



**Australian Government**  
**Australian Public Service**  
**Commission**

# Work Level Standards

Australian Public Service Commission



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## AUSTRALIAN PUBLIC SERVICE COMMISSION WORK LEVEL STANDARDS

### Introduction

This document sets out the Australian Public Service Commission's **Work Level Standards** (WLS) as revised in August, 2009. A comprehensive review of the Commission's WLS was outlined as a priority in the 2008-2009 Corporate Business Plan. The WLS presented in this document are the result of that review which involved extensive consultation across the Commission.

Work Level Standards (WLS) define the 'whole of job' requirements and expectations of staff operating at a particular classification level. They are a comprehensive statement of the broad job requirements, key duties and responsibilities, required skills and attributes, operating context and performance characteristics that embody effective performance at a particular work level. They describe expected standards of performance.

WLS are used for a number of corporate processes, in particular job design and redesign, evaluation of work value, position classification and more generally in performance management and recruitment where WLS are a resource for creating job descriptions. WLS concentrate on the job rather than the person and are complementary to a Capability Framework. The Commission's WLS make reference to the Integrated Leadership System (ILS) Capability Framework and are designed to be used in the context of that document along with the APS Values and Code of Conduct.

### APS Classification Management and the Commission's Classification Structure

The Public Service Classification Rules (PCRs) 2000 provide the framework for classification management arrangements in the APS. Agencies' classification structures should be framed around the PCRs and reflected in their individual Work Level Standards.

The Commission has a classification structure that includes two broadband (APS 1/2 and APS 3/4). Broadbanding is the process of defining two or more classification levels within a single standard of work value. Job requirements, key duties and responsibilities, required skills and attributes, operating context and performance characteristics are combined for each classification level in the broadband, with definition of performance at any specific classification level highlighted where necessary. Broadbanding helps to provide greater flexibility in career progression and facilitates a more flexible working pattern.

In a broadbanded structure it must always be possible to identify what APS

classification the employee holds. The APS classification held will determine any APS mobility issues which may arise in respect of the employee. Broadbanding reduces the emphasis on hierarchical pay structures and enables individuals to advance within a broadband without the need for a merit selection process for promotion.

## The Commission's Work Level Standards

The Commission's WLS have been developed to provide a logical and systematic approach to the determination of the appropriate classification level of jobs within the Commission<sup>1</sup>. As outlined above, the WLS define 'whole of job' requirements and are focused on the particular tasks and responsibilities that should be 'seen' at each of the APS classification levels. They describe the 'work value' of a level and are used to determine the appropriate level for each position within the Commission. They do not prescribe the classification level of an individual person or group of persons; rather, they guide such tasks as job design and redesign, the creation of job documentation and job analysis.

Each of the Work Level Standards set out in this document comprises four sections:

1. an overview of the role which includes a list of those skills, abilities and responsibilities that typically characterise a role at that particular level;
2. the typical primary responsibilities of staff working at that level;
3. the ILS Capabilities which broadly describe the attributes and personal behaviours required; and
4. a list of typical skills, experience and/or abilities that staff would need to develop in order to progress to the next highest classification level e.g. APS 6 to EL1.

Each standard presents a comprehensive outline and detailed list of tasks and responsibilities; however it is not possible to include every individual task or set of circumstances that may apply for any one job at that level in the Commission. Similarly, there may be some tasks and responsibilities that are not relevant to some positions at that level, e.g. at the APS 3/4 level one of the tasks listed is records management, a task that is only relevant to those staff engaged in specific positions within the Commission, but also a task that can be seen as indicative of the nature of work for the APS 3/4 classification level. The WLS should be considered as an attempt to capture the typical characteristics of a level, rather than an exhaustive list of everything staff at that level may do.

## Using the Work Level Standards in the Commission

The primary use of the WLS is to support job design and classification decisions. However, as outlined above, the WLS are also relevant to a number of other activities including:

- development of job descriptions, job documentation and other selection tools;
- redesigning and reclassifying existing and/or new roles (e.g. where there has

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<sup>1</sup> For an outline of pay points within a between each classification level refer to Attachment A

been a significant change in the work value of a job or there have been significant changes in the capability of an individual to perform a job;

- setting of an employee's salary on engagement, promotion or movement to the Commission, assignment of duties, and movement within the broadband on the basis of changes in work value or an individual's capacity;
- development of Commission-wide learning and development strategies;
- development of individual performance and learning and development agreements;
- performance management including managing underperformance;
- determination of individual career progression; and
- succession planning.

