerable degree of independence and perform a leadership role. Employees at this level exercise sound decision making and judgement to produce high level policy advice. EL 1 employees engage in complex problem solving and issues management and may coordinate and undertake detailed or sensitive projects that impact on strategic, political or operational outcomes for the agency. Employees also responsible for actively managing key stakeholder relationships within and outside the agency and may manage one or more work teams. Generally, the work of an EL 1 is characterised by one or more of the following:

Leadership and Accountability

Provide expertise across a broad range of activities potentially relating to the work of different program areas.

Provide expert advice on policy, complex problem solving and issues management for internal and external stakeholders.

Ensure in-depth knowledge of and compliance with legislative, financial and administrative frameworks, government decision-making processes and agency guidelines and regulations.

Take responsibility for the achievements of own and team outcomes, monitor progress and follow through to deliver quality outcomes.

Recommend strategic directions for area of responsibility and consider wider agency implications when making decisions.

Consider and effectively manage competing priorities and strategic directions when achieving team planning and project outcomes in line with agency goals and objectives.

Implement change and manage ambiguity in the workplace.

Provide a significant contribution to innovation and business improvement strategies.

Engage with risk, including the conduct of risk assessment and risk management activities for area of responsibility.

Job Context and Environment

Undertake work activities with an awareness of their possible impact on strategic, political or operational outcomes for the agency/program.

Attain and maintain an extensive understanding of the role and responsibilities of the agency, including and understanding of the APS operating environment more broadly.

Work within established legislative and policy frameworks.

Independence and Decision-making

Work with a level of independence, under broad direction, with a concurrent need to resolve issues and deliver quality outcomes.

Communicate and make decisions with a high level of impact on the functional area and the potential to impact more broadly on agency operations and externally.

Communicate and make decisions that are based on professional judgement, evaluating risks and in the context of a complex and changing environment.

Work with a focus on research, analysis and judgement to manage complex issues.

Stakeholder Management

Engage and collaborate with key stakeholders to identify opportunities, achieve outcomes and facilitate cooperation.

Promote the agency's business objectives through key strategic relationships with range of stakeholders.

Develop and manage a range of stakeholder relationships.

Establish and maintain internal and external networks.

Represent and explain the views of the agency at cross-agency meetings and other forums.

Present the agency's position in the context of more complex issues.

Manage stakeholders through change, resolving conflict and managing sensitivities.

Identify new stakeholders considering future needs/direction and a changing environment.

Management Diversity and Span

Manage a number of employees performing diverse tasks or manage a larger team where skill sets are similar and tasks are related.

Ensure quality outputs including that employees maintain a high level of specialist, professional and/or technical expertise.

Coordinate and undertake detailed or sensitive projects that impact on the strategic, political or operational outcomes of the agency.

Develop and implement work plans that provide strategic directions for the work area.

Plan and monitor work processes, direct and coordinate quality assurance practices and set performance indicators.

Build capability in a team environment through coaching others, providing performance feedback, conflict resolution and encouraging career development.

Exercise autonomy and initiative in team management and allocation of resources and managing finances to meet objectives.

APS Work Level Standard – Executive Level 1

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Professional/Technical Functions
<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Negotiate with customers to resolve conflict in the context of escalated, sensitive or difficult issues ▪ Review complex and sensitive issues relating to internal and external customers ▪ Negotiate and liaise with internal and external stakeholders to ensure positive outcomes ▪ Manage complex customer relationships, including the management of customer expectations ▪ Develop and ensure delivery of specialist services to customers ▪ Identify, establish and implement new services and customer service systems and system improvement initiatives ▪ Identify measures to assess performance and direct data gathering processes to measure service impacts ▪ Act on outcomes of performance measurement activities to ensure that customer service standards are met ▪ Direct reporting in relation to customer service activities and act on recommendations ▪ Promote a customer focused culture within work area 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Collaborate with stakeholders to establish joint program initiatives ▪ Oversee and analyse project outputs, aims and objectives ▪ Research, review and evaluate projects and/or programs ▪ Report on program outcomes to internal and external stakeholders ▪ Coordinate the use of specialist project service providers, including contractors and consultants ▪ Evaluate specialist proposals from contractors, select contractors and manage consultant/contractor providers ▪ Maintain expert knowledge in relevant areas and provide advice and technical expertise to guide project and program activities ▪ Undertake risk assessment and risk management activities for a project or program ▪ Monitor program outcomes and analyse against budget specifications ▪ Manage a significant set of resources of a business unit, including financial budgets ▪ Develop and maintain business planning strategies for the business unit or office ▪ Coordinate strategic planning for 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Develop and interpret policy in a specialised area of work that requires detailed understanding and consideration of sensitive organisational and political issues ▪ Develop complex policy that requires a detailed analysis of diverse data and views where there are a range of viable options ▪ Develop and implement complex policy documents for review and publication ▪ Prepare and review draft policy reports, briefing papers, speeches and discussion papers for presentation to senior staff and the Senior Executive ▪ Provide specialist, expert advice on more complex areas of policy ▪ Develop or evaluate policy advice for presentation to the Minister or Senior Executive ▪ Incorporate risk and implementation considerations into policy development ▪ Assess the impact of changes in Government policy and initiate and contribute to appropriate responses ▪ Liaise with internal and external stakeholders, participate in committees and use networks across the APS in order to 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Maintain knowledge of relevant legislative and reporting requirements, Australian and International standards, quality assurance procedures and best practice models ▪ Apply comprehensive work knowledge, precedent and established legislation, policy, procedures and guidelines to situations involving a high level of complexity and sensitivity which require considerable interpretation and analysis ▪ Contribute to strong levels of regulatory compliance and reporting ▪ Manage compliance processes such as data analysis and compliance intervention design ▪ Undertake and manage investigations ▪ Develop, conduct and report on audit/quality control activities ▪ Educate employees in correct decision making practices ▪ Promote and encourage quality decision making within the agency ▪ Undertake analysis and investigation and produce intelligence products in line with required standards 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Provide high level specialist technical/professional advice on specific issues, including feasibility and precedential advice ▪ Provide strategic advice to the Senior Executive, contributing to and supporting the strategic direction of agency in area of specialisation ▪ Supervise and manage a professional work unit and provide expert advice and assistance to team members performing technical or professional work ▪ Provide specialist professional supervision where applicable ▪ Provide quality assurance and case review ▪ Coordinate scientific or technical testing, analysis and evaluation, including analysis of complex data ▪ Undertake more complex research in area of specialisation ▪ Prepare research proposals ▪ Report results in the form of presentations, project reports and peer-reviewed publications ▪ Contribute to the development and implementation of initiatives, strategies or methodologies relating to technical, policy, IT,

