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# APS Role Evaluation Tool

**Read the guidance material and instructions before undertaking a role evaluation exercise using this tool**

## Role evaluation – Summary record

#### Role details

|  |  |
| --- | --- |
| Job title: | Evaluation date: |
| Work area: | Evaluated by: |
| Role status – new or existing: | Date of role creation: |
| Has the role been evaluated previously, if so when and by whom: |
| Primary purpose/main objectives of the role: |
| List the sources of information and evidence that has been used to inform this evaluation: |

#### Evaluation factors

A range of work value descriptions are provided in relation to each of the nine evaluation factors. Read all descriptions to identify the most appropriate, noting that a role must meet the full intent of the description for that description to be selected. Document the rationale for the selection of each factor description (citing role specific responsibilities) together with the corresponding score.

| ***Factor*** | ***Score*** | ***Rationale/Evidence*** |
| --- | --- | --- |
| Knowledge Application |  |  |
| Accountability |  |  |
| Scope and Complexity |  |  |
| Guidance |  |  |
| Decision-making |  |  |
| Problem Solving |  |  |
| Contacts and Relationships |  |  |
| Negotiation and Cooperation |  |  |
| Management Responsibility / Resource Accountability |  |  |

Combine the scores assigned to the individual evaluation factors.

| **Total score:**Initial classification level: |
| --- |

The total score correlates with an approved classification level as set out in the below table. Identify the range in which the total score falls, to identify the corresponding classification level. This indicates the preliminary assessment of the role.

| **Score** | **Classification Level** |
| --- | --- |
| 18 – 27 | APS Level 1 |
| 28 – 45 | APS Level 2 |
| 46 – 63 | APS Level 3 |
| 64 – 81 | APS Level 4 |
| 82 – 99 | APS Level 5 |
| 100 – 117 | APS Level 6 |
| 118 – 135 | Executive Level 1 |
| 136 – 144 | Executive Level 2 |

The preliminary assessment should be reviewed to verify the accuracy of the role evaluation assessment. Compare the preliminary assessment against the work level standards to check that duties and expectations are appropriately aligned and the intent of the work level standards is an accurate reflection of the proposed classification level.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Borderline role: | Yes [ ]  | No [ ]  | Evaluation revisited | Yes [ ]  | No [ ]  |
| Comparison with work level standards (including any justification to support why allocated classification level differs from preliminary assessment): |
| **Allocated classification level:** |

Attach supporting information used as evidence to inform the role evaluation (e.g. position description). Forward the completed Role Evaluation Tool including evidence to the relevant delegate for approval.

***Delegate approval / assignment of approved classification level:*** [ ]

***Signed:***

***Position title:***

***Date:***

## Evaluation factor – ‘Knowledge Application’

This factor measures the type and level of knowledge (breadth and depth) that is required and applied to perform the responsibilities of the role. This includes management and environmental knowledge but may also include scientific, professional and/or technical knowledge which has been acquired through both formal learning and work experience.

| **Work value description** | **Points** |
| --- | --- |
| * Knowledge of a limited number of basic, routine or repetitive tasks and the operation of associated basic tools and equipment.
* Knowledge applied to established practice, procedures, processes and set ways of working.
 | 2 |
| * Knowledge of a range of routine work procedures and tasks and the operation of associated tools and equipment.
* Knowledge applied to readily understood rules, procedures and techniques.
* A basic understanding of relevant statutory, regulatory and policy frameworks.
 | 4 |
| * Knowledge of a range of work practices and procedures with an element of complexity and the operation of associated equipment and tools.
* Basic knowledge of theoretical or practical tasks that are applied to one function or area of activity.
* An understanding of relevant statutory, regulatory and policy frameworks.
 | 6 |
| * Practical and procedural knowledge across a technical or specialist area.
* Organisational, procedural or policy knowledge.
* Sound understanding of relevant statutory, regulatory and policy frameworks in order to draw conclusions, interpret and apply guidance material and resolve recurring problems.
 | 8 |
| * Expertise within an area or discipline using theoretical knowledge or relevant practical experience.
* A substantial knowledge and understanding of related principles, techniques and practices
* Well-developed understanding of relevant statutory, regulatory and policy frameworks applied to a variety of interrelated activities and solutions to a range of problems.
 | 10 |
| * Professional, technical or management knowledge in a specialised area across a range of activities.
* A thorough understanding of related principles, concepts, methods and practices.
* In-depth knowledge of relevant statutory, regulatory and policy frameworks in order to provide objective advice and resolve problems of a specialised or complex nature.
 | 12 |
| * Highly developed specialist, professional, technical and/or management knowledge across a broad range of activities.
* A corresponding understanding of related principles, concepts and practices.
* Extensive knowledge of statutory, regulatory and policy frameworks relevant to a field of work, discipline or functional area in order to provide comprehensive and authoritative advice on specialist and very complex issues.
* Acknowledged as an authority in a field of work or specialised discipline.
 | 14 |
| * Advanced specialist, professional and/or management knowledge and corresponding understanding of related principles, theories, concepts and practices.
* Extensive and detailed knowledge of statutory, regulatory and policy frameworks relevant to the area of responsibility and the application of this knowledge to situations involving a high level of complexity and sensitivity, which require considerable interpretation and analysis.
* Act as a principal professional or technical advisor in an area of expertise.
 | 16 |

