

# VICTORIAN PUBLIC SERVICE EXECUTIVE WORK LEVEL STANDARDS AND STREAMS BY SENIOR EXECUTIVE SERVICE BAND



## Senior Executive Service band 1 work value standards

Value	Description
Knowledge	<ul style="list-style-type: none"><li>• Apply comprehensive knowledge and skills, acquired through formal (tertiary) training or relevant professional, technical or management experience</li><li>• Be considered an authoritative source of strategic advice and expertise which has influence on organisation decision making in an area of knowledge or practice</li><li>• Apply a highly developed understanding of policy, service delivery, regulatory, and/or legislative processes gained through experience in public or private sector management or specialist roles, with commensurate understanding of the social, political, environmental and economic contexts, including State-wide, national or international matters in a specific area of expertise</li></ul>

<p>Relationships</p>	<ul style="list-style-type: none"> <li>• Facilitate and lead relationships; liaise, engage and influence internal and external stakeholders in relation to a specific area of responsibility</li> <li>• Negotiate outcomes, enlist cooperation, consult and resolve conflict while maintaining relationships and collaborative networks</li> <li>• Develop and maintain effective senior relationships within government and non-government sectors to integrate and coordinate policy, regulation, and delivery of services</li> <li>• Interact, liaise and engage with senior management of the organisation and provide strategic advice to senior management and ministerial advisers in order to influence and persuade</li> <li>• Participate as a member of a range of committees, working groups and other fora, including inter-organisation groups and industry/community sector groups, and represent the organisation at conferences, meetings and seminars</li> <li>• Engage stakeholders during times of change, resolving conflict and managing sensitivities within constrained timeframes</li> </ul>
<p>Judgment and Risk</p>	<ul style="list-style-type: none"> <li>• Apply astute judgement in decision making about issues affecting the business unit with sensitivity to issues impacting the organisation and across government</li> <li>• Make effective judgements under pressure, consider alternative courses of action, devise action plans and advocate new approaches to complex issues</li> <li>• Resolve problems, taking into account established management systems, professional standards, budget parameters or known equipment capacity</li> <li>• Make judgements and assess risk under guidance provided by policy, service delivery and/or regulatory frameworks, guidelines and precedents</li> <li>• Identify, anticipate and manage complex risk, undertaking risk mitigation and management activities to ensure the achievement of business unit and organisational goals</li> </ul>

<p>Independence</p>	<ul style="list-style-type: none"> <li>• Make decisions that impact the business unit and other areas of the organisation, with the potential to flow into industry or other non-government sectors in the short to medium term</li> <li>• Approve decisions and recommendations of others within the area of responsibility and provide recommendations to higher level senior management which are relied upon in wider organisational decision making</li> <li>• Exercise high level delegations in relation to legal, governance, human resource management, project and program, and regulatory decisions for a discrete number of functions</li> <li>• Create and implement annual business plans for a business unit and adopt a 2 to 3-year horizon, ensuring alignment with whole-of-organisation planning</li> </ul>
<p>Strategic Change</p>	<ul style="list-style-type: none"> <li>• Manage change associated with government reforms and transformational change, and take responsibility for continuous improvement processes within the business area</li> <li>• Regularly monitor and respond to a changing operating and/or policy environment, working with an understanding of the relevant context and emerging social, political, environmental and technological change</li> <li>• Provide a significant contribution to strategic change management within an organisation, including longer term planning for major change initiatives, and/or changes in the strategic, long term vision of an organisation</li> <li>• Manage change projects and programs that constitute a major piece of work over an extended timeframe and where this is the primary responsibility of the position</li> </ul>
<p>Impact</p>	<ul style="list-style-type: none"> <li>• Influence policy and strategic direction of an organisation through contribution to executive leadership and advice to higher level positions, including the Secretary and Minister where required</li> <li>• Have some impact into industry or the wider community through ensuring the effective delivery of services and/or through engagement with government bodies, external peak bodies, groups and associations at an equivalent level</li> <li>• Contribute to the organisation's strategic planning and culture, as a member of the senior executive, and take full responsibility for developing the strategic direction for the business unit, ensuring elements integrate to support higher organisational strategic goals.</li> </ul>