Classification systems describe and set the work value for a job, rather than the person who is doing it. When using the WLS to determine the appropriate classification it is important to focus on the skills and capabilities required to ensure competent performance in the job, not the level at which the occupant is presently performing. The current occupant, for example, may have qualifications that are not required to do the job.

When using the WLS to inform performance management processes, it is important to understand the complementary nature of descriptions of job requirements, skills, abilities, tasks and responsibilities (WLS) and the capabilities inherent in the person who holds the position (e.g. ILS Capabilities). WLS provide key material to define the job, responsibilities and standards to which performance is expected – i.e. focussing on the job, while capabilities focus on the person. In performance management, both sets of documents should be used to inform decisions about the appropriate allocation of duties, responsibilities and performance standards. Work Level Standards may also be used to identify required skills or capabilities that form the basis for learning and development plans and subsequent activities.

## AUSTRALIAN PUBLIC SERVICE COMMISSION WORK LEVEL STANDARDS

### APS LEVEL 1/2

#### Overview of the APS Level 1/2 role

Staff at this level work under the close and direct supervision of a line manager. They undertake a broad range of job functions or roles in the Commission. As an APS Level 1/2, staff would generally be required to undertake routine tasks involving procedural, clerical, administrative support and operational roles. At the higher level, staff may provide initial coaching and support to new or less experienced co-workers. Staff will be responsible for delivering results in accordance with their work goals. Staff will demonstrate a good level of productivity, which will be assessed in the context of their role within the Commission.

Staff will possess a developing to sound level of capability as they progress through the band. They will be able to demonstrate a basic understanding of the role and responsibilities of the Commission, as well as the legislation, regulatory and compliance frameworks that inform its activities. Staff should display behaviours consistent with the APS Values and Code of Conduct.

#### Characteristics of the work

Generally, the work of an APS1/2 is characterised by one or more of the following:

- an ability to work under close supervision and direction in the context of routine monitoring from senior staff;
- a need to meet routine requests under limited direction;
- an ability to work as part of a team to achieve own and team work goals;
- task-oriented work that is conducted within established procedures and guidelines;
- at the higher level, decision-making and exercise of judgement within defined parameters with limited initiative may be applied;
- a need for accuracy, precision and attention to detail, regardless of the nature of the task;
- responsibility for delivering work within prescribed timeframes; and
- developing to sound organisation and coordination skills.

## Primary responsibilities – within an area of responsibility, the work of an APS1/2 may comprise some or all of the following:

- Maintaining computer and/or manual filing records and systems
- Operating and maintaining office machines such as photocopiers and facsimile machines
- Receiving, distributing and recording the movement of files
- Establishing and maintaining dispatch and delivery procedures for mail and courier delivery
- Maintaining, updating and operating records
- Helping new team members by providing advice and guidance
- Preparing meeting rooms
- Preparing basic correspondence using pro forma responses and agreed formats
- Performing straight forward data entry and processing tasks to produce reports in the required format. At the higher level, more difficult or complex tasks may be performed such as data manipulation
- Monitoring stationery and stores requirements and arranging distribution of supplies
- Assembling, collating, photocopying and filing information in accordance with prescribed criteria
- Responding to written and telephone requests for straight forward, routine information from internal and external stakeholders
- Providing general administrative, clerical, operational or systems support to a work area, senior staff or committees

## Required capabilities

### Supports strategic direction

- Supports shared purpose and direction
- Thinks strategically
- Harnesses information and opportunities
- Shows judgement, intelligence and common sense

### Achieves results

- Identifies and uses resources wisely
- Applies and builds professional expertise
- Responds positively to change
- Takes responsibility for managing work projects to achieve results

### Supports productive working relationships

- Nurtures internal and external relationships
- Listens to, understands and recognises the needs of others
- Values individual differences and diversity
- Shares learning and supports others

### Displays personal drive and integrity

- Demonstrates public service professionalism and probity
- Engages with risk and shows personal courage
- Commits to action
- Promotes and adopts a positive and balanced approach to work
- Demonstrates self-awareness and a commitment to personal development

### Communicates with influence

- Communicates clearly
- Listens, understands and adapts to audience
- Negotiates confidently

**Progression to the next level – in order to take on a position at the APS 3/4 level, staff would be expected to have:**