APS Work Level Standard – Executive Level 1

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Professional/Technical Functions
<ul style="list-style-type: none"> ▪ Manage and implement cultural and procedural change with a customer focused culture within work area ▪ Prepare complex and/or sensitive correspondence and corporate documentation, reports, submissions, proposal papers and notes ▪ Provide expert program, service or policy interpretation to ensure a high level of customer service ▪ Contribute to the development of business plans and marketing strategies ▪ Undertake risk assessment and risk management activities ▪ Ensure continuity of service delivery across a region or program ▪ Manage a range of procurement functions ▪ Undertake contract management functions ▪ Manage recruitment and staffing processes, including the preparation of selection reports 	<p>longer-term project initiatives and program management</p> <ul style="list-style-type: none"> ▪ Coordinate cross program activities ▪ Manage, deliver and monitor projects that may have an agency wide impact ▪ Develop, plan and manage training programs ▪ Review and clear briefs 	<p>develop policy and provide advice to senior management</p> <ul style="list-style-type: none"> ▪ Oversee, maintain and analyse policy initiatives that incorporate a broad understanding of the policy environment ▪ Work to implement policy driven change across the agency ▪ Facilitate policy initiatives changes ▪ Engage with Cabinet and other processes 	<ul style="list-style-type: none"> ▪ Provide significant and detailed advice on regulatory issues ▪ Establish information for proof, validation or evidence ▪ Oversee the preparation of documents such as financial investigations and litigation files ▪ Manage legal processes in complex cases ▪ Prepare briefing material and analytical reports 	<p>operational or service oriented matters</p> <ul style="list-style-type: none"> ▪ Liaise with relevant professional bodies and associations ▪ Liaise, engage and collaborate with other internal or external professionals to resolve assessments, complete assessments or make referrals and ensure positive outcomes ▪ Independently provide professional services on more complex issues ▪ Represent the agency in a professional or specialist context ▪ Maintain professional knowledge and continue to develop knowledge and expertise in relation to professional skills ▪ Develop and deliver education services in area of expertise ▪ Prepare and review draft procedural or technical manuals and guidelines ▪ Manage and deliver projects of a technical or specialised nature ▪ Undertake and lead technical laboratory or field work ▪ Identify, manage and report on specialist related risk

Overview

An APS Level 6 employee would generally be required to undertake work that is complex in nature, work under limited direction with the opportunity for reasonable autonomy and accountability. Employees at this level exercise both initiative and judgment in the interpretation of policy and in the application of practices and procedures. APS 6 employees provide detailed technical, professional, and/or policy advice in relation to complex problems and may assist in strategic planning, program and project management and policy development. Employees may have a considerable level of public contact in relation to difficult or sensitive issues and may liaise with a range of stakeholders in a representational role. Work may involve management responsibilities requiring the setting of priorities and managing workflows. Generally, the work of an APS 6 is characterised by one or more of the following:

Leadership and Accountability

Provide expertise and technical knowledge in specialist area across a range of programs or activities for the agency.

Provide accurate and specialised advice including anticipating problems and contributing to issues management.

Ensure knowledge of and compliance with legislative, financial and administrative frameworks, government decision-making processes and agency guidelines and regulations.

Set priorities for the work area, maintain team cohesion, and ensure quality of outputs for the work area.

Contribute to the development of team objectives for short term tasks and strategic planning for longer-term initiatives.

Contribute to managing change and uncertainty in the workplace.

Propose and facilitate innovation initiatives and contribute to business improvement strategies and to change in workplace practices.

Evaluate the effectiveness of risk management and risk assessment activities within sphere of responsibility.

Job Context and Environment

Have an in-depth knowledge of the role and functions of the agency and an understanding of how these relate to a work area.

Maintain awareness of the longer-term strategic, political or operational outcomes for the agency/program and possible impacts on the work area.

Monitor changes in the broader work environment that may impact on work objectives.