## Evaluation factor – ‘Accountability’

This factor identifies how accountable the role is in the achievement of results. It includes the type and level of actions taken by the role and the level of input to meeting own or team outcomes.

| **Work value description** | **Points** |
| --- | --- |
| * Accountable for the setting of own priorities on a day-to-day basis, for completion of allocated tasks within required timeframes and compliance with set procedures.
* Responsible for the basic administration of the work area and identifying and managing risks that affect day-to-day tasks.
 | 2 |
| * Accountable for the setting of own priorities on a day-to-day and weekly basis, managing competing priorities, the achievement of own results within required timeframes and compliance with set procedures.
* Responsible for providing advice to other employees on procedural and less technical issues related to the immediate work area and identifying and managing risks that affect day-to-day tasks.
 | 4 |
| * Accountable for planning own work goals and priorities that align with and achieve own and team outcomes.
* Responsible for the accuracy and timeliness of advice provided in relation to an area of responsibility and awareness of the impact of emerging issues on activities.
* Accountable for the achievement of own results which contribute to team goals.
 | 6 |
| * Accountable for setting priorities for the work area, monitoring work flow and reviewing work of less experienced employees.
* Responsible for managing competing requests, demands and priorities.
* Responsible for planning for the achievement of personal or team results.
* Accountable for monitoring emerging issues to identify impact on tasks and identifying and mitigating risks that will impact on own and team work outcomes.
 | 8 |
| * Accountable for developing plans and objectives for short-term tasks.
* Responsible for coordinating competing requests and demands, setting priorities and managing the workflow for immediate work area.
* Responsible for providing professional and policy advice within an area of specialisation or providing technical expertise that contributes to business unit outcomes.
* Accountable for maintaining appropriate risk management programs.
 | 10 |
| * Accountable for developing plans and objectives for short-term tasks and contributing to strategic planning for longer-term initiatives.
* Responsible for providing expertise and technical knowledge across a range of programs or activities, providing accurate and specialised advice and ensuring knowledge of and compliance with relevant legislation and policy frameworks.
* Responsible for setting priorities and ensuring quality of outputs for the work area.
* Responsible for contributing to business improvement strategies and to change in workplace practices.
* Accountable for monitoring related emerging issues, identifying impact and conducting risk management activities within sphere of responsibility.
 | 12 |
| * Accountable for determining the strategic direction for the work area and aligning longer-term planning with agency goals and objectives.
* Responsible for providing expertise across a broad range of activities potentially relating to work of different program areas and ensuring an in-depth knowledge of and compliance with relevant legislation and policy frameworks.
* Responsible for the achievement of own and team outcomes, monitoring team progress and following through to deliver quality outcomes.
* Accountable for monitoring emerging issues in a field and for identifying impact on agency priorities as well as engaging with risk and undertaking risk management activities for area of responsibility.
 | 14 |
| * Accountable for the strategic direction of the work area, its planning processes including developing business plans, performance standards and implementing strategies for the work area that will ensure the attainment of the critical results expected.
* Responsible for providing a strategic level of expertise, providing professional and technical or policy advice to produce effective operations, timely and comprehensive outputs and adherence to required standards.
* Accountable for setting the strategic direction, anticipating and establishing priorities, monitoring progress and working to deliver agency functions or a program within an area of responsibility.
* Responsible for providing leadership in implementing and promoting a climate of change and continuous improvement in addition to identifying, evaluating and managing risk in the delivery of outcomes.
* Responsible for maintaining awareness of current developments in the field of work, anticipating their impact on the work area and responding appropriately to mitigate risk.
 | 16 |