- A broader base of experience with higher levels of expertise
- Possible experience in leading operational roles
- Greater familiarity of related work areas and capacity to suggest business process improvements
- Greater ability to interpret legislation and Commission policies
- Ability and/or experience in the preparation of non-routine or more complex correspondence and straight forward reports
- Broader knowledge of computer applications or keyboard operations
- Sound general knowledge of the Commission's operations
- Experience in the identification and application of legislation, regulations and other guideline material relating to the operations of the area
- Ability to advise colleagues of administrative or procedural policies, systems or practices

# AUSTRALIAN PUBLIC SERVICE COMMISSION WORK LEVEL STANDARDS

## APS LEVEL 3/4

### Overview of the APS Level 3/4 role

Staff at this level work under the general supervision of a line manager. They undertake a broad range of job functions or roles within the Commission. As an APS Level 3 (APS 3) staff provide administrative support and may exercise some discretion about how work tasks are performed. At the higher level, (APS 4) staff may exercise discretion with respect to how precedents, procedures and guidelines are interpreted and applied. Work may involve some responsibility for mentoring and training newer members of a small work team in undertaking procedural tasks. Staff may be required to undertake procedural, clerical, administrative support or operational tasks including some research and analysis activities. Staff will be responsible for delivering results in accordance with their work goals and will demonstrate a high level of productivity which will be assessed in the context of their role within the Commission. Staff will possess a sound level of capability and be able to demonstrate a general understanding of the role and responsibilities of the Commission. All staff are expected to display behaviour consistent with the APS Values and Code of Conduct.

### Characteristics of the work

Generally, the work of an APS 3/4 is characterised by one or more of the following:

- the ability to work independently under general supervision and direction with work routinely monitored and checked by more senior staff. Some autonomy would be expected at the higher level;
- the ability to work as an effective team member, to manage relationships and work purposefully and effectively with others;
- a need for accuracy, precision and a high level of attention to detail in applying job-specific knowledge;
- the provision of specialist advice and administrative support informed by sound knowledge in specific areas;
- decision-making within defined parameters, with limited discretion at the higher level following advice and clarification from more senior staff;
- an ability to provide quality advice and service to clients with a high level of communication skills;
- responsibility for planning and achieving own and team work goals; and
- organisation, coordination and information management skills applied in the context of competing priorities.

## Primary responsibilities – within an area of responsibility, the work of an APS 3/4 may comprise some or all of the following:

### General

- Conducting basic level research and analysis
- Within a team, contributing to the development of new products, systems and methods under the guidance of more senior staff
- Providing administrative support for contract management
- Tracking Ministerial and general correspondence within a Group and across the Commission
- Organising travel and accommodation requirements
- Coordinating and arranging administrative processes for conferences and workshops
- Responding to queries from clients and members of the public
- Undertaking secretarial and administrative support such as preparing meeting folders, organising papers and filing and/or taking minutes
- Managing diaries and arranging appointments
- Maintaining rosters for meetings, leave and other events
- Managing stationery supplies and other materials, including ordering and paying accounts
- Providing administrative support for a functional area

### Policy

- Preparing draft documentation for review by senior team members
- Drafting replies to straight forward queries
- Participating on committees and networks across the APS
- Assisting in the analysis of technical issues and interpreting policies and legislation in specific content areas

### Operational

- Drafting material for newsletters, providing marketing and communication support
- Manipulating data to enable the production of accurate and informative management information reports
- Arranging payment of accounts and sundry debtor action
- Utilising a variety of software packages for developing presentation materials and reports
- Records management

## Required capabilities

### Supports strategic direction

- Supports shared purpose and direction
- Thinks strategically
- Harnesses information and opportunities
- Shows judgement, intelligence and common sense

### Achieves results

- Identifies and uses resources wisely
- Applies and builds professional expertise
- Responds positively to change
- Takes responsibility for managing work projects to achieve results

### Supports productive working relationships

- Nurtures internal and external relationships
- Listens to, understands and recognises the needs of others
- Values individual differences and diversity
- Shares learning and supports others

### Displays personal drive and integrity

- Demonstrates public service professionalism and probity
- Engages with risk and shows personal courage
- Commits to action
- Promotes and adopts a positive and balanced approach to work
- Demonstrates self-awareness and a commitment to personal development

### Communicates with influence

- Communicates clearly
- Listens, understands and adapts to audience
- Negotiates confidently