Monitor work area performance with an in-depth understanding of relevant legislative and policy frameworks.

Independence and Decision-making

Work with independence, subject to limited direction against established priorities, practices, and methodologies to deliver quality outcomes.

Produce work requiring little or no revision before finalisation.

Make decisions, with direction from more senior staff, on tasks/assignments with considerable complexity and sensitivity.

Make decisions using good judgement, expertise and knowledge, under limited guidance. Ensure decisions are governed by the application of regulations, best practice principles or the agency's operating instructions and procedures.

Make decisions that have a medium to high level of impact on the work area; however, the impact on agency operations and resources is usually limited.

Perform research and analysis to make decisions that involve complex or escalated issues, longer-term planning and liaison with other sections on policy, project or operational issues.

Stakeholder Management

Manage relationships with stakeholders to achieve work area and agency goals.

Anticipate and respond to stakeholder needs and expectations.

Develop and support complex relationships with internal and external stakeholders.

Maintain internal and external networks.

Represent the agency by promoting its interests at community and cross-agency levels.

Support stakeholders through change.

Management Diversity and Span

Supervise a team performing related roles.

Ensure quality outputs for a team including the development of specialist, professional and/or technical expertise. Conduct regular quality assurance of work area processes and manage identified risks.

Assist in strategic planning, program and project management and/or policy development for the work area.

Implement work plans for the work area including setting tasks and priorities, managing work flow and allocating resources.

Have significant responsibility for the supervision and development of lower classification levels; build team capacity through coaching, performance feedback; and encouraging career development.

APS Work Level Standard – APS Level 6

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Professional/Technical Functions
<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Manage more sensitive and difficult problems relating to customer service ▪ Negotiate with customers to resolve conflict in escalated cases ▪ Liaise with internal and external stakeholders to ensure positive customer outcomes ▪ Manage complex customer relationships and escalated enquiries/cases and issues ▪ Provide specialist assistance to key customer groups to achieve outcomes in accordance with a range of key performance measures ▪ Design data gathering materials and methods. Direct their use to assess customer service standards and ensure that customer service standards are met ▪ Implement changes based on feedback to maintain or improve customer service standards ▪ Monitor the impact and quality of customer service activities ▪ Analyse and make recommendations based on customer feedback from a number of sources ▪ Prepare correspondence of a complex nature ▪ Provide a quality customer 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Liaise with other sections, external agencies and external stakeholders and facilitate cross-agency or multi-agency planning of program delivery ▪ Perform independent research work and analysis including the preparation of draft reports on relevant program activities and/or project milestones ▪ Develop and manage project plans, including evaluation reporting ▪ Manage contract and service agreements and ensure compliance ▪ Co-ordinate contract management including developing tender documentation, managing selection processes and addressing contractor performance issues ▪ Provide advice and technical expertise in specific areas of project or program activities ▪ Coordinate risk assessment and risk management activities for a project or program ▪ Manage financial reporting and analysis activities ▪ Develop, implement and monitor budget controls and strategies ▪ Implement programs administered 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Interpret, draft and review policy and procedural directions within specialist area ▪ Contribute to the planning and implementation of wider agency policies and objectives ▪ Draft policy documents for review and publication ▪ Prepare draft reports, briefing papers, speeches, Ministerial correspondence and discussion papers for review by Executive level employees ▪ Provide expert advice on more complex areas of policy ▪ Develop draft policy advice for presentation to the Minister or Executive ▪ Liaise with internal and external stakeholders, participate in committees and forums ▪ Conduct research and analysis activities in support of new policy 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Research, interpret and apply legislation, including maintaining knowledge of relevant legislation and international conventions ▪ Apply comprehensive work knowledge, precedent and established legislation, policy, procedures and guidelines to situations involving complexity and sensitivity which require considerable interpretation and analysis ▪ Provide advice on compliance with specifications or standards ▪ Undertake and coordinate investigations and audits ▪ Conduct and report on quality audits ▪ Educate employees in correct decision making practices ▪ Encourage quality decision making within the agency ▪ Under general supervision, undertake analysis and investigation to produce intelligence products in line with the required standards ▪ Provide advice on regulatory issues within a specialist area ▪ Prepare financial investigations, litigation files and objection decisions ▪ Manage legal processes, prepare 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Provide expert advice and interpretation within technical or professional area, including preparing relevant strategic advice where appropriate ▪ Participate in and/or provide professional supervision including review of professional practice where required ▪ Provide quality assurance and case review for peers and lower classification levels ▪ Undertake scientific analysis and testing of a technical and specialised nature ▪ Conduct research and analysis on complex matters within area of expertise and draft publications where applicable ▪ Undertake research, analysis, integration and evaluation of technical information and/or scientific data ▪ Contribute to the establishment and implementation of new services and systems within the agency ▪ Contribute to the identification and implementation of systems improvement initiatives ▪ Liaise with relevant professional bodies and associations ▪ Liaise with internal and external

