



**Victorian
Public Sector
Commission**

Work value scoring tool - Victorian Public Entity Executive Classification Framework

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Overview of the work value scoring tool

Purpose

These materials support the process to define the work value of a public entity executive position and assign it to one of the three executive bands, providing a consistent and transparent framework for classifying executives working in Victorian public entities.

Work value assessment methodology

These detailed descriptors for the eight work value factors are set out in the following pages.

The assessment methodology is designed to be straightforward for organisations and HR practitioners to apply. To conduct an assessment the assessor would proceed as follows (Appendix 3 below outlines the process for a typical assessment workflow):

- using the intelligence about the position which was gathered during the review of corporate documents and interviews (where applicable), the assessor chooses the set of descriptors which most closely match the information about the position
- the assessor allocates the relevant score for each descriptor
- the combined score will sit within a range indicating the appropriate executive classification, as set out in the table below

Classification	Score
Public Entity Senior Executive Service Band 1	21 to 35
Public Entity Senior Executive Service Band 2	36 to 47



The assessor has a choice of four scores for each factor: 1, 3, 5 or 7, each relating to the level of responsibility and complexity required to meet the level for that factor. Intermediate scores of 2, 4 or 6 can also be used in instances where a position fits some but not all the descriptors of the higher-level score.

As a guide:

- if the position consistently scored a 3 across all factors it would place the role within PESES Band 1, with a score of 24
- a consistent score of 5 would place the role within PESES Band 2
- scores of 7 would place the role at the top of PESES Band 3

In practice there would likely be a range of scores for each position, reflecting the particular focus of that position. For example, an executive whose main responsibility is in the area of regulation, would potentially have the highest scores in judgement and risk and knowledge, while perhaps having a lower score for resource management.

Principles of evaluation

The classification assessment evaluates the requirements of the position and not the incumbent. It is not an assessment of the incumbent's performance or strengths, nor can it consider the specific expertise the incumbent may bring to the position.

The classification level for each factor should be determined by the highest level at which the position operates *on a regular basis*, taking into consideration that no less than 70 per cent of the work undertaken by the role for a given factor must equal the work value of that level. For example, an occasional meeting with the entity Head, or a one-off briefing of a minister would be insufficient to score the position a 5 for the Relationships factor, where regular interactions are usually at a more junior level for that position.

For a position to meet a work value score, the assessor should be able to provide clear rationale supporting the decision and examples that illustrate where the position matches the descriptor.

Positions may sit anywhere within the assessed band This reflects the diversity of positions within each classification level, with more diversity expected at the lower levels and a wider

band range at those levels to accommodate the greater diversity.

Assessment factors for the work value scoring tool

Knowledge factor

1

Apply knowledge and skills in a field or discipline acquired through substantial professional, technical or management experience.

Be considered a source of well-developed, complex advice in a specific and/or narrow area of expertise.

Use knowledge of structures, the sector and the organisation to develop policies and new program or project initiatives.



Apply comprehensive knowledge and skills, acquired through formal (tertiary) training or relevant professional, technical or management experience.

Be considered an authoritative source of strategic advice and expertise which has influence on organisational

decision-making in an area of knowledge or practice.

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 positions, with commensurate understanding of the social, political, environmental and economic contexts, including statewide, national or international matters in a specific area of expertise.



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 deep technical/specialist knowledge pursuant to a senior expert in a field. Act as an authoritative source of critical advice which impacts organisational decision-making in a large portion of the organisation, or the whole of a smaller organisation. Apply a strategic, extensive understanding of policy, service delivery, regulatory, and/or legislative processes gained through significant experience in public or private sector senior management, 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.



Provide whole-of-organisation leadership through advanced knowledge and skills, acquired from extensive professional or executive management experience.

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.

Provide highly complex, strategic and critical advice in relation to issues that impact on policy, services and programs, and act as the principal source of strategic advice for organisational decision-making on which the organisation or the sector is dependent.

Act as the major source of advice to the Board, Ministers and/or senior sector stakeholders and set the parameters under which others advise.

Relationships factor



1 Initiate and maintain effective relationships with a broad range of internal and external stakeholders.
Initiate and manage negotiations with peers (internal and external to work unit) to gain commitment to projects, and delivery of activities to meet timelines.
Represent own work area with external stakeholders, and effectively manage feedback.
Represent the organisation with external peers and negotiate within agreed parameters.
Liaise and consult with stakeholders during times of change, resolving issues and meeting expectations.