## Progression to the next level – in order to take on a position at the APS 5 level, staff would be expected to have:

- A greater understanding of broader Commission direction focusing outside own team environment
- A greater degree of independence and involvement in problem solving and managing issues to resolution
- Increased responsibility for mentoring and coaching less experienced team members
- Greater involvement in contributing to less complex, discrete projects
- Ability to be involved in activities which involve interaction outside of the immediate team
- Capacity to undertake research and analysis on less complex matters
- A high level of ability to communicate both orally and in writing

# AUSTRALIAN PUBLIC SERVICE COMMISSION

## WORK LEVEL STANDARDS

### APS LEVEL 5

#### Overview of the APS Level 5 role

Staff at this level generally work under the broad supervision and guidance of staff at an APS 6 or EL1 level. Staff undertake a broad range of job functions or roles in the Commission. As an APS Level 5 (APS 5), staff may have responsibility for on-the-job coaching or management of more junior staff. Staff may also be required to undertake specialist or technical research and analysis and provide professional and policy advice within an area of specialisation. The role may involve limited structured decision-making and longer-term planning, as well as liaison with other sections on policy issues. Staff may liaise with a range of both internal and external stakeholders. Staff may also be required to undertake procedural, clerical, administrative support or operational tasks. Staff will be responsible for delivering results in accordance with their work goals. Staff will demonstrate a high level of productivity, which will be assessed in the context of their role within the Commission.

Staff will possess a sound level of capability. They will be able to demonstrate a sound understanding of the role and responsibilities of the Commission, as well as the legislative, regulatory and compliance frameworks<sup>2</sup> that inform its activities. All staff are expected to display behaviours consistent with the APS Values and Code of Conduct.

#### Characteristics of the work:

Generally, the work of an APS 5 is characterised by one or more of the following:

- the ability to work as an effective team member;
- the capacity to work under supervision and guidance from more senior staff;
- the provision of specialist advice and administrative support that is informed and directed by sound knowledge in specific areas and that is supported by only limited supervision from other experts;
- involvement in business planning and performance monitoring;
- the management of roles and responsibilities that involve both routine and complex activities in relation to own work;
- a sound knowledge of legislation, rules, regulations and procedures
- specialist knowledge and technical expertise, including an understanding of relevant commercial contexts;
- the capacity to work towards specific deadlines with a high level of precision, accuracy and attention to detail;
- an ability to respond well and quickly to clients, with an emphasis on the ability to communicate effectively with staff and members of the public;
- responsibility for planning and achieving own and team work goals;
- the capacity to represent the immediate work area in a range of forums;
- making contributions to changes in workplace practices and to business improvement strategies within an operational context;
- application of accepted methodologies and approaches;
- an ability for innovation within defined parameters including the ability to contribute to business opportunity identification; and
- the ability to manage and organise work in the context of competing priorities.

<sup>2</sup> These include the Public Service Act 1999, the Financial Management and Accountability Act 1997 and legislation, policies and guidelines relating to industrial agreements, workplace diversity, occupational health and safety, workplace participation, privacy.

## Primary responsibilities – within an area of responsibility, the work of an APS 5 may comprise some or all of the following:

### General

- Conducting research and analysis on less complex matters
- Assisting in contract management and administration
- Liaising with areas across, and external to, the Commission
- Providing administrative support where required
- Participating in cross-Commission committees or focus groups
- Managing day-to-day budget matters for work area including monitoring and reviewing expenditure and authorising payments
- Preparing daily correspondence including emails and letters on routine and non-routine matters
- Assisting and coaching less experienced staff

### Operational

- Identifying and implementing systems improvement initiatives
- Assisting with the establishment and implementation of new services and systems within the Commission
- Contributing to the effective delivery and enhancement of ongoing services and systems that support the Commission's core business

### Policy

- Preparing reports, briefing papers, drafts of speeches and discussion papers for review by more senior staff
- Providing technical advice in specific areas of policy
- Assisting in the development of policy documents for review and publication

### Project and Programme Management

- Assisting in project management and coordination activities
- Undertaking less complex specific projects under the direction of more senior staff
- Providing advice and technical expertise in specific areas of project work
- Organising events, including identifying themes and speakers, booking venues and other scoping and administrative tasks
- Drafting information packages

## Required capabilities

### Supports strategic direction

- Supports shared purpose and direction
- Thinks strategically
- Harnesses information and opportunities
- Shows judgement, intelligence and common sense

### Achieves results

- Identifies and uses resources wisely
- Applies and builds professional expertise
- Responds positively to change
- Takes responsibility for managing work projects to achieve results

### Supports productive working relationships

- Nurtures internal and external relationships
- Listens to, understands and recognises the needs of others
- Values individual differences and diversity
- Shares learning and supports others