## Evaluation Factor – ‘Scope and Complexity’

This factor covers the type, variety and intricacy of tasks, process or methods in the work performed. It considers the extent and diversity of the activities which must be performed and/or coordinated by the role. It also considers the need to know about activities and requirements across functions within and/or outside the agency.

| **Work value description** | **Points** |
| --- | --- |
| * Work is routine and basic.
* Tasks are clearly defined, discrete and directly related.
* Actions or responses to be made are readily discernible and quickly learnt.
* There is minimal or no choice in deciding what is to be done.
 | 2 |
| * Work is straightforward in which tasks involve related steps, processes or methods.
* Actions or responses address familiar circumstances and involve choices between easily recognisable alternatives.
* Issues requiring resolution are normally minor in nature and either have clear choices between options or are referred to more senior employees.
 | 4 |
| * Work is straightforward and relates to a broad range of tasks.
* Problems faced may have some complexity yet are broadly similar to past problems.
* Solutions generally can be found in documented precedents, or in rules, regulations, guidelines, procedures and instructions, though these may require some interpretation and application of judgement.
 | 6 |
| * Work is moderately complex, relates to a limited range of activities and work requires the application of well-established principles, practices and procedures in combination.
* Actions or responses made can generally be related to past experience.
* There may be occasions where unfamiliar circumstances may require some judgement or technical assistance sought.
 | 8 |
| * Work is moderately complex to complex in nature and relates to a range of activities.
* What needs to be done involves using available information however options are not always evident.
* Interpretation, analysis and some judgement is required to select an appropriate course of action.
 | 10 |
| * Work is complex and involves various activities involving different, unrelated, but established processes/methods.
* Circumstances or data must be analysed to identify inter-relationships.
* What needs to be done depends on analysis of the issues and the selection of an appropriate course of action from a number of options requiring sound judgement.
 | 12 |
| * Work is very complex and includes varied activities involving many different and unrelated processes/ methods.
* Work deals with unfamiliar circumstances, variations in approach and/or sudden changes.
* Tasks are a narrow range of related activities performed to considerable depth, within established principles, practices or procedures.
* The work requires the bringing together of a range of elements and the determination of method of approach from a range of options and involves significant evaluative judgement.
* Decisions about what needs to be done include interpretation of considerable and/or incomplete data.
 | 14 |
| * Work is highly complex and includes a broad range of activities of substantial depth involving significant detail.
* Roles operate with reference to organisational objectives that are clear although specific guidelines, strategies or tactics are sometimes ill-defined or incomplete.
* Work requires establishing or developing new information or techniques.
* Work regularly addresses major areas of uncertainty and demands critical choices between options.
 | 16 |

## Evaluation Factor – ‘Guidance’

This factor relates to the scope of independent action or autonomy used in the role. It takes into account the level and degree of direction and guidance provided by policy, precedents, and regulations and the requirement to follow clearly defined procedures or being allowed to operate within broad parameters.

