# Victorian Public Service work value assessment report template

### How to use this template

## Scoring

Refer to the work value assessment tool. Assess each factor separately, comparing the information gathered with the descriptors for each score. Use the work value factor definitions to better understand what dimensions of the position are being assessed by each factor.

Ensure you choose a minimum of 2 descriptors which adequately reflect the position and include approximately a paragraph and/or a couple of dot points of evidence to support the descriptors.

When considering where the weight of evidence determines where a score might land, it’s essential to be familiar with the granular detail of the increasing levels across the scores 1,3,5,7.

1. Choose the set of descriptors (by checking the box ☒) that most closely match the information about the position. Copy and paste the selected descriptor/s so that all relevant descriptors are in the first row only.
2. Then delete the descriptors that are not relevant from the report template.
3. Score each factor by allocating the score (1, 3, 5, 7) indicated by the set of descriptors. ‘Half’ scores may be allocated (e.g., 2, 4, 6) where the position appears to fit some of the higher-level score, but not all. Put this score in the [input score] box.
4. There is a free text section at the end of each factor to include the rationale for the score.
5. Add up the scores to arrive at a total score for the position. The total score is then input into the Overall score section under the Summary of Findings and in the Total score section at the end of the report.

## Useful tips – Gathering information (evidence) to assist with scoring

Along with conducting the interview/s, there are usually several corporate documents that are relevant to understanding the position being assessed. These documents provide evidence of the work value of the role.

Helpful corporate documentation includes:

* Organisational Chart (either existing or proposed)
* Position Description (current or proposed)
* Business Plans for the Business Unit/Division/area of responsibility
* Performance Agreement (for existing roles)
* List of delegations held by the role
* List of committees or working groups with which the role is involved (as either member or chair)
* Budget or cabinet papers/new policy proposal documentation
* Government or Ministerial Statements
* Press Releases or other media material
* Annual Report.

## **Considerations for assessment by work value factor**

### **Knowledge**

Refer to the position description, key selection criteria and interview notes. Looking at the team structure can also provide insight into advice given by the position, and to whom.

### **Relationships**

Information is generally obtained in the interview; it’s a key area for probing and understanding the complexity and regularity of engagements.

### **Judgement and Risk**

Refer to corporate documents such as the Corporate Plan, Risk Register and Annual Report.

### **Independence**

Refer to corporate documents such as the Instrument of Delegations and planning documentation.

### **Strategic Change**

Refer to documents such as the Corporate Plan, divisional plans, and performance development plan. Examples of managing change are usually obtained from the interview. Drill down to whether a position is managing the change versus overseeing it.

### **Impact**

This is usually obtained in the interview and from business planning documentation. Understand who the position provides direct advice to. As the scores for the factor increase, the impact to strategic planning increases, moving from contributing to the organisation’s strategic planning, to shaping, then as a lead member, leading the development or the organisation’s strategic vision.

### **Breadth**

This information is generally found in the position description and throughout the course of the interview.

### **Resource Management**

Include headcount, not FTE – i.e., actual number of people the position is responsible for. Drill down for accountability for managing the budget. At times budgets are managed centrally, or a position may only have an oversight function (with no accountability).

## Victorian Public Service executive work value assessment report

**[Insert title of Public sector Department/entity/special body]**

|  |  |
| --- | --- |
| Information | Details |
| Position Title |  |
| Is this a legislated title? |  |
| Position Number |  |
| Interview Date |  |
| Group/Division |  |
| TRIM/Record number |  |
| End of table |  |

|  |  |
| --- | --- |
| Work value streams | Please indicate the percentage as appropriate  (delete this once inputted) |
| Delivery | i.e. 20% |
| Policy |  |
| Portfolio and Program |  |
| Regulatory |  |
| Professional/Specialist |  |
| End of table |  |

## Summary of findings

This report is a summary of findings for the position assessment of [INSERT POSITION TITLE] for the [DEPARTMENT/ADMINISTRATIVE OFFICE/SPECIAL BODY/ORGANISATION NAME].

Based on all information presented, the position has been assessed against the work value assessment tool in the approved Classification Framework, for executives employed in the Victorian Public Service (VPS). On balance, the position has been assessed at the SES Band [X] classification.

|  |  |
| --- | --- |
| Assessment | Result |
| Recommended Classification | SES-X |
| Overall score | XX |
| End of table |  |

|  |  |
| --- | --- |
| Classification | Scores |
| Senior Executive Service Band 1 | 21 to 35 |
| Senior Executive Service Band 2 | 36 to 47 |
| Senior Executive Service Band 3 | 48 to 56 |
| End of table |  |

All information accessed in the review was considered in determining the position’s work value. An assessment of work value was undertaken by evaluating the requirements of the position relative to the standards articulated in the VPS Senior Executive Service Work Level Standards (WLS).

## Methodology

The position has been evaluated against the WLS outlined within the approved classification framework for executives within the VPS. The assessment has involved:

* a structured job analysis interview
* review of relevant corporate documentation
* completion of the work value assessment scoring template using the VPS SES work value assessment tool.