### Displays personal drive and integrity

- Demonstrates public service professionalism and probity
- Engages with risk and shows personal courage
- Commits to action
- Promotes and adopts a positive and balanced approach to work
- Demonstrates self-awareness and a commitment to personal development

### Communicates with influence

- Communicates clearly
- Listens, understands and adapts to audience
- Negotiates confidently

## Progression to the next level – in order to take on a position at the APS 6 level, staff would be expected to have:

- Experience in the development of new products, systems and methods
- The ability to prepare more complex and analytical material for review by more senior staff
- The ability to provide advice and interpretation to senior staff on more complex policies and practices within an area of responsibility
- The ability to assume responsibility for establishing and implementing new services and systems
- Experience in representing the Commission with other Agencies
- The ability to lead cross-Commission committees or focus groups
- The ability to liaise and network with a wider range of internal and external stakeholders

# AUSTRALIAN PUBLIC SERVICE COMMISSION

## WORK LEVEL STANDARDS

### APS LEVEL 6

#### Overview of the APS Level 6 role

Staff at this level generally work under the broad direction of an Executive Level manager and undertake a broad range of job functions or roles. As an APS Level 6 (APS 6), staff operate with a fair degree of independence. They may have responsibility for individual and team management and may be required to determine priorities, staffing and workflow. They may be responsible for managing staff performance, determining training needs, conducting training and running information sessions. The role may involve assisting with strategic planning and policy development, as well as liaising with other sections on policy issues. Staff will be responsible for delivering results in accordance with their work goals. Staff will demonstrate a high level of productivity, which will be assessed in the context of their role within the Commission.

Staff will possess a high level of capability. They will be able to demonstrate a sound and thorough understanding of the role and responsibilities of the Commission, as well as the legislative, regulatory and compliance frameworks<sup>3</sup> that inform its activities. All staff are expected to display behaviours consistent with the APS Values and Code of Conduct.

#### Characteristics of the work:

Generally, the work of an APS 6 is characterised by one or more of the following:

- the ability to work as an effective team mentor or team leader;
- production of high quality, independently produced work in the context of only limited instruction or guidance;
- the management of roles and responsibilities that involve both routine and complex activities for both self and others;
- the ability to contribute to business planning and performance monitoring;
- the provision of specialist advice and administrative support that is informed and directed by sound knowledge in specific areas;
- the provision of specialist or technical advice based on an understanding of both Commission and appropriate commercial contexts;
- an ability to provide quality advice and service to clients, with an emphasis on an ability to communicate effectively with staff and members of the public;
- sound decision-making and judgement;
- the capacity to represent the work area or subject matter area in a range of forums;
- making contributions to changes in workplace practices and to business improvement strategies;
- application of accepted methodologies and approaches;
- the capacity for innovation within an area of expertise and the ability to contribute to the identification of appropriate business opportunities; and
- the ability to manage and organise work in the context of competing priorities and conflicting interests.

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<sup>3</sup> These include the Public Service Act 1999, the Financial Management and Accountability Act 1997 and legislation, policies and guidelines relating to industrial agreements, workplace diversity, occupational health and safety, workplace participation, privacy.

## **Primary responsibilities – within an area of responsibility, the work of an APS 6 may comprise some or all of the following:**

### **General**

- Conducting research and analysis on more complex matters
- Responsibility for contract management and administration
- Liaising with areas across and external to the Commission
- Participating in the recruitment and selection of staff
- Participating in or coordinating cross-Commission committees or focus groups
- Managing budgets and reviewing expenditure for a work area
- Preparing correspondence such as emails and letters on more complex matters

### **Operational**

- Identification of opportunities for systems improvement initiatives
- Participation in strategic planning for the work area
- Delivery of training for more junior staff
- Participation in the establishment and implementation of new services and systems within the Commission
- Identifying, developing and implementing enhancements and/or improvements to systems and services within the Commission
- Conducting regular quality control audits of work area processes

### **Policy**

- Drafting reports, briefing papers, speeches and discussion papers for review by Director and/or Group Manager
- Providing expert technical advice on more complex areas of policy
- Contributing to the strategic direction of the Commission
- Representing the Commission on committees and networks across the APS

### **Project and Programme Management**

- Undertaking a significant role in project management and coordination
- Undertaking specific projects with a high degree of autonomy in areas of technical specialisation
- Contributing to the development plans for a work area, developing objectives for short term tasks and contributing to strategic planning for longer-term initiatives, including anticipating problems
- Maintaining statistics and supplying reports, including analysis and recommendations
- Scoping and organisation of events