APS Work Level Standard – APS Level 6

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Professional/Technical Functions
<p>service by providing fair and timely reviews for customers within legislative and policy guidelines</p> <ul style="list-style-type: none"> ▪ Provide quality program, service or policy interpretation to customers ▪ Conduct quality assurance and quality control on products and process ▪ Manage contract and service agreements and ensure compliance ▪ Design and run recruitment and staffing activities 	<p>by the agency</p> <ul style="list-style-type: none"> ▪ Manage and deliver projects ▪ Manage program/project through to implementation under guidance of higher classification level ▪ Develop, deliver, coordinate, plan and assess training programs ▪ Prepare briefs 		<p>draft legal documents, conduct mediation and inform clients and stakeholders of processes and procedures</p> <ul style="list-style-type: none"> ▪ Prepare briefing material and analytical reports 	<p>professionals to resolve assessments, complete assessments or make referrals and ensure positive outcomes</p> <ul style="list-style-type: none"> ▪ Provide professional services including case management and case reviews for complex cases ▪ Appear for routine matters in external jurisdictions on behalf of the agency ▪ Maintain professional knowledge and continue to develop knowledge and expertise in relation to professional skills and professional regulatory requirements ▪ Have oversight of training and development programs ▪ Prepare procedural or technical manuals and guidelines for clearance by senior employees ▪ Manage projects of a technical and specialised nature ▪ Undertake technical laboratory or field work ▪ Oversee trials or investigations of new technical developments ▪ Develop, implement and evaluate draft marketing and communication strategies and write copies for internal and external communication channels

Overview

An APS Level 5 employee would generally be required to undertake work that is moderately complex to complex in nature and operate under limited direction. They are accountable for organising their workflow and making independent decisions relating to an area of responsibility. Employees at this level provide policy advice within an area of specialisation with advice based on policies and legislation. APS 5 employees undertake specialist or technical research and analysis, conduct investigations, and undertake procedural, clerical, administrative support or operational tasks. Employees may have a considerable public contact role and may be required to communicate with and provide advice to a wide variety of customers and external stakeholders. Work may include supervision of lower level employees and responsibility for managing staff performance, allocating work and identifying opportunities for on-the-job training. Generally, the work of an APS 5 is characterised by one or more of the following:

Leadership and Accountability

Provide technical expertise that contributes to business unit outcomes.

Provide professional and policy advice within an area of specialisation.

Have accountability for tasks and decisions and supports less experienced employees in achieving their goals through the provision of guidance and quality assurance.

Develop plans and objectives for short-term tasks of the work area and contribute to strategic planning for longer-term initiatives of the section.

Apply innovation initiatives to maximise the benefits of change and contributes to the improvement in quality and efficiency of services.

Assist with audits and maintaining appropriate risk management programs.

Job Context and Environment

Have a sound general knowledge of the role and functions of the agency and an understanding of how these relate to a specific work area.

Have sound understanding of the impact of the work area on longer-term strategic, political or operational outcomes for the agency/program.

Require awareness of changes in the broader work environment that may impact on work objectives.

Maintain a well-developed understanding of relevant legislation and policy frameworks.

Independence and Decision-making

Work independently or under limited guidance in relation to their area of expertise. Complex or difficult issues are discussed with team leaders or experts.

Make decisions that may impact on the overall outcomes for the work area and its stakeholders. Decisions may have a minor effect externally within approved policy and operational parameters.

Exercise judgement to make decisions governed by the application of rules, regulations, best practice principles or the agency's operating instructions and procedures, under the support and general direction of a higher classification level.

Make decisions within defined parameters and set new precedents based on sound subject matter knowledge and professional judgement.

Perform objective and systematic research and analysis to obtain accurate conclusions based on evidence.

Identify problems or issues and resolve or establish treatments to mitigate.

Stakeholder Management

Liaise with internal and external stakeholders on policy, project or operational issues.

Respond to stakeholder needs and expectations.

Develop and maintain internal and external relationships.

Support internal and external networks.

Represent the work area or agency at meetings, conferences and seminars.

Contribute to providing support to stakeholders through change.

Management Diversity and Span

Have a supervisory role and coordinate the workflow and outcomes of a small team performing related tasks.

Conduct quality assurance activities for the outputs of lower level employees.

Role may also be required to undertake specialist or technical research and analysis, conduct investigations and provide advice on policies and legislation.

Contribute to the setting of the direction of work priorities and practices, monitoring work flow and identifying training needs for lower classification levels.

Participate in performance management processes, including providing performance feedback for supervised employees.

Assist in the management of corporate functions including human resources, property, information technology security and finances.