The executive WLS use eight key criteria (work value factors) to define work value. Evidence about the position is gathered to gain a detailed understanding of position responsibilities. The position is then analysed against each of these criteria to produce a point score. The combined points score indicates the classification level for the position.

The WLS have not been used exclusively. Where there were other factors that were relevant to individual position(s), they have also been considered in the determination of the recommended classification level.

For example, there may be factors other than those in the work value assessment tool that warrant a classification level for a position that is not apparent through the assessment process. This situation is rare, and usually applies to positions that are created for special purposes i.e. high risk or political sensitivity. Positions such as these are often time limited.

## Position details

### Position purpose

## Work value evaluation of the position

### Details of participants

|  |  |  |
| --- | --- | --- |
| Position | Interviewees | Assessor name |
| Position Title | (name), (position title), (organisation) | (name), (position title), (organisation) |
| End of table |  |  |

### Corporate documentation provided

|  |  |
| --- | --- |
| Documentation | Reviewed for Assessment |
| Organisational Chart (either existing or proposed) |  |
| Position Description (current or proposed) |  |
| Business Plan |  |
| Performance Agreement (for existing positions) |  |
| List of delegations held by the position |  |
| List of committees or working groups with which the position is involved (as either member or chair) |  |
| Budget or cabinet papers/new policy proposal documentation |  |
| Government or Ministerial Statements |  |
| Press Releases or other media material |  |
| Annual Report / Priority Project / Program Reports |  |
| End of table |  |

### Rationale against the work level standards

#### Knowledge

|  |  |
| --- | --- |
| Score | This position is required to |
| [INPUT SCORE] | [PASTE DESCRIPTORS] |
| 1 | Apply advanced knowledge and skills in a field or discipline acquired through professional, technical or management experience.  Be considered a source of well-developed, complex advice in a narrow area of expertise.  Use knowledge of structures, processes of government, the sector and the organisation to develop policies and new program or project initiatives. |
| 3 | 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. |
| 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 organisational 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 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. |
| 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 organisational 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. |
| Rationale  (Knowledge) |  |
| End of table |  |

#### Relationships

|  |  |
| --- | --- |
| Score | This position is required to |
| [INPUT SCORE] | [PASTE DESCRIPTORS] |
| 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 on 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. |
| Rationale  (Relationships) |  |
| End of table |  |

#### Judgement and Risk

|  |  |
| --- | --- |
| Score | This position is required to |
| [INPUT SCORE] | [PASTE DESCRIPTORS] |
| 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 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.  Resolve problems, taking account of established management systems, professional standards, budget parameters 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 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 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. |
| Rationale  (Judgement and Risk) |  |
| End of table |  |

#### Independence

|  |  |
| --- | --- |
| Score | This position is required to |
| [INPUT SCORE] | [PASTE DESCRIPTORS] |
| 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 staff.  Have broad decision-making authority in relation to the management of the work area, including staffing, and financial management. |
| 3 | 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.  ​ Exercise high level delegations in relation to legal, governance, human resource management, project and program, 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, 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 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 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. |
| Rationale  (Independence) |  |
| End of table |  |

#### Strategic Change

|  |  |
| --- | --- |
| Score | This position is required to |
| [INPUT SCORE] | [PASTE DESCRIPTORS] |
| 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 position. |
| 5 | Regularly manage change associated with critical or large-scale government 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 government reforms.  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 very 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 government-wide, community-wide or whole-of-sector impact. |
| Rationale  (Strategic Change) |  |
| End of table |  |

#### Impact

|  |  |
| --- | --- |
| Score | This position is required to |
| [INPUT SCORE] | [PASTE DESCRIPTORS] |
| 1 | Develop policy frameworks within area of expertise or responsibility based on defined organisational priorities and provide advice to senior management.  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 executive leadership and advice to higher level positions, 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 as 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 statewide and/or that may influence policy and program development nationally or internationally. |
| Rationale  (Impact) |  |
| End of table |  |

#### Breadth

|  |  |
| --- | --- |
| Score | This position is required to |
| [INPUT SCORE] | [PASTE DESCRIPTORS] |
| 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 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. |
| 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 |
| Rationale  (Breadth) |  |
| End of table |  |

#### Resource Management

|  |  |
| --- | --- |
| Score | This position is required to |
| [INPUT SCORE] | [PASTE DESCRIPTORS] |
| 1 | Oversee the work of fewer than 20 staff and/or  revenue/expenditure under $10m pa |
| 1 | Manage the staff and resources of a team or work area.  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 |
| 3 | 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  revenue/expenditure between $100m and $1b pa |
| 5 | 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  revenue/expenditure above $1b pa |
| 7 | 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. |
| Rationale  (Resource Management) |  |
| End of table |  |

|  |  |
| --- | --- |
| Assessment | Result |
| Recommended Classification | SES-X |
| Overall score | XX |
| End of table |  |

|  |  |
| --- | --- |
| Classification | Scores |
| Senior Executive Service Band 1 | 21 to 35 |
| Senior Executive Service Band 2 | 36 to 47 |
| Senior Executive Service Band 3 | 48 to 56 |
| End of table |  |