

HEALTH WEALTH CAREER

SECRETARY AND SENIOR EXECUTIVE SERVICE REMUNERATION FRAMEWORK

REMUNERATION FRAMEWORK

9 DECEMBER 2019

Department of Premier and Cabinet

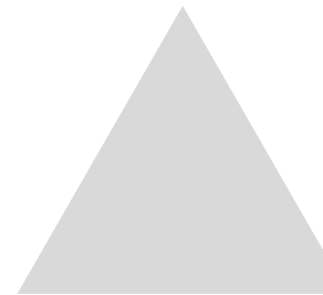
Victoria

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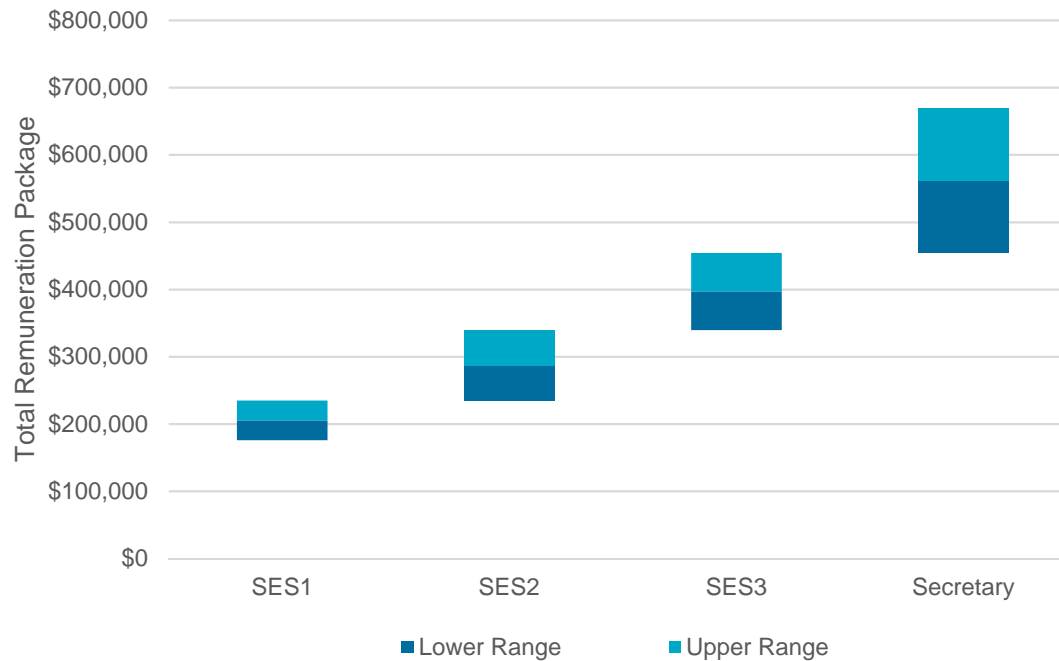
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EXECUTIVE SUMMARY

Mercer proposes the following set of Total Remuneration Package (TRP) ranges, which have been developed to align with the new SES framework. As requested, the framework has been designed with no overlap in the TRP ranges, and there is a single range covering Secretary roles. The ranges have been underpinned with work value (Mercer CED job evaluation system) to enable the ease of referencing of current market data and updating of ranges. The ranges have considered relativities with the pay practices of other jurisdictions, with NSW being considered the most relevant. This model represents a minimum change model. Alternative, more competitive ranges have also been provided in this report, for consideration by the Tribunal.

Proposed SES and Secretary Total Remuneration Package Framework



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INTRODUCTION

The Department of Premier and Cabinet, on behalf of the Tribunal governing remuneration for Victorian government executives, has engaged Mercer Consulting (Australia) Pty Ltd, to provide remuneration advice and benchmarking services.

CONTEXT

The Tribunal is tasked with making a Determination of remuneration bands for executives employed in public service bodies (government departments and the Victorian Public Sector Commission (VPSC)). This is within the context that the Victorian Public Sector Commission (VPSC) has begun implementing a revised three-tier VPS executive classification framework. The new framework renames the existing tiers as SES-1, SES-2, SES-3. In addition, the Tribunal is seeking independent remuneration advice recommending a remuneration range for VPS Department Secretaries.