| **Work value description** | **Points** |
| --- | --- |
| * Generally works with close supervision and within well established procedures and practices.
* Work involves following instructions which define the tasks in detail and have standards and results to be achieved.
* Minimal personal initiative is required as methods and objectives are closely defined within standard procedures and instructions.
* Work quality and content is subject to regular review.
 | 2 |
| * Works with routine supervision and within established procedures and practices.
* Work involves working from instructions but making minor decisions involving the use of initiative in the application of systems, and procedures.
* Work is clearly defined at the outset and work is reviewed at intervals and on completion.
 | 4 |
| * Works under general supervision, within established procedures and practices. Objectives, priorities and deadlines are defined with some autonomy about how work is performed.
* The work may involve working independently on specific tasks with issues that don’t have clear precedents resolved under appropriate guidance.
* Work quality and content is subject to monitoring to ensure in broad terms that satisfactory progress is being made against stated objectives.
 | 6 |
| * Works under general supervision and works within established procedures and guidance.
* Objectives, priorities and deadlines are defined with some latitude in selecting the most appropriate method to completed tasks and how precedents, procedures and guidelines are interpreted and applied.
* The work may involve working independently to manage specific tasks, processes or activities against stated objectives with supervision generally limited to complex tasks or unfamiliar situations.
* Completed work is evaluated for accuracy, appropriateness and conformity with policy requirements.
 | 8 |
| * Works under limited supervision to progress a series of activities within recognised guidelines.
* There is a clear statement of overall objectives and in consultation with supervisor decides on tasks and activities to be undertaken and required deadlines.
* Work follows well defined and detailed policies, technical or professional guidelines and accepted practice or precedents to achieve specific end results. There is some discretion to vary or tailor these.
* Some judgement is required to resolve workplace issues with supervision provided for complex or difficult issues.
 | 10 |
| * Works under limited direction and is guided by policies, accepted standards and precedents.
* The work involves using discretion and initiative over a broad area of activity with autonomy and accountability in interpreting policy and applying practices and procedures with some latitude in modifying practices and procedures where necessary.
* Expected results are less tightly defined and there is discretion about how they are best achieved.
* Work produced requires little or no revision before finalisation.
 | 12 |
| * Operates under general direction and is guided by legislation, policies, procedures and precedents.
* Interpretation is required to establish the way in which procedures and policies should be applied with the role operating with considerable independence.
* Generally work is within parameters provided by broad objectives and standards, with substantial discretion on how objectives are achieved for specific areas of responsibility.
 | 14 |
| * Operates under broad direction and influences the development of policy, procedures and guidelines.
* The work requires a high level of independent control and is conducted based on broadly stated objectives.
* There is a high level of autonomy with responsibility for setting priorities, developing work programs and determining how work is done.
* Significant judgement is required to select a course of action to manage highly complex or sensitive issues consistent with established legislation, principles and guidelines.
 | 16 |

## Evaluation Factor – ‘Decision-making’

This factor relates to the extent to which a role makes decisions on the basis of clear, established guidelines and objectives. This factor also concerns the authority that the role has to make decisions/determinations that affect the agency or the outcomes of the business (what decisions are the sole responsibility of the role), what advice/recommendations are given to others to support their decision making and the impact the action taken by a role will have, how far reaching the impact is and the duration of the impact (short or long term).

| **Work value description** | **Points** |
| --- | --- |
| * Very few independent decisions are required and they will relate to own work.
* Decisions are based on defined outcomes, priorities and performance standards and generally have a minor impact on the work area.
* Actions of the role do not impact business significantly and are short term.
 | 2 |
| * Some decisions that may require discretion and judgement.
* Decisions are of a procedural or administrative nature and have a low impact on the work area or specific function.
* Actions of the role are limited to within the immediate work area and impact is short term.
 | 4 |
| * Administrative and operational decisions chosen from a range of established alternatives within defined parameters and following established procedures and protocols.
* Decisions are likely to impact the work area or specific function. Information or incidental services are provided which are of use to other decision makers.
* Actions of the role may impact operational efficiency or output, or service delivery for a work area in the short term.
 | 6 |
| * Decisions are within defined parameters and related to an area of responsibility.
* Decisions are based on policy, procedures and working standards that provide only general guidelines and impact on the work area or specific function.
* Information and advice is provided which may be taken into consideration by other decision makers.
* Actions of the role impact operational efficiency or output, or service delivery for a work area over the medium to short term.
 | 8 |
| * Decisions concern a variety of matters, affect own work area and may affect another work area.
* Decisions require evaluative judgement and may involve tailoring work methods, interpreting and adapting existing procedures and practices to achieve results.
* Information and advice is provided, possibly suggesting a course of action, which is taken into consideration by other decision makers.
* The role may have significant impact in regard to work area objectives and activities and may impact on other work areas in the short to medium term.
 | 10 |
| * Decisions concern complex or escalated issues and have a medium to high impact on the work area however the impact on agency operations is usually limited.
* Decisions are based on sound judgement, expertise and knowledge.
* Decisions are governed by the application of regulations or the agency’s operating instructions and procedures.
* Information, advice and recommended actions are provided which has influence on the decision maker.
* The actions of the role may have a significant impact with regard to objectives such as operations, output, quality and service which extend beyond the immediate work area. The role influences external relationships which are of importance to the work area and its reputation. Actions may have medium to long term effects.
 | 12 |
| * Decisions concerns a broad variety of matters with a significant impact on own work area and may affect other parts of the agency.
* Decisions are based on professional judgement, evaluating risk and in the context of a complex and changing environment.
* Full analysis and recommendations are provided which usually influences the decision maker.
* The role is likely to have a high impact with regard to key agency objectives such as operations, output or quality which are an important part of the activities of the business area. The role influences and affects agency policy direction and/or implementation in a defined area of responsibility.
* Decisions influence external relationships which are important to agency reputation and may have a medium to long term effect.
 | 14 |
| * Decisions will be of major significance to the agency and may include the framing and shaping of policies, the setting of long term objectives or impact on the outcome of a program or major project.
* Options and choices are diverse and multiple and the outcomes of decisions will often be unclear.
* Balanced decisions requiring use of professional judgement, evaluating ambiguous and incomplete information, factoring risks and being sensitive to the context.
* Full information, analysis and authoritative recommendations are provided which is likely to be accepted by the decision maker.
* Actions of the role may have significant impact on the day-to-day operations of the work area and other parts of the agency, and/or a direct and significant impact on the outcome of a program or major project for the agency.
* Significant medium to long term affects in terms of key strategic targets and major performance achievements with regard to a range of agency objectives and results.
 | 16 |