## Required capabilities

### Supports strategic direction

- Supports shared purpose and direction
- Thinks strategically
- Harnesses information and opportunities
- Shows judgement, intelligence and common sense

### Achieves results

- Identifies and uses resources wisely
- Applies and builds professional expertise
- Responds positively to change
- Takes responsibility for managing work projects to achieve results

### Supports productive working relationships

- Nurtures internal and external relationships
- Listens to, understands and recognises the needs of others
- Values individual differences and diversity
- Shares learning and supports others

### Displays personal drive and integrity

- Demonstrates public service professionalism and probity
- Engages with risk and shows personal courage
- Commits to action
- Promotes and displays a positive and balanced approach to work
- Demonstrates self-awareness and a commitment to personal development

### Communicates with influence

- Communicates clearly
- Listens, understands and adapts to audience
- Negotiates confidently

## Progression to the next level – in order to take on a position at the EL1 level, staff would be expected to have

- The ability to handle more difficult policy interpretation questions that require an understanding of the broader context
- Experience in the design and validation of projects or systems, quality or peer review
- The ability to conduct a significant level of external liaison with clients, stakeholders and others
- Well developed analytical and conceptual skills
- Working knowledge of financial management and budgets, and implementing effective management systems related to these
- The ability to establish and manage external networks
- Well developed team leadership skills and the ability to manage the performance of others
- Highly developed communication skills

# AUSTRALIAN PUBLIC SERVICE COMMISSION WORK LEVEL STANDARDS

## EL1

### Overview of the EL1 role

Staff at this level generally work under the broad direction of an Executive Level 2 manager and undertake a broad range of job functions or roles in the Commission. As an Executive Level 1 (EL 1), staff are required to exercise a considerable degree of independence and to perform a leadership role. They may have responsibility for managing a work team or coordinating and undertaking detailed or sensitive projects that impact on strategic, political or operational outcomes for the Commission. They have responsibility for producing high-level policy advice and engaging in complex problem solving. Staff will be responsible for using and allocating resources to deliver results and will deliver a high level of productivity within their specific area of responsibility.

Staff will possess a high level of capability. They will be able to demonstrate a comprehensive and detailed understanding of the role and responsibilities of the Commission as well as a broad knowledge of the legislative, regulatory and compliance frameworks<sup>4</sup> that inform its activities, and the social, political, environmental and economic context in which the Commission operates. All staff are expected to display behaviours consistent with the APS Values and Code of Conduct.

### Characteristics of the work

Generally, the work of an EL1 is characterised by one or more of the following:

- the ability to work as an effective team mentor or team leader including the coordination and management of workflow and team performance;
- the need to take on a high degree of responsibility for team and personal results;
- staff management responsibilities including mentoring, coaching and support of less experienced staff;
- resource management responsibilities;
- the maintenance and provision of a high level of specialist and technical advice, including knowledge of relevant commercial operations;
- initiative and responsiveness and the ability to identify potential risks;
- sound decision-making and judgement with a focus on research and analysis in the context of the wider internal and external Commission environment;
- a high degree of focus on quality and standards;
- a high degree of contact with stakeholders from related work areas within and outside the Commission and an ability to establish and maintain internal and external networks;
- contribution to and implementation of changes in workplace practices and to business improvement strategies;
- the capacity to identify, develop and implement innovations that will build on accepted methodologies/approaches, including identification of business opportunities; and
- the ability to manage and organise work in the context of competing priorities and conflicting interests.

<sup>4</sup> These include the Public Service Act 1999, the Financial Management and Accountability Act 1997 and legislation, policies and guidelines relating to industrial agreements, workplace diversity, occupational health and safety, workplace participation, privacy.