3 Facilitate and lead relationships; liaise, engage and influence internal and external stakeholders in relation to a specific area of responsibility.
Negotiate outcomes, enlist cooperation, consult and resolve conflict while maintaining relationships and collaborative networks.
Develop and maintain effective senior relationships with government and sector stakeholders, industry and/or the community to integrate and coordinate policy, regulation, and delivery of services. Regularly interact, liaise and engage with senior management and/or the Chair of the organisation, external stakeholders and ministerial advisors in order to influence and persuade.
Participate as a member or chair 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.
Engage stakeholders during times of change, resolving conflict and managing sensitivities within constrained timeframes.



5 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.

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 the sector and government.

Provide highly influential, strategic advice to the organisation Chair, departments and ministers, and, where relevant, advocate for a position or viewpoint.

Participate as a member or chair on a range of committees, working groups and other fora, including inter-organisation groups and industry/community sector groups, and represent the organisation in negotiations.

Engage and manage stakeholders through change, resolving conflict and managing sensitivities in a complex environment.

7 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.

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.

Have the authority to present and negotiate highly contentious issues, with technical, policy and/or legal complexity, and represent the organisation at the national and international level.

Chair or act as a senior member of a range of critical stakeholder groups and committees.

Lead stakeholder relationships through complex change, resolving conflict and managing contextual and political sensitivities.

Judgement and risk factor



- 1 Apply good judgement to solve problems through the application of established techniques, methods, systems or policies.

Undertake analysis and interpretation in choosing a course of action to manage complex or sensitive issues within the sphere of responsibility. Identify and respond to new and emerging issues impacting on the operating environment and maintain awareness of current developments in the field of work, responding appropriately to mitigate risk.
- 3 Apply astute judgement in decision-making about issues affecting the organisation with sensitivity to issues impacting the organisation and across the sector. Make effective judgements under pressure, consider alternative courses of action, devise action plans and advocate new approaches to complex issues.

Resolve problems, taking account of established management systems, professional standards, budget parameters, commercial factors, market forces or known equipment capacity.

Make judgements and assess risk under guidance provided by policy, service delivery and/or regulatory frameworks, guidelines and precedents.

Identify, anticipate and manage complex risk, undertaking risk mitigation and management activities to ensure the achievement of business unit and organisational goals.
- 5 Make judgements and assess risk in the context of uncertainty and innovation. Apply lateral thinking and develop innovative solutions that impact onto the area of responsibility and influence decision-making across the organisation.

Identify, anticipate and manage highly complex issues and problems. 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. Use robust investigation to consider a wide range of alternative courses of action in highly complex and sensitive situations.

Identify and take into account emerging statewide and national issues and formulate long-term plans to mitigate risk. Be aware of the international context where relevant.



- 7 Make judgements and assess very complex risk in the context of uncertainty and innovation. Give guidance on the development of new policy frameworks and make judgements about the integration of information provided by specialists.
- Focus on whole-of-organisation and whole- of-sector issues that are usually sensitive and/or contentious and which impact across the sector and into government, industry and/or the wider community in situations where there is an absence of guidelines or precedents, and where analysis requires very complex investigation.
- 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.
- Set or influence emerging statewide or national issues and formulate long-term plans, with an astute understanding of where the organisation interacts with the wider public policy agenda and take the international context into account.

Independence factor

- 1 Work under broad direction with autonomy in setting priorities, developing work programs and determining how work is done for the team.
- Make decisions that may affect the day-to-day operation of the work area and/or have a direct impact on the outcome of a program or major project.
- Provide analysis and authoritative recommendations to more senior colleagues.
- Have broad decision-making authority in relation to the management of the work area, including staffing, and financial management.



3 Make decisions that impact other areas of the organisation, with the potential to flow into other sectors or industry in the short to medium term.

Exercise the authority to approve decisions and recommendations of others within the area of responsibility and provide recommendations to higher-level senior management and/or organisation Chair, which are relied upon in wider organisational decision making.

Exercise high level delegations in relation to legal, governance, human resource management, project and program, commercial and regulatory decisions for a discrete number of functions.

Create and implement annual business plans and adopt a 2 to 3-year horizon, ensuring alignment with whole-of organisation planning.

5 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.

Make decisions that impact other areas of the organisation, or the whole of a smaller organisation, and flow into the wider sector, government or industry in the medium to long term with the authority to make statements on behalf of the organisation. Work with a high level of credibility in the area of responsibility.

Exercise high level delegations in relation to legal, governance, human resource management, project and program, commercial and regulatory decisions for a range of functions. For a smaller organisation, may include the authority to make statements and decisions on behalf of the organisation.

Adopt a 2 to 3-year focus for planning with an understanding of longer-term implications where applicable. Act with full accountability for integration of strategic policy, regulatory, service delivery and/or program initiatives.