Breadth	<ul style="list-style-type: none"> <li>• Be responsible for a wide range of activities that relate to an area of responsibility or, in a smaller organisation, a number of areas of responsibility</li> <li>• Manage staff and/or activities that may be geographically dispersed such as across offices in different parts of a city, or that occur in offices in regional areas</li> </ul>
Resource Management	<ul style="list-style-type: none"> <li>• Manage the staff and resources of a portion of an organisation, such as a business unit/branch</li> <li>• Manage a resource base which may include operational, capital and/or project/program/grants funding and be accountable for the development and management of budgets, finances, procurement and expenditure within a business unit/branch</li> </ul>

## Senior Executive Service band 1 work Streams

Positions at this level lead and manage in one or more of the functional streams below and may undertake any of the following tasks and responsibilities:

Value	Description
Delivery	<ul style="list-style-type: none"> <li>• Provide comprehensive, authoritative advice and expertise in relation to the effective delivery of services</li> <li>• Lead and manage a business unit responsible for effective delivery of services</li> <li>• Oversee the management of contracts in relation to the delivery of services and provision of regular performance and compliance reports in accordance with specified standards, terms and conditions</li> <li>• Manage one or more of a range of functions to deliver services to staff of an organisation, including HR services, financial services, and ICT services</li> <li>• Ensure the effective delivery of services to a range of customer bases, including specialist services</li> <li>• Oversee the development, measurement and analysis of customer service standards, systems and processes to ensure continuation of a high level service culture</li> </ul>

<p>Policy</p>	<ul style="list-style-type: none"> <li>• Lead the development and review of policy and implement policy frameworks within area of responsibility</li> <li>• Review policy drafted by others for sign-off</li> <li>• Maintain policy frameworks, in line with wider government direction</li> <li>• Monitor legislative context and ensure policies align with changes or implementation of new legislation</li> <li>• Develop and review draft papers and briefs for presentation to more senior staff and/or Ministers</li> <li>• Liaise with government, industry sectors, community and other stakeholder groups in relation to legislative and policy direction and development</li> <li>• Negotiate policy outcomes and options with a range of internal and external stakeholders</li> <li>• Provide comprehensive, expert advice on an area of expertise in relation to policy development</li> </ul>
<p>Portfolio &amp; Program</p>	<ul style="list-style-type: none"> <li>• Assume responsibility for a project of large scale or major program significance</li> <li>• Lead organisational business unit in implementing programs, major projects and initiatives</li> <li>• Liaise across the organisation to build collaborative approaches to portfolio and program initiatives</li> <li>• Assume overall project/program delivery responsibility, including the co-ordination of resources and expertise and maintaining project/program within agreed policy, project specification and budgetary constraints.</li> <li>• Report regularly on progress of projects to the Secretary (delegate) and relevant project steering committees, recommend action, identify and refer major policy issues.</li> <li>• Ensure that each project complies at all stages of implementation with government financial, social, budgetary, audit and procurement policies and probity requirements.</li> </ul>

Regulatory	<ul style="list-style-type: none"> <li>• Lead a business unit that is responsible for compliance, enforcement, audit, investigation and/or regulatory policy</li> <li>• Contribute to the development and maintenance of governance frameworks</li> <li>• Oversee the implementation of compliance programs, including audit and investigation activities</li> <li>• Oversee intelligence programs, managing risk and assessing threat</li> <li>• Be responsible for high-level delegations in relation to compliance and enforcement decisions</li> <li>• Oversee and manage complex compliance, investigation and enforcement activities, applying significant work knowledge and established legislation and policy to sensitive situations</li> <li>• Liaise, engage and negotiate with key stakeholders to establish standards, policy, and precedent in a regulatory environment</li> </ul>
Professional / Specialist	<ul style="list-style-type: none"> <li>• Act as a chief point of professional advice to key stakeholders within and outside the organisation</li> <li>• Show intellectual leadership by providing specialist input to policies, new legislation, program reform and business improvement initiatives</li> <li>• Provide specialist expertise and professional knowledge and skill in relation to specific areas of organisational responsibility</li> <li>• Oversee a business unit performing specialist or technical work in a profession or area of practice</li> <li>• Engage with and participate in relevant professional bodies and associations to ensure information exchange and continuing professional development</li> <li>• Oversee the provision of specialist and technical training and the development of education products in a technical or specialist field, including guidelines, manuals, policies and processes</li> </ul>