APS Work Level Standard – APS Level 5

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Professional/Technical Functions
<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Manage relationships and negotiate with customers in more complex matters, resolve escalated customer issues and refer these to appropriate service channels when necessary ▪ Liaise with internal and external stakeholders to ensure positive customer outcomes ▪ Manage more complex customer enquiries via telephone, email and written correspondence, including in the context of non-routine circumstances ▪ Provide specific program, service or policy information to customers ▪ Monitor and ensure customer service standards are met by the team ▪ Gather, analyse and report on customer feedback obtained from a number of sources ▪ Prepare correspondence and reports including emails and letters on routine and more complex matters ▪ Undertake or oversee buildings management services ▪ Provide specialist assistance and advice to key customer groups to achieve outcomes within legislative and policy guidelines 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Perform research work and analysis including contribution to the preparation of reports on relevant program activities and/or project milestones ▪ Co-ordinate and participate in contract management including developing scope, managing tendering processes and monitoring contract performance ▪ Provide advice and technical expertise in specific areas of project work ▪ Oversee databases and undertake data quality assurance ▪ Process analytical results and present data into formats suitable for interpretation ▪ Assist with risk assessment and risk management activities for a project or program ▪ Manage expenditure, analyse and report on financial information ▪ Approve or certify payments, entitlement and other forms of expenditure with appropriate delegation ▪ Reconcile invoices and initiate investigation where necessary ▪ Assist with implementing programs administered by the agency ▪ Assist in project management and 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Interpret and draft policy and procedural directions within specialist area ▪ Assist in the development of policy documents for review and publication ▪ Formulate, draft and review policy and procedure directions within specialist area ▪ Provide technical advice in specific areas of policy ▪ Liaise with internal and external stakeholders and represent the work area in relation to policy development 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Research, interpret and apply less complex legislation ▪ Check adherence with legislation, interpret legislation and provide advice ▪ Apply work knowledge, precedent and established legislation, policy, procedures and guidelines to situations involving complexity and sensitivity which require considerable interpretation and analysis ▪ Determine and report on compliance with specifications and/or standards ▪ Conduct investigations ▪ Prepare drafts of audit and investigation findings ▪ Conduct quality audits ▪ Provide advice and education to stakeholders to colleagues to increase their knowledge of legislation ▪ Prepare financial investigations, litigation files and objection decisions ▪ Attend court and give evidence ▪ Assist in the preparation of briefing material and analytical reports 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Provide advice and interpretation within technical or professional area ▪ Participate in professional supervision including peer and supervisor review of professional practice where required ▪ Process testing results and collate data ▪ Undertake research, analysis, integration and evaluation of technical information ▪ Process analytical results and present data into formats suitable for scientific interpretation ▪ Undertake systems testing within prescribed parameters ▪ Assist and draft with identification and implementation of systems improvement initiatives ▪ Liaise with other internal or external professionals to resolve assessments, complete assessment or make referrals ▪ Under limited supervision, provide professional assessments and interventions ▪ Undertake activities to develop knowledge and expertise in relation to professional skills ▪ Design and develop technical training courses

APS Work Level Standard – APS Level 5

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Professional/Technical Functions
<ul style="list-style-type: none"> ▪ Monitor the quality of products and processes and adjust as necessary ▪ Assist in contract management and administration ▪ Assist in and support staffing processes 	<p>coordination activities</p> <ul style="list-style-type: none"> ▪ Undertake and manage moderately complex projects under the direction of higher classification levels ▪ Contribute to the delivery of training programs ▪ Co-ordinate the allocation and submission of briefs ▪ Draft briefing papers for higher classification levels 			<ul style="list-style-type: none"> ▪ Assist with and draft the preparation of procedural or technical manuals and guidelines ▪ Draft information packages and other communications products ▪ Undertake more complex installations and maintenance of technical equipment ▪ Use analytical instruments and equipment ▪ Development of ongoing operation of maintenance programs ▪ Develop innovative processes for technologically advanced equipment where significant training and development are required ▪ Assist in developing, implementing and evaluating marketing and communication strategies ▪ Perform advanced trade/manufacturing specialist activities ▪ Use complex computer controlled machinery

APS Work Level Standard – APS Level 4

Overview

An APS Level 4 employee would generally be required to undertake tasks of moderate complexity and work under general direction. They are accountable for organising their workflow and making decisions within defined parameters relating to the area of responsibility. Employees at this level may exercise some discretion with respect to how legislation, procedures and guidelines are interpreted and applied. APS 4 employees provide specialist and administrative support that is informed and directed by sound knowledge in specific areas and may undertake some research and analysis activities. Employees may have a public contact role and may be required to communicate with and provide advice to a range of external stakeholders. Work may involve supervision and leadership of a team with responsibility for coaching and training newer and less experienced members of a small work team. Generally, the work of an APS 4 is characterised by one or more of the following:

Leadership and Accountability

Have functional expertise in a specific area that contributes to team goals.

Provide sound advice and recommendations which influence the decisions made by others, including supervisors and peers.

Have accountability for completion of allocated tasks, organising workflow, review of work and development of less experienced employees.

Contribute positively to strategic planning and decision making within the work area.

Contribute new ideas and maximise the benefits of change, including the identification of opportunities to improve the efficiency of business processes.

Identify and mitigate risks that will impact on own and team work outcomes.

Job Context and Environment

Have a sound general knowledge of the role and functions of the agency and an understanding of how these relate to a specific work area.

Have understanding of the impact of the work area on strategic, political or operational outcomes for the agency/program.

Have a good understanding of relevant legislation and policy frameworks.

Independence and Decision-making

Make decisions with some autonomy that relate to role and area of speciality. Supervision is generally limited to work of moderate complexity or difficulty.

Make decisions within defined parameters relating to the area of responsibility that impact on the work area or specific function, but the impact on agency operations and resources is limited.

Apply judgement, knowledge and limited discretion in interpreting and applying legislation, instructions, guidelines and procedures.

Perform research and analysis activities and report on findings.

Identify issues and contribute to the resolution of issues and problems.

Stakeholder Management

Liaise with internal and external stakeholders on moderately complex operational and administrative matters.

Resolve moderately complex enquiries from stakeholders and provide information and advice as a representative of the work area.

Build rapport and maintain stakeholder relationships within defined parameters.

Represent the work area at internal and external meetings and conferences.

