

# Work value stream descriptors by band - Victorian Public Entity Executive Classification Framework



Victorian  
Public Sector  
Commission

## Public Entity Senior Executive Service Band 1 (PESES-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:

### **Delivery**

Provide comprehensive, authoritative advice and expertise in relation to the effective delivery of services

Lead and manage a business unit responsible for effective delivery of services

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

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

Ensure the effective delivery of services to a range of customer bases, including specialist services

Oversee the development, measurement and analysis of customer service standards, systems and processes to ensure continuation of a high-level service culture

## **Policy**

Lead the development and review of policy and implement policy frameworks within area of responsibility

Review policy drafted by others for sign-off

Maintain policy frameworks

Monitor legislative context and ensure policies align with changes or implementation of new legislation

Develop and review draft papers and briefs for presentation to more senior staff or organisation

Chair for circulation outside the organisation and into the sector

Liaise with government, industry sectors, community and other stakeholder groups in relation to legislative and policy direction and development

Negotiate policy outcomes and options with a range of internal and external stakeholders

## **Project & Program**

Assume responsibility for a project of large scale or major program significance

Lead organisational business unit in implementing programs, major projects and initiatives

Liaise across the organisation to build collaborative approaches to project and program initiatives

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.

Report regularly on progress of projects to the organisation Chair and relevant project steering committees; recommend action, identify and refer major policy issues.

Ensure that each project complies at all stages of implementation with organisation financial, social, budgetary, audit and procurement policies and probity requirements.



## **Regulatory**

Lead a business unit that is responsible for compliance, enforcement, audit, investigation and/or regulatory policy

Contribute to the development and maintenance of governance frameworks

Oversee the implementation of compliance programs, including audit and investigation activities

Oversee intelligence programs, managing risk and assessing threat

Be responsible for high-level delegations in relation to compliance and enforcement decisions

Oversee and manage complex compliance, investigation and enforcement activities, applying significant work knowledge and established legislation and policy to sensitive situations

Liaise, engage and negotiate with key stakeholders to establish standards, policy, and precedent in a regulatory environment

## **Professional / Specialist**

Act as a chief point of professional advice to key stakeholders within and outside the organisation

Show intellectual leadership by providing specialist input to policies, new legislation, program reform and business improvement initiatives

Provide specialist expertise and professional knowledge and skill in relation to specific areas of organisational responsibility

Oversee a business unit performing specialist or technical work in a profession or area of practice

Engage with and participate in relevant professional bodies and associations to ensure information exchange and continuing professional development

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



## Public Entity Senior Executive Service Band 2 (PESES-2) work streams

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

### **Delivery**

Provide expert, high level authoritative advice and expertise in relation to the planning, establishment and implementation of services

Establish, lead and direct the delivery of services, products and systems

Lead and manage a group of business units that undertake service delivery in one or more specified areas

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

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

Continually monitor and review current systems and practices and develop innovative strategies for the realisation of organisation priorities and goals



## **Policy**

Lead the development and review of policy frameworks over a range of policy areas, including highly complex and sensitive contexts

Ensure that policy frameworks and accompanying policy documents align with organisational plans and objectives

Lead and manage a group of business units undertaking policy functions in a range of generalist or speciality areas

Provide expert and high-level advice to organisation chair, heads of other bodies and/or Ministers as appropriate, in relation to a range of policy development and review

Engage and consult with senior sector and government stakeholders, community and other stakeholder representatives to achieve consensus in critical areas

Monitor and evaluate the effectiveness of policy initiatives and provide advice regarding social and economic impacts of policy changes or new policy



**Project &  
Program**

Lead the strategic implementation of programs and initiatives  
Take full accountability for major projects  
Undertake program development and planning, including resource negotiation  
Initiate new programs and be responsible for major change initiatives  
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  
Provide leadership and direction on matters associated with financial, budget and output management, strategic and business planning, particularly for evidence-based new initiative proposals

**Regulatory**

Establish and maintain strong and effective governance and regulatory frameworks  
Provide leadership and strategic management for a group of business units that are responsible for regulatory activities  
Oversee the development and implementation of intelligence and compliance programs, including audit and investigation activities  
Oversee very complex compliance, investigation and enforcement activities, applying significant work knowledge and established legislation and policy to highly sensitive situations  
Lead engagement and negotiation with non-government and government stakeholders to ensure regulatory objectives are met  
Provide leadership and strategic management for a diverse range of infringement and enforcement services



**Professional /  
Specialist**

Act as the chief point of professional advice to critical stakeholders within and outside the organisation  
Provide expert advice on specialist and technical issues to the organisation Chair, requiring considerable depth and breadth of knowledge and experience in a complex, professional field  
Show intellectual leadership by providing specialist input that shapes the development of policies, new legislation, program reform, and underlying infrastructure  
Provide specialist expertise and professional knowledge and skill in relation to highly complex and critical areas of importance for the organisation  
Oversee a group of business units performing specialist or technical work in a profession or area of practice  
Engage with and participate in relevant professional bodies and associations to ensure information exchange and continuing professional development

## **Public Entity Senior Executive Service Band 3 (PESES-3) work streams**

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



**Delivery**

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

Oversee and manage service delivery issues that are highly sensitive and extremely complex to ensure that critical risks are minimised

Lead and promote a culture of innovation and adaptability, taking into account leading edge technology, best practice approaches and key strategic service delivery outcomes

**Policy**

Provide thought and corporate leadership to matters of strategic planning, quality management strategies, governance, establishing organisational priorities and direction, and contribute as applicable to the development of key government policies

Provide highly complex, strategic, expert advice to ensure the development of evidence-based policy frameworks, recommendations and decisions

Lead and maintain long-term strategic partnerships with critical government, industry and community stakeholders at the highest level to inform policy construction

**Project and Program**

Lead the development of new program initiatives and manage large-scale strategic change with substantial program impact

Direct the implementation, review and evaluation of programs, set expectations and performance standards at a whole-of-organisation level

Drive program evaluation frameworks and program planning to ensure return on investment at a financial, human resources and infrastructure level



## **Regulatory**

Make determinations regarding the application of regulatory interpretations, ensuring the integrity of legislative systems

Drive the development and implementation of regulatory frameworks and substantial, highly complex regulatory programs, ensuring alignment with organisational vision and consistent with community and government expectations

Lead and manage responses to highly complex regulatory, enforcement, and compliance issues, managing and mitigating risk, including financial, reputational, and safety risks

Oversee a substantial portion of an organisation, or whole organisation that is responsible for regulatory, compliance and/or enforcement activities, including policy and delivery

## **Professional / Specialist**

As a specialist, provide strategic and critical advice based on extensive and advanced professional and technical experience in a highly complex field

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