## Senior Executive Service band 2 work value standards

Value	Description
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<p>Knowledge</p>	<ul style="list-style-type: none"> <li>• Apply extensive knowledge and skills, acquired through formal (tertiary) training or relevant significant professional, specialist or management experience, including knowledge and skills over a broad range of activities or very deep technical and specialist knowledge pursuant to a senior expert in a field</li> <li>• Provide strategic, evidence-based advice and recommendations and act as an authoritative source of critical advice which impacts organisational decision making in a functional area</li> <li>• Apply an extensive understanding of policy, service delivery, regulatory, and/or legislative processes gained through substantial experience in public or private sector senior management or specialist positions, with commensurate understanding of the social, political, environmental and economic contexts, including statewide, national or international matters across one or more functions, specialisations or areas of practice</li> </ul>
<p>Relationships</p>	<ul style="list-style-type: none"> <li>• Lead and oversee critical stakeholder engagement, including the need to engage, inform and advise a diverse range of very senior stakeholders in relation to highly complex issues</li> <li>• Negotiate major outcomes, and provide persuasive advice in the face of divergent views or conflicting agendas while maintaining strong relationships and collaborative networks with key stakeholders at senior levels across government and non-government sectors</li> <li>• Interact, liaise and engage with the senior executives of the organisation and provide highly influential, strategic advice to Secretaries, Deputy Secretaries and Ministers, and, where relevant, advocate for a position or viewpoint</li> <li>• Participate as a member or chair a range of committees, working groups and other fora, including inter-organisation groups and industry/community sector groups, and represent the organisation or the government in negotiations</li> <li>• Engage and manage stakeholders through change, resolving conflict and managing sensitivities in a complex environment</li> </ul>

<p>Judgment and Risk</p>	<ul style="list-style-type: none"> <li>• Make judgements and assess risk in the context of uncertainty and innovation</li> <li>• Apply lateral thinking and develop innovative solutions that impact onto the area of responsibility and influence decision-making across the organisation</li> <li>• Identify, anticipate and manage highly complex issues and problems, and develop strategic risk minimisation plans and risk frameworks using guidance that is less defined within the context of broad policy service delivery and/or regulatory frameworks, priorities and strategic direction</li> <li>• Use robust investigation to consider a wide range of alternative courses of action in highly complex and sensitive situations</li> <li>• Identify and take into account emerging statewide and national issues and formulate long term plans to mitigate risk and ensure the achievement of the wider government agenda; be aware of the international context where relevant</li> </ul>
<p>Independence</p>	<ul style="list-style-type: none"> <li>• Work with a high level of independence and the freedom to make critical decisions about the way in which goals are achieved and priorities are defined</li> <li>• Make decisions that impact other areas of the organisation, and flow into industry or other non-government sectors in the medium to long term with the authority to make statements on behalf of the organisation</li> <li>• Work with a high level of credibility and standing in the area of responsibility</li> <li>• Exercise high-level delegations in relation to legal, governance, human resource management, project and program, and regulatory decisions</li> <li>• Adopt a 2 to 3-year focus for primary planning with an understanding of longer term implications where applicable</li> <li>• Act with full accountability for the integration of strategic policy, regulatory, delivery and/or program initiatives for a group of business units or functions</li> </ul>



<p>Strategic Change</p>	<ul style="list-style-type: none"> <li>• Regularly manage change associated with critical or large-scale organisational reforms</li> <li>• Identify and coordinate responses to widely impacting organisational change, working with a strategic understanding of the relevant context and emerging social, political, environmental and technological issues</li> <li>• Oversee multiple, integrated change initiatives with outcomes that have a significant impact on communities, stakeholders and services, or undertake the management of large-scale change projects and programs that constitute a significant piece of work over an extended timeframe and where this is the primary responsibility of the position</li> </ul>
<p>Impact</p>	<ul style="list-style-type: none"> <li>• Strongly influence policy and strategic direction of an organisation through membership of the executive leadership and contribute to organisation-wide goals</li> <li>• Provide advice and recommendations to the senior executive and the Secretary, and directly to the Minister when required</li> <li>• Have impact into industry or the wider community through oversight of the delivery of major services and/or through leading engagement with external peak bodies, groups and associations at senior levels</li> <li>• Contribute to shaping the organisation's strategic vision and culture as a member of the senior executive, and take full responsibility for developing the strategic direction for the area of responsibility, integrating a range of activities, programs and functions to support organisational goals and priorities</li> <li>• When supporting the work of an organisation through the provision of corporate services or the setting of overarching policy and regulatory frameworks, actions and decisions will impact across the organisation as a whole</li> </ul>
<p>Breadth</p>	<ul style="list-style-type: none"> <li>• Be responsible for an extensive range of activities that relate to a specific major function such as human resource management, information and communication technologies, financial services in a larger organisation, or a number of functions that are interrelated and of high complexity such as both policy and program responsibility</li> <li>• Operate within multiple frames of reference and have accountability for a number of business areas</li> <li>• Manage staff and/or functions that are geographically dispersed such as across offices in different parts of a city, or offices in regional areas</li> </ul>