Management Diversity and Span

Coordinate the work flow of a small team and/or more complex administration tasks.

Undertake procedural, clerical, administrative support or operational tasks including some research and analysis activities.

Supervise lower classification levels, including monitor work practices, set priorities within the work area, and develop local procedures.

Coach employees, identify training needs, provide quality assurance of work and the provision of constructive feedback on performance.

Monitor budgets, review and report on expenditure.

APS Work Level Standard – APS Level 4

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Professional/Technical Functions
<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Investigate and manage routine cases and cases referred upwards from staff ▪ Research and review decisions with regard to routine cases and manage moderately complex cases with the assistance of staff at higher classification levels ▪ Undertake assessments and liaise with other internal or external professionals to complete assessments or make referrals ▪ Understand, respond and resolve customer enquiries ▪ Advise customers in relation to their rights and obligations ▪ Provide front of house support, meet and greet customers and direct customers to the most appropriate service channel ▪ Assess and use judgement to determine customer needs, requirements and entitlements and where appropriate refer and link them to relevant government or community services ▪ Assist with data gathering activities to obtain customer feedback ▪ Record and pass on customer feedback to relevant channels ▪ Interview customers ▪ Review and assess information 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Perform basic research and analysis and manipulate data to enable accurate reporting ▪ Undertake co-ordination of straightforward tendering processes ▪ Assist team members to keep abreast of legislative changes and changes in programs ▪ Perform database searches and contribute to statistical reports on relevant program activities ▪ Monitor budgets, report on expenditure and reconcile payments ▪ Approve or certify payments, entitlement and other forms of expenditure with appropriate delegation ▪ Assist in the delivery of projects under the direction of higher classification levels 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Prepare draft policy documentation for review by senior staff ▪ Draft replies to straightforward and less complex policy queries ▪ Liaise with internal and external stakeholders in relation to policy development 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Check adherence with relevant legislation through legislative research ▪ Under direction, coordinate information for quality audits ▪ Investigate straightforward matters and provide assistance to investigators on moderately complex matters ▪ Undertake interviews to obtain information to support investigations ▪ Provide advice and education to stakeholders and colleagues on straightforward regulatory and compliance matters 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Provide advice based on professional knowledge; interpret and apply professional documentation and produce a report of findings ▪ Interpret and apply professional documentation and produce a report on findings ▪ Develop data gathering and management procedures and tools ▪ Gather and analyse evidence and data and document and analyse results ▪ Undertake moderately complex technical tasks or activities associated with trials, test, measurements etc ▪ Manipulate and present data to contribute to the development of reports ▪ Contribute to the implementation of systems improvement initiatives ▪ Liaise with internal and external professionals to complete assessments or make referrals ▪ Undertake activities to develop knowledge and expertise in relation to professional skills ▪ Install, repair and maintain, test, modify, commission and/or fault find on complex machinery and equipment

APS Work Level Standard – APS Level 4

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Professional/Technical Functions
<p>from customers</p> <ul style="list-style-type: none"> ▪ Obtain cooperation or assistance in the administration of activities ▪ Draft correspondence using agreed formats and structured guidelines ▪ Provide administrative support and some secretariat duties ▪ Assist in the provision of buildings management services ▪ Provide a standard range of core customer services ▪ Undertake quality assurance activities to ensure the accuracy and appropriateness of information and procedures ▪ Prepare draft procurement documentation and provide information relating to finance and procurement ▪ Facilitate and ensure that correct payments are made by customers and negotiate payment arrangements ▪ Provide cash payments of benefits and other payments 				<ul style="list-style-type: none"> ▪ Identify and resolve issues for discrete equipment or systems ▪ Prepare moderately complex estimates, specifications and schedules relating to technical work ▪ With assistance plan, estimate and monitor trade related work for major projects ▪ Perform advanced level trade based activities ▪ Use moderately complex machinery

APS Work Level Standard – APS Level 3

Overview

An APS Level 3 employee would generally be required to undertake straightforward tasks although some tasks may have an element of complexity. They work under general direction against established priorities and procedures while exercising some autonomy about how work tasks are performed. Employees at this level are responsible for setting priorities and managing work flow for their role and producing work that is subject to routine monitoring by more senior staff. APS 3 employees undertake specialist, procedural, clerical, administrative support or operational tasks including some basic research and analysis activities. Employees may have a public contact role. Work may involve some limited supervision and support of employees at lower levels, as well as on-the-job training of members of a small work team. Generally, the work of an APS 3 is characterised by one or more of the following:

Leadership and Accountability

Have functional expertise that contributes to team goals.

Provide advice using well-established policy and practices as a guide, and research is conducted to prepare advice to more senior staff.

Have accountability for the completion of allocated tasks, making decisions within defined parameters relating to the area of responsibility, and review of work for lower level employees.

Have responsibility for planning own work goals and priorities that align with and achieve own and team outcomes.

Maximise the benefits of change and contributes to the improvement of quality and efficiency of services.

Identify, gather, record and share information for risk analysis activities, and development of compliance strategies.

Job Context and Environment

Have a general understanding of the role and functions of the agency, aware of issues that may impact on allocated work tasks.

Make decisions that impact the overall outcomes for the work area, but the impact on agency operations and resources is minor.

Have basic understanding of the impact of the work area on strategic, political or operational outcomes for the agency/program.

Understand relevant legislation and policy frameworks.