SCOPE

Specifically, the scope of this review includes:

- SES Remuneration Advice
 - Advice on the work value points ranges that would apply to the three revised executive tiers: SES-1, SES-2, SES-3
 - This is based on desktop work value assessments using the Mercer CED job evaluation system
 - Advice on an appropriate Total Remuneration Package range for each of the three executive tiers, referencing work value based data
- Secretary Remuneration Advice
 - Advice on an appropriate Total Remuneration Package range covering the eight Department Secretaries and the head of the Public Sector Commission; it is noted that Administrative Offices have not been considered as part of this review; the eight departments are:
 - Education and Training
 - Environment, Land, Water and Planning
 - Health and Human Services
 - Jobs, Precincts and Regions
 - Justice and Community Safety
 - Premier and Cabinet
 - Treasury and Finance
 - Transport.

It is noted that the scope of this review does not include public entity band remuneration, though it is noted that the Tribunal will also be looking to complete this work by March 2020. It is expected that more competitive remuneration bands may be more appropriate for public entities.

APPROACH

The following approach has been applied:

SES Framework

- Reviewed documentation relating to the new framework (streams/descriptors/levels)
- Applied the MCED job evaluation system to assess the relative work value for each of SES-1, SES-2 and SES-3, at a low/high level
 - We also referenced our database of executive roles at the Deputy Secretary/Executive Director/Director level, where possible/relevant
- Modelled contiguous work value ranges for the three levels
 - In doing so, consideration was given to the previous work value ranges applying to the EO1-3 framework and executive remuneration bands and in other jurisdictions (in particular NSW)
- Benchmarked remuneration based on roles of similar work value; consideration was given to:
 - Current VPS Total Remuneration package (TRP) levels and the current level of pay competitiveness
 - TRP rates in other jurisdictions
 - TRP rates in the broader market

Secretary Remuneration

- Reviewed position documentation (sample of Secretary roles) and dimensional data for each of the Secretary roles
- Applied the MCED job evaluation system to assess the relative work value of the Secretary roles (similar to what we have done in other jurisdictions), to determine the extent of work value differentiation across the Secretary roles
- Referenced benchmark remuneration data based on work value and analysed the current level of pay competitiveness for the Secretary roles
- Recommended a range for the Secretary roles
- Prepared this report.

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NEW SES FRAMEWORK

The new Senior Executive Service (SES) framework has three classification levels.

Table 1: SES Classification Framework

CLASSIFICATION	STANDARD POSITION TITLES *	SCORES
3	Deputy Secretary	48-56
2	Executive Director	36-47
1	Director	21-35

**There is flexibility to use non-standard titles*

The classification framework is underpinned by a work value assessment methodology using work level standards covering eight factors. These 8 factors are closely aligned with the 8 MCED job evaluation sub-factors. The work value assessment tool uses the descriptors from the work value standards. The different sets of descriptors are assigned a score. Additional information regarding the factors of the WLS are provided in Appendix B.

Table 2: Alignment of Factors Assessed in Classifying SES Roles

VPS WLS FACTORS		CORRESPONDING MCED SUB-FACTORS
Knowledge	Level of required knowledge, skills and expertise; proficiency in a specialised discipline; level of authority; and depth of understanding of the work environment.	Knowledge and Experience
Relationships	Requirement to influence and negotiate; interact with internal and external stakeholders; and level of sensitivity and complexity of issues and interactions.	Interpersonal Skill
Judgement and Risk	Level of required judgement and degree of ambiguity inherent in the position; degree to which position must consider alternative courses of action; level of risk to be mitigated.	Reasoning
Independence	Requirement to make decisions without support; authority and freedom to plan objectives; and requirement to contribute to or lead whole of entity strategic direction.	Independence and Influence

VPS WLS FACTORS		CORRESPONDING MCED SUB-FACTORS
Strategic Change	Extent of responsibility for significant strategic change management or reform agenda; contribution to business improvement; and impact and complexity of change.	Job Environment
Breadth	Scope of the position's impact within an organisation, into the sector, across the state or national / international impact.	Breadth
Impact	Diversity of activities; geographical breadth of responsibility; variety of products and services managed by the position.	Impact
Resource Management	Number of staff and size of resources and budget.	Expenditure

It is understood that work value streams can be used to validate the assessment outcome derived from the WLS.