Resource Management	<ul style="list-style-type: none"> <li>• Manage the staff and resources of a division/group or set of business units within an organisation</li> <li>• Manage a large resource base which may include operational, capital and/or project/program/grants funding, tactically balancing resources across areas of responsibility</li> <li>• Be accountable for the development and management of budgets, finances, procurement and expenditure for a division/group or set of business units and influence the allocation of resources over the long term</li> </ul>
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## Senior Executive Service band 2 work streams

below and may undertake any of the following tasks and responsibilities:

Stream	Description
Delivery	<ul style="list-style-type: none"> <li>• Provide expert, high level authoritative advice and expertise in relation to the planning, establishment and implementation of services</li> <li>• Establish, lead and direct the delivery of services, products and systems</li> <li>• Lead and manage a group of business units that undertake service delivery in one or more specified areas</li> <li>• Oversee one or more of a range of functions to deliver services to staff of an organisation, including human resources services, financial services, and information and communication technology services</li> <li>• Provide strategic management and corporate direction to the provision of portfolio support and advice services, policy development and implementation and leadership in the delivery of services</li> <li>• Continually monitor and review current systems and practices and develop innovative strategies for the realisation of organisation priorities and goals</li> </ul>

<p>Policy</p>	<ul style="list-style-type: none"> <li>• Lead the development and review of policy frameworks over a range of policy areas, including highly complex and sensitive contexts</li> <li>• Ensure that policy frameworks and accompanying policy documents align with current and future government direction</li> <li>• Lead and manage a group of business units undertaking policy functions in a range of generalist or speciality areas</li> <li>• Provide expert and high-level advice to heads of agencies and Ministers in relation to a range of policy development and review</li> <li>• Engage and consult with senior government, industry sector, community and other stakeholder representatives to achieve consensus in critical areas</li> <li>• Monitor and evaluate the effectiveness of policy initiatives and provide advice regarding social and economic impacts of policy changes or new policy</li> </ul>
<p>Portfolio &amp; Program</p>	<ul style="list-style-type: none"> <li>• Lead the strategic implementation of programs and initiatives</li> <li>• Take full accountability for major projects</li> <li>• Undertake program development and planning, including resource negotiation</li> <li>• Initiate new programs and be responsible for major change initiatives</li> <li>• Provide leadership on a range of cross-functional project teams and taskforces designed to deliver breakthrough outcomes critical to the integrated delivery of programs across an organisation</li> <li>• Provide leadership and direction on matters associated with financial, budget and output management, strategic and business planning, particularly for evidence-based new initiative proposals</li> </ul>
<p>Regulatory</p>	<ul style="list-style-type: none"> <li>• Establish and maintain strong and effective governance and regulatory frameworks</li> <li>• Provide leadership and strategic management for a group of business units that are responsible for regulatory activities</li> <li>• Oversee the development and implementation of intelligence and compliance programs, including audit and investigation activities</li> <li>• Oversee very complex compliance, investigation and enforcement activities, applying significant work knowledge and established legislation and policy to highly sensitive situations</li> <li>• Lead engagement and negotiation with non-government and government stakeholders to ensure the government's regulatory objectives are met</li> <li>• Provide leadership and strategic management for a diverse range of infringement and enforcement services</li> </ul>