## Evaluation Factor – ‘Problem Solving’

This factor measures the requirements for a role to solve the problems and issues. It includes initiative and original thought. It takes into account requirements for analysis to diagnose a problem and understand complex situations or issues and the judgement necessary to formulate solutions and recommend or decide on the best course of action.

| **Work value description** | **Points** |
| --- | --- |
| * Work activities are well defined and follow set procedures.
* Problems that arise are highly similar and readily solved through direct application of procedures or referred to other people.
* Work requires accurate adherence to established practices and procedures and there is typically little or no requirement for individual initiative and judgement.
 | 2 |
| * Work activities are defined by set procedures.
* Problems are straightforward and solved by application of procedures or guidance, or referred onto other people for resolution.
* Judgements typically involve straightforward job related facts or situations.
 | 4 |
| * Work generally involves straightforward, well defined tasks.
* Problems are similar and are generally solved by reference to clear procedures and past experience, or by referral to others.
* Some initiative is required in completing still largely procedural tasks, for example in responding to varying circumstances.
* Creating and making minor changes to standard procedures and methods may be necessary.
 | 6 |
| * Work activities are undertaken within a general framework of recognised procedures and guidelines
* There is scope for creativity in the way in which these are applied in relation to problem solving.
* Information is applied selectively and alternatives are not always self-evident.
* Judgements involve facts or situations, some of which require analysis.
* Lateral thinking is required to generate viable options and the implementation of solutions.
 | 8 |
| * Work predominately involves a wider variety of still similar, well defined tasks which may require researching and organising information and choosing from a limited range of solutions.
* Creativity and innovation are essential to the job and need to be regularly exercised within general guidelines.
* Unfamiliar issues and situations require independent action for example, in developing new or improved work methods or tackling situations in new ways.
 | 10 |
| * Work involves complex issues and the range of solutions is more varied.
* Problems arise relatively frequently and require detailed information gathering, analysis and investigation.
* Different innovative techniques and methods are applied or a range of imaginative solutions/responses developed.
* Initiative and originality are required in developing and modifying existing approaches to tackle new issues and situations.
 | 12 |
| * Work involves very complex or sensitive issues
* Problems are often complicated and made up of several components which have to be analysed and assessed and which may contain conflicting information.
* Problem solving requires establishing and testing options, making interpretations and judgements in the selection and analysis of the relevant information.
* Creativity and originality (innovation) are required to develop approaches for applying new knowledge or policy changes.
 | 14 |
| * Work involves highly complex and sensitive issues.
* Problem solving usually involves analysing and discriminating amongst a broadly defined and understood set of alternatives and/or the relating of precedent to new issues and risks that are usually localised.
* Problem solving requires significant levels of judgement, assessment and interpretation and may require an extensive understanding of the role and responsibilities of the agency and the context in which it operates.
* The role must identify and lead innovative solutions and use professional judgement to evaluate ambiguous or incomplete information.
* The role is also responsible for anticipating, identifying and assessing risks and, where a range of options are available, considering the implications of each.
 | 16 |

## Evaluation Factor – ‘Contacts and Relationships’

This factor covers the contacts and relationships that are typically required in order to carry out the responsibilities of the role. It measures the requirement for a role to communicate, establish and maintain relationships.