## Primary responsibilities – within an area of responsibility, the work of an EL1 may comprise some or all of the following:

### General

- Providing advice in an area of professional specialisation
- Liaising with clients/stakeholders and representing the Commission
- Reviewing decisions and actions of more junior staff
- Managing the recruitment and selection of staff
- Participating in or leading cross-Commission committees or focus groups
- Managing financial budgets
- More complex research and analysis in areas of specialisation
- Developing risk management and business continuity plans
- Managing a team, including staff performance
- Providing strategic advice to Commissioner and Executive
- Manage inter-Agency fee-for-service activity

### Operational

- Measuring service impacts
- Development and delivery of specialist services
- Development and delivery of presentations, workshops and training
- Managing a functional area including a high level of contribution to strategic planning
- Identifying, establishing and implementing new services and systems within the Commission and system improvement initiatives
- Investigate review of actions

### Policy

- Preparing Government policy papers, cabinet submissions and briefings and reviewing drafts prepared by more junior staff
- Providing expert counsel and advice in specific areas of policy
- Exercising a high level of influence with regard to 'service-wide' impacts
- Establishing and maintaining networks and representing the Commission or MPC accordingly
- Developing internal policies and planning

### Project and Programme Management

- Selecting and managing consultant providers
- Developing, implementing and reviewing projects/program memes in line with quality requirements
- Negotiating and managing key contracts
- Managing competing projects
- Preparation of evaluation reports, briefs and key documentation
- Managing procurement processes
- Event management

## Required capabilities

### Shapes strategic thinking

- Inspires a sense of purpose and direction
- Focuses strategically
- Harnesses information and opportunities
- Shows judgement, intelligence and common sense

### Achieves results

- Builds organisational capability and responsiveness
- Marshals professional expertise
- Steers and implements change and deals with uncertainty
- Ensures closure and delivers on intended results

### Cultivates productive working relationships

- Nurtures internal and external relationships
- Facilitates co-operation and partnerships
- Values individual differences and diversity
- Guides, mentors and develops people

### Exemplifies personal drive and integrity

- Demonstrates public service professionalism and probity
- Engages with risk and shows personal courage
- Commits to action
- Displays resilience
- Demonstrates self-awareness and a commitment to personal development

### Communicates with influence

- Communicates clearly
- Listens, understands and adapts to audience
- Negotiates persuasively

## Progression to the next level – in order to take on a position at the EL2 level, staff would be expected to have:

- The ability to handle complex policy interpretation and development which requires a greater grasp of the political environment and context
- An ability to provide oversight to the achievement of project outcomes with some experience managing projects with higher profile and complexity
- A higher level of representation and liaison with clients, stakeholders and others
- Ability to undertake highly sensitive or complex investigations leading to judgements which are likely to be challenged
- The ability to research and analyse broader public sector reform issues
- The ability to transfer skills and experience across sections within the Commission and an *understanding of mobility expectations at the EL2 level*
- Well developed people management/leadership skills including the ability to lead a team or section and to collaborate with the Commission's leadership group in the achievement of Commission goals and objectives

# AUSTRALIAN PUBLIC SERVICE COMMISSION WORK LEVEL STANDARDS

## EL2

### Overview of the EL2 role

Staff at this level generally work under the broad guidance of a Senior Executive or equivalent and undertake a broad range of job functions or roles in the Commission. As an Executive Level 2 (EL 2), staff will operate with a significant degree of independence and will perform a leadership role. They will generally have involvement in planning and coordinating Commission activities and will provide a high level of advice to the Commission's senior management and the Minister. Their role will include the development of frameworks that will guide the delivery of the Commission's outcomes within the context of the broader Australian Public Service. They are likely to have responsibility for leading a work team or coordinating and assuming responsibility for complex or sensitive projects or work programmes that have strategic, political and operational significance for the Commission or a combination of both. Staff will be responsible for managing resources to deliver results and will ensure a high level of productivity within their area of responsibility. EL2 staff in the Commission are expected to work collaboratively through the EL2 Leadership Group and to contribute to the overall management and leadership of the Commission.

Staff will possess a high level of capability. They will be able to demonstrate a thorough understanding of the role and responsibilities of the Commission, as well as the legislation, regulatory and compliance frameworks<sup>5</sup> that inform its activities. EL 2 staff should operate with reference to a comprehensive understanding of the social, political, environmental and economic context in which the Commission operates. All staff are expected to display behaviours consistent with the APS Values and Code of Conduct.

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<sup>5</sup> These include the Public Service Act 1999, the Financial Management and Accountability Act 1997 and legislation, policies and guidelines relating to industrial agreements, workplace diversity, occupational health and safety, workplace participation, privacy.