Independence and Decision-making

Exercise independent judgement and resolve workplace issues with a degree of guidance and monitoring from more senior staff.

Make administrative and operational decisions within defined parameters and following established procedures and protocols. Decisions are likely to impact the work area or specific function.

Work under general supervision and direction, exercising some autonomy regarding how work tasks are performed.

Perform some basic research and analysis activities.

Obtain the cooperation of others to resolve problems to comply with technical or administrative requirements.

Stakeholder Management

Liaise with internal and external stakeholders on administrative and operational matters.

Apply standard procedures to meet stakeholder requirements, offer assistance to solve stakeholder problems and seek assistance as appropriate.

Cultivate effective stakeholder relationships within defined parameters.

Represent the work area at internal meetings.

Management Diversity and Span

Have a supervisory role and/or be responsible for more complex administration. Roles may be required to undertake procedural, clerical, administrative support or operational tasks.

Provide supervision, limited to task allocation and organisation, monitoring quality of work, on the job training and provision of advice and guidance on procedural matters.

Have supervisory responsibilities including working with lower classification levels to develop work performance, as well as the planning and coordinating of tasks and work flows.

Carry out quality control activities to ensure work is being performed efficiently and in accordance with instructions and procedures.

Administer budget for team by verifying and reconciling payments and invoices.

APS Work Level Standard – APS Level 3

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Professional/Technical Functions
<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Investigate and manage routine cases via resolution of customer issues with assistance from higher classification levels ▪ Under substantial supervision, provide assessments and interventions ▪ Provide initial customer assessment for referral to more senior employees ▪ Resolve customer enquiries, provide information and options, and/or refer customers to the appropriate government or community service ▪ Provide a first point of contact for customers via telephone, email, fax or face to face ▪ Obtain cooperation or assistance in the administration of well-defined activities ▪ Draft replies to straightforward queries ▪ Coordinate, record and monitor correspondence flow ▪ Provide administrative support including responsibility for accounts, travel and diary management and some routine secretariat duties ▪ Assist in the provision of buildings management services ▪ Provide a standard range of core 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Retrieve information on projects and programs for staff at higher classification levels ▪ Perform preliminary research for input into reports ▪ Liaise with contractors, monitor daily performance and escalate issues where necessary ▪ Maintain and use information databases including data entry and data retrieval tasks to support program and project objectives ▪ Check the accuracy of information and work ▪ Check payments, purchases and expenditure 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Prepare draft policy documentation for review by higher classification levels ▪ Draft replies to straightforward queries about policy or procedure 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Check task adherence with the relevant legislation through legislative research ▪ Undertake assigned audit tasks under supervision ▪ Provide assistance to investigators when required ▪ Provide advice and education to stakeholders within constraints of policy 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Perform preliminary research including database searches and data retrieval ▪ Undertake straightforward design and experimental tasks or activities ▪ Undertake straightforward tests, measurements, investigations or trials; analyse data and prepare associated reports ▪ Analyse basic data and prepare associated reports ▪ Maintain records, catalogues and systems for capturing technical information ▪ Develop and maintain relevant knowledge in relation to procedures and equipment ▪ Apply professional/technical knowledge ▪ Undertake straightforward installation, testing, operation or maintenance tasks or activities on equipment, systems or buildings ▪ Undertake straightforward planning in relation to technical work ▪ Perform immediate level trade based activities ▪ Apply intermediate level computer or numerical control techniques

APS Work Level Standard – APS Level 3

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Professional/Technical Functions
<p>customer services</p> <ul style="list-style-type: none"> ▪ Undertake processing and customer service duties including analysing, validating and processing claims, enrolments, prescriptions, applications, adjustments and registrations ▪ Check the accuracy of information and work ▪ Undertake straightforward quality assurance tasks or activities ▪ Prepare draft procurement documentation and provide information relating to finance and procurement for checking by higher classification levels 				

APS Work Level Standard – APS Level 2

Overview

An APS Level 2 employee would generally be required to undertake straightforward tasks and works under routine direction against established priorities and procedures while exercising some autonomy. Employees at this level are responsible for the completion of allocated tasks within required timeframes and producing work that is subject to close monitoring and checking by more senior staff. APS 2 employees may be required to undertake procedural, clerical, administrative support and operational tasks and may provide initial coaching and support to new or less experienced colleagues. Generally, the work of an APS 2 is characterised by one or more of the following:

Leadership and Accountability

Provide advice to other employees on technical and procedural issues related to the immediate work area.

Have accountability for the completion of allocated tasks within required timeframes and compliance with set procedures.

Contribute ideas to the development of work area goals and objectives.

Contribute ideas and participate in the implementation of change in the workplace.

Identify and actively manage risks that will affect day-to-day work.

Job Context and Environment

Have a general understanding of the role and functions of the agency; aware of issues that may impact on the delivery of allocated work tasks.

Have basic understanding of the impact of the work area on strategic, political or operational outcomes for the program.

Have a basic understanding of relevant legislation, and policy frameworks.

Independence and Decision-making

Work is undertaken under general guidance, but direct guidance may be needed in relation to complex tasks/assignments or in unfamiliar situations.

Work is generally subject to extensive procedural, supervisory and other controls with some reliance on individual expertise.

Work at this level involves the application of knowledge and skills to basic administrative and operational tasks by referring to set procedures.