Table 3: Work Value Streams

STREAM	DEFINITION
Delivery	In this stream, the most significant contribution of positions is service delivery. This may include development of delivery responses for policy objectives within a sector, or may include delivery of services within an organisation, such as financial, human resource or IT services. This stream would also include many operational positions.
Policy	In this stream, the most significant contribution of positions relates to the provision of policy formulation, implementation and advice. This advice reflects research and analysis of financial and other implications and stakeholder views obtained through consultations, and articulation of policy in policy statements, regulatory or financial measures and legislation.
Portfolio and Program	In this stream, the most significant contribution of positions relates to the planning, management and ongoing implementation of major project and program initiatives.
Regulatory	The most significant contribution of positions in this stream relates to information gathering and risk assessment, and the design and implementation of compliance and enforcement programs within a governance framework.
Professional/Specialist	The most significant contribution of positions in this stream is the provision of technical, professional, specialist, or strategic advice at a very high level with a commensurate very high level of complexity and risk, and accountability for high impact outcomes. This advice has a primary influence on adopted strategies, plans and targets in terms of effectiveness or efficiency.

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WORK VALUE RANGES FOR THE NEW SES FRAMEWORK

To develop Total Remuneration Package ranges for the three levels, Mercer has applied our proprietary methodology to assess the relative work value for the roles. This also enables comparisons to be made across jurisdictions, as the MCED system is used across Australia in other states and territories.

NOTIONAL WORK VALUE ASSESSMENTS FOR THE THREE SES LEVELS

Based on a review of the documentation provided, Mercer has assessed a notional low and high work value score for roles at each SES level. The evaluations have been done for roles that have significant budget accountability (Direct impact) and roles that have a primary focus on providing advice and recommendations (Advice impact). The following table details these notional evaluations.

Table 4: Notional MCED Work Value Assessments

LEVEL	EVALUATION COMMENT	IMPACT	EXPERTISE				JUDGEMENT			ACCOUNTABILITY			TOTAL WORK VALUE	
SES3	Direct High	Direct impact \$2-2.5b*	G	5+	e	622	E+	5+	409	F-	6+	d	1088	2119
	Direct Low	Direct impact > \$1b	G	5+	e	622	E+	5+	409	F-	6-	d	946	1977
	Advice High	Advice	G	5+	e	622	F-	5+	568	G-	4-	d	822	2012
	Advice Low	Advice	G	5	e-	622	F-	5	505	G-	3+	d	715	1842
SES2	Direct High	Direct impact \$400-600m	G-	5	d+	541	E	5	356	F-	5	d	715	1612
	Direct Low	Direct impact \$100-\$200m	G-	5-	d+	471	E	5	356	E+	4	d	471	1298
	Advice High	Advice	G-	5	d+	541	E+	5	373	F	3	d	471	1385

LEVEL	EVALUATION COMMENT	IMPACT	EXPERTISE				JUDGEMENT			ACCOUNTABILITY			TOTAL WORK VALUE	
	Advice Low	Advice	G	5-	d+	541	E	5-	309	F	3	d	471	1321
SES1	Direct High	Direct \$10- \$100m	F+	4	d+	309	E-	5-	289	E+	4-	d	409	1007
	Direct Low	Direct < \$10m	F+	4-	d+	309	E-	4+	246	E+	2-	d	234	789
	Advice High	Advice	G-	4+	d+	356	E	5-	309	F-	2+	d	356	1021
	Advice Low	Advice	F	4	d	269	E-	4+	246	E+	2+	d	269	784

**This evaluation has been undertaken to provide for roles that could potentially impact on budgets greater than \$2.5b (given that the new classification framework cites >\$1b at the highest level)*

PROPOSED WORK VALUE RANGES

Based on the notional work value assessments in Table 4, Mercer has modelled a number of work value ranges for the new SES framework, to provide a contiguous set of ranges. The recommended ranges are provided in Table 5.