Professional/Specialist	<ul style="list-style-type: none"> <li>• Act as the chief point of professional advice to critical stakeholders within and outside the organisation</li> <li>• Provide expert advice on specialist and technical issues to Departmental Secretaries, or Head of Organisation, requiring considerable depth and breadth of knowledge and experience in a complex, professional field</li> <li>• Show intellectual leadership by providing specialist input that shapes the development of policies, new legislation, program reform, and underlying infrastructure</li> <li>• Provide specialist expertise and professional knowledge and skill in relation to highly complex and critical areas of importance for the organisation</li> <li>• Oversee a group of business units performing specialist or technical work in a profession or area of practice</li> <li>• Engage with and participate in relevant professional bodies and associations to ensure information exchange and continuing professional development</li> </ul>
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### Senior Executive Service band 3 work value standards

Value	Description
Knowledge	<ul style="list-style-type: none"> <li>• Provide whole-of-organisation leadership through advanced knowledge and skills, acquired from extensive professional or executive management experience</li> <li>• Apply cumulative knowledge and extensive expertise to a broad and diverse area of responsibility that encompasses a large portion, or the whole of, an organisation</li> <li>• Provide highly complex, strategic and critical advice in relation to issues that impact on government policy, services and programs, and act as the principal source of strategic advice for organisational decision-making on which the organisation or the government is dependent</li> <li>• Act as the major source of advice to ministers and set the parameters under which others advise</li> </ul>

<p>Relationships</p>	<ul style="list-style-type: none"> <li>• Lead and oversee highly critical stakeholder engagement, including the need to engage, inform and advise a diverse range of very senior and highly influential stakeholders in relation to extremely complex, high-profile, high-risk, and sensitive issues</li> <li>• Negotiate major outcomes, and provide persuasive advice in the face of divergent views or conflicting agendas while maintaining strong relationships and collaborative networks across government and non-government sectors at the highest levels</li> <li>• Have the authority to present and negotiate highly contentious issues, with technical, policy and/or legal complexity, and represent the organisation, Minister and government at the national and international level</li> <li>• Chair or act as a senior member of a range of critical stakeholder groups and committees</li> <li>• Lead stakeholder relationships through complex change, resolving conflict and managing contextual and political sensitivities</li> </ul>
<p>Judgement and Risk</p>	<ul style="list-style-type: none"> <li>• Make judgements and assess very complex risk in the context of uncertainty and innovation</li> <li>• Give guidance on the development of new policy frameworks and make judgements about the integration of information provided by specialists</li> <li>• Focus on whole-of-organisation and whole of government issues that are usually sensitive and/or contentious and which impact across sectors, industry and/or the wider community in situations where there is an absence of guidelines or precedents, and where analysis requires very complex investigation</li> <li>• Identify critical long-term risks and strategies for mitigating these in the context of significant ambiguity, including making judgements about the appropriateness and integrity of legislation, policy, service standards and regulation</li> <li>• Set or influence emerging statewide or national issues and formulate long-term plans which shape the achievement of the wider government agenda; identify and take the international context into account.</li> </ul>

<p>Independence</p>	<ul style="list-style-type: none"> <li>• Work with significant independence and freedom to make critical decisions about the way in which goals are achieved and priorities are defined for the organisation as a whole or a substantial part of an organisation</li> <li>• Make decisions that impact all areas of the organisation, and flow into industry or other non-government sectors in the long term</li> <li>• Exercise the authority to make statements and decisions on behalf of the organisation and have a very high level of credibility and standing</li> <li>• Exercise full delegated authority in respect of management of a major component or the full range of an organisation's functions or programs and provide a governance focus that is fundamental to the organisation's performance in delivering policy or program outcomes</li> <li>• Adopt a 3 to 5-year focus for primary planning with an understanding of longer-term implications where applicable</li> <li>• Be fully accountable for the integration of strategic policy, regulatory, service delivery and program initiatives across an organisation</li> </ul>
<p>Strategic Change</p>	<ul style="list-style-type: none"> <li>• Regularly manage change associated with highly critical or very large-scale government reforms</li> <li>• Regularly identify and coordinate responses to change, working with a strategic understanding of the relevant context and emerging social, political, environmental and technological issues</li> <li>• Oversee very complex, multiple, integrated change initiatives in the context of innovation, political sensitivity and high levels of risk</li> <li>• Undertake the management of very large-scale change projects and programs that constitute a highly significant piece of work over an extended timeframe and where this is the primary responsibility of the position</li> <li>• Manage change in an environment of innovation with government-wide, community-wide or whole-of-sector impact</li> </ul>

