



## Knowledge factor

Knowledge factor	Description
1	<ul style="list-style-type: none"><li>• Apply advanced knowledge and skills in a field or discipline acquired through professional, technical or management experience.</li><li>• Be considered a source of well developed, complex advice in a narrow area of expertise.</li><li>• Use knowledge of structures, processes of government, the sector and the organisation to develop policies and new program or project initiatives.</li></ul>
3	<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>

- 5
- 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.
  - Act as an authoritative source of critical advice which impacts organisation decision making in a functional area.
  - 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 or specialist roles, with commensurate understanding of the social, political, environmental and economic contexts, including State-wide, national or international matters across one or more functions, specialisations or areas of practice.

- 7
- 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 government policy, services and programs, and act as the principal source of strategic advice for organisation decision making on which the organisation or the government is dependent.
  - Act as the major source of advice to Ministers and set the parameters under which others advise.

## Relationships factor

Relationships factor	Description
----------------------	-------------



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 agency with external peers and negotiate within parameters agreed with immediate manager.
- 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 within government and non-government sectors to integrate and coordinate policy, regulation, and delivery of services. Interact, liaise and engage with senior management of the organisation and provide strategic advice to senior management and Ministerial advisors in order to influence and persuade.
- 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.
- 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 government and non-government sectors.
- 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.
- 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.
- 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, Minister and government 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



Judgement and risk factor	Description
1	<ul style="list-style-type: none"> <li>• Apply good judgement to solve problems through the application of established techniques, methods, systems or policies.</li> <li>• Undertake analysis and interpretation in choosing a course of action to manage complex or sensitive issues within the sphere of responsibility.</li> <li>• 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.</li> </ul>
3	<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. 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 account of established management systems, professional standards, budget parameters or known equipment capacity.</li> <li>• Make judgments 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>



- 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 State-wide 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.

- 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-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.
  - 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 State-wide 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.

## Independence factor



Independence factor	Description
1	<ul style="list-style-type: none"> <li>• Work under broad direction with autonomy in setting priorities, developing work programs and determining how work is done for the team.</li> <li>• 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.</li> <li>• Provide analysis and authoritative recommendations to more senior staff.</li> <li>• Have broad decision-making authority in relation to the management of the work area, including staffing, and financial management.</li> </ul>
3	<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. Exercise the authority to 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 and adopt a 2-3 year horizon, ensuring alignment with whole-of-organisation planning.</li> </ul>



- 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, 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. 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, and regulatory decisions for a range of functions.
  - Adopt a 2-3 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 organisation as a whole or a substantial part of an organisation. Make decisions that impact all areas of the organisation, and flow into industry or other non-government sectors 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 or program 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

Strategic change factor	Description
-------------------------	-------------



- 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 associated with government reforms 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 role
- 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, 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. 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, and regulatory decisions for a range of functions.
  - Adopt a 2-3 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 organisation as a whole or a substantial part of an organisation. Make decisions that impact all areas of the organisation, and flow into industry or other non-government sectors 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 or program 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.

## Impact factor

Impact factor	Description
1	<ul style="list-style-type: none"><li>• Develop policy frameworks within area of expertise or responsibility based on defined organisational priorities and provide advice to senior management.</li><li>• Develop policies, programs and initiatives that impact on programs or major functional areas within the organisation.</li><li>• Contribute to business unit planning and develop direction for the team.</li><li>• 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.</li></ul>



- 3
- Influence policy and strategic direction of an organisation through contribution to executive leadership and advice to higher level roles, including the Secretary and Minister where required.
  - 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.
  - Contribute to the organisation's strategic planning 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.

- 5
- Strongly influence policy and strategic direction of an organisation through membership of the executive leadership and contribute to organisation wide goals. Provide advice and recommendations to Deputy Secretaries and the Secretary, and directly to the Minister when 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 head of, the executive leadership. Routinely provide very high level, strategic and critical advice and recommendations to the Secretary, and directly to the Minister.
- 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.
- As a lead member of the Senior Executive, 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 State-wide and/or that may influence policy and program development nationally or internationally.

## Breadth factor

Breadth factor	Description
1	<ul style="list-style-type: none"><li>• Have responsibility for a broad range of activities, or services within a specific area of expertise.</li><li>• Manage staff and activities that are not geographically dispersed but are co-located such as a regional office or team.</li></ul>
3	<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>



- 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

Resource management factor	Description
1	<ul style="list-style-type: none"> <li>• Oversee the work of fewer than 20 staff and/or expenditure under \$10m pa</li> <li>• Manage the staff and resources of a team or work area.</li> <li>• 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.</li> </ul>

- 3
- Oversee the work of 20 to 100 staff and/or expenditure between \$10m and \$100m pa
  - Manage the staff and resources of a portion of an organisation, such as a business unit/branch.
  - 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 expenditure between \$100m and \$1b pa
  - Manage the staff and resources of a division/group or set of business units within an 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 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.