| **Work value description** | **Points** |
| --- | --- |
| * Provide a basic customer service in relation to a specific area of work.
* Be responsive to requests and liaise with stakeholders on routine matters.
* Provide and receive routine information based on clearly defined practices and procedures.
 | 2 |
| * Liaise with stakeholders in relation to a specific area of work, deliver an effective customer service.
* Respond to routine enquiries or straightforward matters.
* Provide general information, advice and guidance based on established agency procedures.
 | 4 |
| * Liaise with stakeholders, deliver specific services and assist to resolve straightforward matters.
* Apply standard procedures to meet stakeholder requirements and offer assistance to solve stakeholder problems.
* Deliver an effective customer service and provide quality accurate and consistent advice.
* Represent the work area at internal meetings.
 | 6 |
| * Communicate with and provide information and advice to a range of stakeholders.
* Liaise with stakeholders and assist to resolve moderately complex issues.
* Provide quality advice to stakeholders and deliver a responsive service within area of expertise.
* Represent the work area at internal and external meetings and conferences.
 | 8 |
| * Communicate with and provide advice and recommendations to a wide variety of customers and external stakeholders.
* Liaise with stakeholders on moderately complex to complex policy, project or operational issues responding to stakeholder’s needs and expectations.
* Interpret and explain policies and procedures providing advice and assistance.
* Represent the work area or agency at meetings, conferences or seminars.
 | 10 |
| * Manage relationships with stakeholders to achieve work area goals.
* Liaise with a range of stakeholders in relation to difficult or sensitive issues.
* Consult and advise internal and external stakeholders, anticipate and respond to their needs and expectations.
* Represent the agency by promoting its interest at community and cross-agency levels and undertake a representation or presentation role on behalf of the immediate work area.
 | 12 |
| * Develop and manage relationships with stakeholders, engaging and collaborating to achieve outcomes and facilitate cooperation.
* Present the agency’s position in the context of very complex or sensitive issues to key stakeholders within and outside the agency.
* Represent and explain the views of the agency at cross-agency meetings and other forums.
 | 14 |
| * Initiate, establish and maintain strong relationships with a broad range of stakeholders, promoting the agency’s business objectives and communicating the strategic vision of the agency.
* Present the agency’s position in the context of highly complex or sensitive issues or contentious information with a range of audiences.
* Provide a high level of responsiveness and resolve complex stakeholder issues.
* Represent the agency in cross-agency, inter-jurisdictional, international and other forums.
* Engage and manage stakeholders through change, resolving conflict and managing sensitivities.
 | 16 |

## Evaluation Factor – ‘Negotiation and Cooperation’

This factor measures the requirement for a role to effectively use persuasion, negotiation, explanation, tact and discretion in order to achieve the desired outcome of interactions with stakeholders.

| **Work value description** | **Points** |
| --- | --- |
| * There is no requirement to negotiate as the role largely relates to the exchange of information on basic and well established matters.
* Information is not contentious and therefore does not involve debate or require interpretation or persuasion.
 | 2 |
| * There is no requirement to negotiate as the role largely related to the exchange of information on straightforward matters.
* Information is generally not contentious and therefore does not involve debate but may require an element of interpretation or persuasion.
 | 4 |
| * Contact with stakeholders is generally in terms of advice and support rather than simply providing information.
* Issues are generally not contentious but require establishing how needs can be met.
* A level of tact, diplomacy or persuasion is necessary.
 | 6 |
| * Contact with stakeholders is in terms of comprehensive advice, support and resolution of issues.
* A level of tact, discretion or persuasion is necessary.
 | 8 |
| * Some matters are likely to be contentious or complex issues that have scope for alternative interpretation requiring tact, persuasion and sensitivity within the application of guidelines.
* May engage in some degree of negotiations under limited direction.
 | 10 |
| * Deals with complex and contentious matters requiring persuasion and sensitivity.
* Required to communicate and negotiate with clients or stakeholders under limited direction, to minimise oppositions and maximise acceptance and cooperation.
 | 12 |
| * Regularly deals with a range of complex and contentious matters.
* Requires a consistently high degree of persuasion and advocacy.
* On behalf of the agency the role is required to achieve cooperation with clients or other interested groups.
* Negotiates and resolves tensions and difficulties.
 | 14 |
| * Negotiates highly complex issues or represents the agency in the context of contentious and high profile issues.
* Persuasion, negotiation and influencing required to develop positions and/or strategies and gain cooperation on strategic issues.
* Represents and negotiates on behalf of the agency to advance the agency’s interests in defined circumstances.
* Brokers agreements between conflicting agendas whilst maintaining key relationships.
* Negotiates and persuades in order to convince others to adopt policies or courses of action they might not otherwise wish to take.
* Responsibility to act on behalf of and commit the agency to a course of action.
 | 16 |