- 7 Work with significant independence and freedom to make critical decisions about the way in which goals are achieved and priorities are defined for the whole organisation, or a substantial part of a very large organisation.
- Make decisions that impact all areas of the organisation, and flow into the wider sector, government or industry in the long term.
- Exercise the authority to make statements and decisions on behalf of the organisation and have a very high level of credibility.
- Exercise full delegated authority for management of a major component or an organisation's full functions or programs and provide a governance focus that is fundamental to the organisation's performance in delivering policy, program or commercial outcomes.
- Adopt a 3 to 5-year focus for planning with an understanding of longer-term implications where applicable. Be fully accountable for the integration of strategic policy, regulatory, service delivery and program initiatives.

Strategic change factor

- 1 Manage change projects associated with organisational reform and implement change in the work area.
- Respond to a changing operating environment, including relevant contextual variables.
- Contribute to strategic change management within an organisation, including longer term planning for major change initiatives.



- 3 Manage change and take responsibility for continuous improvement processes within the business area.
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. 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.
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.
- 5 Regularly manage change associated with critical or large-scale reforms. 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. 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.
- 7 Regularly manage change associated with highly critical or very large-scale reforms which impact beyond the organisation into the wider sector.
Regularly identify and coordinate responses to change, working with a strategic understanding of the relevant context and emerging social, political, environmental and technological issues.
Oversee complex, multiple, integrated change initiatives in the context of innovation, political sensitivity and high levels of risk or 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.
Manage change in an environment of innovation with impact across the sector and community-wide.



Impact factor

1	Develop policy frameworks within area of expertise or responsibility based on defined organisational priorities and provide advice to senior management and/or organisation Chair. Develop policies, programs and initiatives that impact on programs or major functional areas within the organisation. Contribute to business unit planning and develop direction for the team. Lead a team and contribute to the organisation's impact into industry, or the sector, through involvement with a range of external bodies and groups.
3	Influence policy and strategic direction of an organisation through contribution to advice to organisation leadership, the organisation Chair, Secretaries and ministers where required. Have some impact into industry or the wider community through ensuring the effective delivery of services and/or through engagement with sector and government bodies, external peak bodies, groups and associations at an equivalent level. Contribute to the organisation's strategic planning as a member or leader 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.
5	Strongly influence policy and strategic direction of an organisation through membership of the executive leadership and contribute to organisation-wide goals. Engage, inform and advise organisation leadership, organisation Chair, Secretaries and ministers as required. 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. Contribute to shaping the organisation's strategic vision 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. 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.
7	Lead policy development and the strategic vision of an organisation through membership, or as head of, the executive leadership. Routinely provide very high-level, strategic and critical consultancy through engagement across the sector and with government at Secretary and ministerial level. Have impact into the sector, industry or the wider community, through leading engagement with external peak bodies, groups and associations at the most senior levels. Be accountable for leading the development of the organisation's strategic vision and direction, integrating a range of activities, programs and functions to achieve organisational goals and priorities. Lead initiatives that impact statewide and/or that may influence policy and program development nationally or internationally.

Breadth factor

1	Have responsibility for a broad range of activities, or services within a specific area of expertise. Manage staff and activities that are not geographically dispersed but are co-located such as a regional office or team.
3	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. 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.
5	Be responsible for an extensive range of activities that relate to a specific major function such as human resource management, ICT or financial services in a larger organisation, or a number of functions that are interrelated and of high complexity such as both policy and program responsibilities. Operate within multiple frames of reference and have accountability for a number of business areas. Manage staff and/or functions that are geographically dispersed such as across offices in different parts of a city, or offices in regional areas.



7 Lead multiple functions in a large organisation or manage all functions within a small or medium sized organisation. Operate within multiple frames of reference and have accountability for a number of integrated functions or operations.

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.

Resource management factor

1	Oversee the work of fewer than 20 staff and/or revenue/expenditure under \$10m pa	Manage the staff and resources of a team or work area, or for the whole of a very small organisation. Manage a resource base which may include operational, capital, and/or project/program/grants funding and be responsible for the development of budgets and expenditure within area of responsibility.
3	Oversee the work of 20 to 100 staff and/or revenue/expenditure between \$10m and \$100m pa	Manage the staff and resources of a portion of an organisation, such as a business unit/branch or the whole of a smaller organisation. 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.
5	Oversee the work of 100 to 1,000 staff and/or revenue/expenditure between \$100m and \$1b pa	Manage the staff and resources of a division/group or set of business units within an organisation, or the whole of a smaller organisation. Manage a large resource base which may include operational, capital and/or project/program/grants funding, tactically balancing resources across areas of responsibility. 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.
7	Oversee the work of more than 1,000 staff and/or revenue/expenditure above \$1b pa	Manage a substantial proportion of the staff and resources of a larger organisation or manage the whole of a smaller one. 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. Be accountable for the development and management of budgets, finances, procurement and expenditure for a substantial portion of an organisation and plan the allocation of resources over the long term.