Impact	<ul style="list-style-type: none"> <li>• Lead policy development and the strategic vision of an organisation through membership, or as head of, the executive leadership</li> <li>• Routinely provide very high-level, strategic and critical advice and recommendations to the Secretary, and directly to the Minister</li> <li>• Have impact into, sector, industry or the wider community, through leading engagement with external peak bodies, groups and associations at the most senior levels</li> <li>• As a lead member of the senior executive, be accountable for leading the development of the organisation's strategic vision, culture and direction, integrating a range of activities, programs and functions to achieve organisational goals and priorities</li> <li>• Lead initiatives that impact statewide and/or that may influence policy and program development or service delivery nationally or internationally</li> </ul>
Breadth	<ul style="list-style-type: none"> <li>• Lead multiple functions in a large organisation or manage all functions within a small or medium-sized organisation</li> <li>• Operate within multiple frames of reference and have accountability for a number of integrated functions or operations</li> <li>• Manage staff and/or functions that are widely geographically dispersed, including management of a number of regional offices and/or functions that are delivered regionally</li> </ul>
Resource Management	<ul style="list-style-type: none"> <li>• Manage a substantial proportion of the staff of a larger organisation or manage the whole of a smaller one</li> <li>• Manage a very large resource base which may include operational, capital and/or program funding across multiple areas of responsibility or for a whole organisation</li> <li>• Be accountable for the development and management of very substantial budgets, finances, procurement and expenditure for a substantial portion of an organisation and plan the allocation of resources over the long term</li> </ul>

## Senior Executive Service band 3 work streams

Positions at this level provide leadership and strategic vision in one or more of the following functional streams:

Stream	Description
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<p>Delivery</p>	<ul style="list-style-type: none"> <li>• Lead the development of service delivery strategy and new initiatives, and manage large-scale strategic change with substantial impact on service delivery models and implementation</li> <li>• Oversee and manage service delivery issues that are highly sensitive and extremely complex to ensure that critical risks are minimised</li> <li>• Lead and promote a culture of innovation and adaptability, taking into account leading edge technology, best practice approaches and key strategic service delivery outcomes</li> </ul>
<p>Policy</p>	<ul style="list-style-type: none"> <li>• Provide thought and corporate leadership to matters of strategic planning, quality management strategies, governance, establishing organisational priorities and direction, and the development of key whole of government policies</li> <li>• Provide highly complex, strategic, expert advice to ensure the development of evidence-based policy frameworks, recommendations and decisions</li> <li>• Lead and maintain long-term strategic partnerships with critical government, industry and community stakeholders at the highest level to inform policy construction</li> </ul>
<p>Portfolio and Program</p>	<p>Lead the development of new program initiatives and manage large-scale strategic change with substantial program impact</p> <p>Direct the implementation, review and evaluation of programs, set expectations and performance standards at a whole-of-organisation level</p> <p>Drive program evaluation frameworks and program planning to ensure return on investment at a financial, human resources and infrastructure level</p>
<p>Regulatory</p>	<ul style="list-style-type: none"> <li>• Endorse government frameworks and make determinations regarding the application of regulatory interpretations, ensuring the integrity of legislative systems</li> <li>• Drive the development and implementation of regulatory frameworks and substantial, highly complex regulatory programs, ensuring alignment with government direction and organisational vision</li> <li>• Lead and manage responses to highly complex regulatory, enforcement, and compliance issues, managing and mitigating risk, including financial, reputational, and safety risks</li> <li>• Oversee a substantial portion of an organisation, or whole organisation that is responsible for regulatory, compliance and/or enforcement activities, including policy and delivery</li> </ul>



Professional/Specialist	<ul style="list-style-type: none"><li>• As a specialist, provide strategic and critical advice based on extensive and advanced professional and technical experience in a highly complex field</li><li>• Drive the development of specialist knowledge, through the leadership of a significant portion, or whole, of an organisation, undertaking specialist functions, including the delivery of professional services, education services, research and analysis, and the provision of highly complex professional advice and information</li></ul>
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