## Characteristics of the work

Generally, the work of an EL 2 is characterised by one or more of the following:

- responsibility for a work team or section, including the coordination and management of workflow , team performance and results;
- significant responsibility for managing people, including upwards management;
- responsibility for financial affairs such as sales of goods and services and procurement of services including an understanding of the particular financial context of the Commission;
- a high level of autonomy in decision-making and the ability to exercise astute judgement and responsiveness;
- responsibility for driving change within a work section and acting as a change agent on behalf of Commission change management agendas;
- an understanding of relevant business strategy including sale of products and commercial operations;
- significant responsibility for determining strategic directions within own work area;
- input into determining strategic directions for the Commission;
- the maintenance and provision of a high level of professional, specialist and technical advice, including identification of business opportunities and development of products;
- a high degree of focus on quality and standards;
- an ability to respond well and quickly to clients, with an emphasis on the ability to communicate effectively with staff and members of the public;
- responsibility for maximising performance and productivity within the team;
- an ability to manage and organise complex work in the context of sensitive issues, competing priorities and conflicting interests;
- a high level of involvement with stakeholders from related work areas within and outside the Commission;
- the capacity to identify and lead innovations in work practices that will build and improve on accepted methodologies and approaches;
- the capacity to transfer skills, knowledge and experience across different areas of the Commission to maximise internal capability; and
- the ability to identify risks and impacts and influence decisions.

## Primary responsibilities – within an area of responsibility, the work of an EL2 may comprise some or all of the following:

### General

- Providing input into planning priorities for the Commission's *Corporate Plan*
- Providing leadership in developing strategies and resolving issues
- Establishing and maintaining stakeholder networks and other stakeholder relationships within the public sector
- Providing expert advice to the Group Manager, the Executive, the Minister and other key stakeholders as required
- Participating in decision-making on committees as specified under legislation
- Undertaking negotiations and dispute resolution regarding complex issues
- Identifying, developing and implementing business development strategies in accordance with the Commission's goals and objectives
- Taking responsibility for coordinating ministerial and parliamentary activities (e.g. estimates, annual reports) and delegations as required
- Undertaking compliance activities
- Representing the Commission and/or the Commonwealth in APS-wide or cross-jurisdiction committees and working groups

### Operational

- Operating as Area Manager in a Region
- Managing inter-agency fee-for-service activities including advice, information and guidance for downsizing, leadership and capability development and change management activities
- Manage review of action scheme
- Managing ongoing business in Canberra Office
- Managing corporate functions/processes such as finance, budget, HR and IT, on behalf of the Commission

### Policy

- Coordinating and reviewing policy development
- Reviewing and finalising Government policy papers, briefings, speeches and cabinet submissions
- Researching, analysing and providing advice on public sector reform issues and public service legislation
- Implementing and applying policy within a Region

### Project and Programme Management

- Initiating and managing major projects of high profile and complexity
- Conducting research projects of a complex nature
- Liaising with other public sector bodies regarding joint venture projects
- Oversight of the negotiation and management of contracts as required
- Ensuring the effective performance of teams and discussing and reviewing projects for implementation

### People Management

- Ensuring effective management of teams and individuals including performance management, learning and development and initiating and managing change
- Responsibility for achieving the Commission's goals and objectives through the effective management of team performance

## Required capabilities

### Shapes strategic thinking

- Inspires a sense of purpose and direction
- Focuses strategically
- Harnesses information and opportunities
- Shows judgement, intelligence and common sense

### Achieves results

- Builds organisational capability and responsiveness
- Marshals professional expertise
- Steers and implements change and deals with uncertainty
- Ensures closure and delivers on intended results

### Cultivates productive working relationships

- Nurtures internal and external relationships
- Facilitates co-operation and partnerships
- Values individual differences and diversity
- Guides, mentors and develops people

### Exemplifies personal drive and integrity

- Demonstrates public service professionalism and probity
- Engages with risk and shows personal courage
- Commits to action
- Displays resilience
- Demonstrates self-awareness and a commitment to personal development

### Communicates with influence

- Communicates clearly
- Listens, understands and adapts to audience
- Negotiates persuasively

## Progression to the next level – in order to take on a position at the SES level, staff would be expected to have:

- Highly developed leadership capability and the ability to lead and direct staff to achieve the Commission's goals and objectives
- Demonstrated business acumen and broad understanding of the political environment and its impact on the Commission
- The ability to see the broader context of issues and to balance resources and levels of output accordingly
- Knowledge of relevant legislation, case law and accountabilities (e.g. FOI)
- The ability to represent the Commission and/or the MPC with Agencies and to negotiate on behalf of the Commission in major corporate projects and joint ventures
- The ability to provide input and feedback into the Executive on the operation and delivery of initiatives
- The ability to manage major contracts and make key decisions regarding budgets and personnel
- The ability to engage stakeholders across the APS and influence whole of government agenda