## Evaluation Factor – ‘Management Responsibility / Resource Accountability’

This factor measures the responsibility of a role for coordinating, supervising and managing others in work activities as well as the resources (including property, IT, security and finances) for which the role is directly accountable and required to manage and control. The emphasis is on the type of responsibility, rather than the precise numbers of those supervised or managed.

| **Work value description** | **Points** |
| --- | --- |
| * No supervisory responsibility and is generally responsible for own work.
* Accountable for effective use of own resources
 | 2 |
| * Little or no supervisory responsibility
* May assist with work familiarisation, initial training and support to new or less experienced colleagues.
* Prepares routine financial and resource information.
* Uses equipment with reference to established procedures and practices.
 | 4 |
| * Some limited supervisory responsibility or coordination of others’ work.
* Assists in the training of new or less experienced colleagues.
* Provides advice and guidance on procedural matters.
* Responsible for organising task allocation and checking quality of work.
* Some direct responsibility for resources. Provides a direct service in the administration of resources which may include verifying and reconciling payments and invoices in accordance with established guidelines and procedures.
 | 6 |
| * Supervise employees in day-to-day work activities or coordinate a small team performing straightforward work.
* Provides on-the-job training, develops staff and sets goals and priorities.
* Responsible for reviewing, checking or certifying the work of employees and monitoring work practices.
* Provides feedback, support, advice and guidance to less experienced colleagues when required.
* Accountable for monitoring resources, compiling information and reporting for a specific project/program.
* With reference to appropriate guidelines, procedures and precedents activities may include preparing/assessing/awarding payments for administered programs or facilitating and ensuring correct payments are made by customers.
 | 8 |
| * Supervise employees carrying out tasks in one identified area of work or for a specified project or activity.
* Responsible for coordinating and facilitating team performance and for setting, monitoring and achieving specific outcomes.
* Sets the direction of work priorities and practices, monitors workflow, and plays a role in coaching, guiding and developing employees.
* Involves identifying training needs, monitoring and providing feedback on performance and facilitating cooperation among team members.
* Responsible for assisting in the management of resources for a program or defined area of responsibility.
* Although guidelines apply, some discretion and judgement is exercised. Resources may be drawn on or managed by others.
 | 10 |
| * Supervise a team performing related roles.
* Coordinate a team working on a specific project or supply professional/technical oversight for specialist activities.
* Coordinate and facilitate team performance against specific objectives/outcomes.
* Responsible for implementing work plans, setting tasks and priorities and managing work flow.
* Reviews performance and provides performance assessment, feedback and development and assists in guiding, coaching, mentoring and developing employees.
* Involves encouraging and gaining cooperation among team members.
* Accountable for managing resources within a defined area of responsibility. The role is responsible for implementing and monitoring resource controls and managing reporting and analysis activities.
 | 12 |
| * Manage a team carrying out diverse tasks in the same general type of work or a larger team where skills are similar and tasks are related.
* Responsible for building capability in a team environment through coaching others, providing performance feedback and encouraging career development.
* Develops and implements work plans, sets work area priorities and evaluates activities and working methods.
* Involves the motivation of team members, building cooperation and improving team performance.
* Accountable for managing a resource base and use of defined resources for a single area of business or a discrete project.
* Required to plan and manage allocated resources, develop appropriate controls, monitor achievement against plans and adjust plans to meet changing demands.
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| * Management of a group(s) of employees carrying out work across a range of different functions
* Responsible for providing direction to staff and developing staff capabilities to ensure optimum team performance and productivity.
* Involves the overall responsibility for the organisation, allocation and re-allocation, as appropriate, of areas of work and the evaluation of activities and working methods.
* Required to bring a broader perspective to the team, encouraging the team to focus on different (innovative) ways of meeting business objectives, building cooperation, promoting unity and a common direction.
* Accountable for managing a significant resource base and the deployment of resources within a business area or major project. The allocated resources cover a range of functions/activities with a high degree of discretion on how these are managed.
* Responsible for negotiating and allocating resources between competing priorities, forecasting resource requirements, creating plans, establishing appropriate progress reviews and performance measures.
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