Some decisions may require discretion and judgement.

Make decisions of a procedural or administrative nature, which may have a low impact on the work area or specific function.

Provide preliminary work for research tasks in a specific area of knowledge or specialisation.

Obtain the cooperation of others to resolve minor problems to comply with technical or administrative requirements.

Stakeholder Management

Liaise with stakeholders to respond to routine enquiries, obtain and provide information on straightforward matters and refer complex enquiries to higher classification levels.

Provide high quality client service to internal and external clients.

Support and maintain effective stakeholder relationships.

Management Diversity and Span

Have responsibility for basic administration of the work area. Roles may be required to undertake routine procedural, clerical, administrative support and operational tasks.

Have minimal supervisory functions but may provide on-the-job training to support the development of lower classification levels on routine practices and provide guidance and advice.

Train and support the development of lower classification levels in routine and non-routine procedures.

Working in and contributing to a team environment and managing own work priorities, often in the context of meeting tight deadlines.

APS Work Level Standard – APS Level 2

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Technical Functions
<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Provide information to customers on basic and routine procedures, guidelines and policy ▪ Retrieve information and respond to written and telephone requests for routine information from customers ▪ Obtain cooperation of others in the resolution of minor problems to comply with technical and administrative requirements ▪ Request routine information from customers ▪ Provide administrative support to work area ▪ Contribute to the operations of the work area ▪ Undertake routine tasks associated property management ▪ Receive, check and acquit stores 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Maintain registers and information databases including data entry and data retrieval ▪ Check the accuracy of information ▪ Create and maintain files and records ▪ Undertake basic coding and classification of records ▪ Process invoices 			<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Undertake basic data entry and retrieval ▪ Undertake straightforward technical tasks associated with trials, experiments, reviews, preliminary investigations or inspections ▪ Update and maintain information and data systems to support technical functions ▪ Maintain knowledge of procedures and tasks relevant to own work ▪ Operate a range of equipment requiring technical knowledge ▪ Undertake straightforward planning in relation to technical work

APS Work Level Standard – APS Level 1

Overview

An APS Level 1 employee would generally be required to work under close direction to undertake routine and basic tasks against clearly defined and established priorities and procedures. Employees at this level are responsible for the completion of allocated tasks within required timeframes and producing work that is subject to close monitoring and checking by more senior staff. APS 1 employees may be required to undertake procedural, clerical, administrative support and operational tasks. Employees do not have supervisory or management responsibilities. Generally, the work of an APS 1 is characterised by one or more of the following:

Leadership and Accountability

Have responsibility for the basic administration of the work area.

Roles may be required to undertake routine procedural, clerical, administrative support and operational tasks.

Provide procedural advice and respond to straight-forward requests for information to stakeholders.

Have responsibility for the completion of allocated tasks within required timeframes and compliance with set procedures.

Participate in the development of work area goals and objectives.

Participate in the implementation of change and contribute to the improvement of quality and efficiency of services and work processes.

Identify and manage risks that affect day-to-day tasks.

Job Context and Environment

Have a basic understanding of the agency's role and functions.

Have a basic understanding of the impact of the work area on strategic, political or operational outcomes for the program.

Have basic understanding of relevant legislation and policy frameworks.

Independence and Decision-making

Work under close direction is provided at this level with specific guidance, instructions and regular checking of work and work priorities.

Work is subject to comprehensive procedural, supervisory and other controls.

Make decisions that are based on defined outcomes, priorities and performance standards, that have a minor impact on own work area.

Make decisions that relate only to administrative processes/tasks. Work is undertaken according to established practices and procedures.

Provide an administrative support role to other employees involved in research and investigative work.

Resolve minor problems and provide procedural assistance to stakeholders.

Stakeholder Management

Liaise with stakeholders on routine matters/tasks.

Liaise with other areas within the agency, acting in a support role to arrange basic requirements of routine work activities.

Support effective stakeholder relationships.

Management Diversity and Span

Roles at this level do not have supervisory or management responsibilities.

Perform administrative tasks with a high level of accuracy and manage own workload.

Maintain a system of accurate records and produce routine information from the data.

APS Work Level Standard – APS Level 1

Service Delivery	Program and Project Management	Policy	Regulatory Functions	Technical Functions
<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Resolve minor problems ▪ Provide advice on routine queries/issues within the constraints of policy/procedures ▪ Respond to requests for straightforward, routine information from customers using pro-forma responses and agreed formats ▪ Contact customers to discuss straightforward issues such as change of contact details and basic payment matters ▪ Provide general administrative support ▪ Contribute to the operations of the work area ▪ Undertake routine tasks associated with property/maintenance ▪ Maintain office equipment, stores and supplies for a work area ▪ Undertake routine labouring tasks ▪ Undertake routine cleaning functions ▪ Make minor repairs and maintenance to buildings and grounds 	<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Gather basic information and use databases including basic data entry and retrieval ▪ Check the accuracy of recorded information ▪ Maintain work area files and recording systems ▪ Receive, dispatch and record correspondence, documents and files 			<p>Roles at this level may:</p> <ul style="list-style-type: none"> ▪ Use precision measuring instruments to carry out work ▪ Take accurate measurements ▪ Maintain knowledge of procedures and tasks relevant to own work ▪ Operate basic machinery and equipment