Table 5: Proposed Work Value Ranges for SES Framework

LEVEL	WORK VALUE MINIMUM	WORK VALUE MAXIMUM	WIDTH OF BAND
SES3	1721	2250*	529
SES2	1231	1720	489
SES1	751	1230	479

**For the purposes of developing the remuneration framework we have used a notional max of 2250 points*

Features of the proposed framework include:

- There is an increasing width of each band at higher levels; this follows best practice in terms of classification design principles, and provides an improved link to remuneration
- A higher entry point for SES1 than the old EO3 level
 - Of note, Mercer has assessed the Senior Technical Specialist 7 roles with work value up to 751 points; as such, commencing the SES framework at 751 points makes more sense
 - It is noted that the entry point to executive levels varies across jurisdictions - in the range of 700 ± 50 points (except for WA which commences at 900 points), so commencing at 751 is not out of line
- A narrower SES2 range, with a slightly higher entry point for SES2 than the previous EO2 level
- A narrower SES3 range than the old EO1 level starting at a lower work value level
- The proposed SES3 range is contiguous with the proposed work value range for the Secretaries.

If this framework is adopted, it may be helpful to communicate work value > 1721 points for the SES3 range, rather than communicating a specific work value maximum. This is consistent with the approach used for the previous EO1 level.

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REMUNERATION RANGES FOR THE NEW SES FRAMEWORK

Mercer has used the proposed work value ranges to reference current market remuneration data. Data was referenced for the 10th and 25th percentiles of the Australian General Market:

- The 25th percentile is the position at which 25% of positions are paid below, and 75% are paid above.
- The 10th percentile is the position at which 10% of organisations are paid below, and 90% are paid above.

We also considered the current pay practices for SES level roles within Victoria, and relativities with other jurisdictions. In Mercer's view, the NSW executive framework is the most relevant to consider, in terms of size, scale and complexity.

In developing the proposed TRP Ranges, Mercer notes:

- The EO1-3 remuneration framework started with contiguous ranges, when first developed (no overlap) however over time, the maximums of each TRP range have been increased, with no increase to the minimums; this has resulted in significant TRP range overlap; as such, the EO1-3 ranges have, until now, had overlapping TRP ranges; for this review we have worked to provide contiguous ranges for the proposed model, consistent with the VPSC's executive classification framework; this is also consistent with the NSW framework
- The market data correlates directly to work value and the TRP market data links directly to the work value maximum of reach range
- It is noted that the Mercer work value points system is based on a geometric progression, and not arithmetic progression; in the broader market, the classification/remuneration that applies is narrower for lower levels, and wider for higher levels; this reflects the higher impact that more senior roles have and, as such, the need to reflect provide for the varying contribution/impact of more senior roles; this is a best practice classification and remuneration design principle
- Mercer observes conservative positioning in the public service across jurisdictions, though it does vary across levels and there is no one clearly articulated pay policy; in Mercer's observation and analysis, pay is generally at, or above the 10th percentile of the general market, with some roles paid more competitively
- Mercer has referenced data at the General Market 10th percentile in the proposed framework

- Additional - more competitive - work value based data/ranges have also been provided, referencing the 15th and 20th percentiles, for the Tribunal's consideration.

PROPOSED TRP RANGES

The proposed Total Remuneration Package (TRP) ranges are provided in the following table. The TRP aggregate is the sum of base salary and superannuation, plus another benefits provided, such as a motor vehicle; TRP does not include any bonus/incentive payment. These ranges have been developed to be contiguous (no overlap), and reference Australian General Market data at a conservative pay position.

From a *classification* perspective, when compared to the previous EO framework, the work value entry points to SES1 and SES2 are slightly higher, and the work value entry point to SES3 is lower.

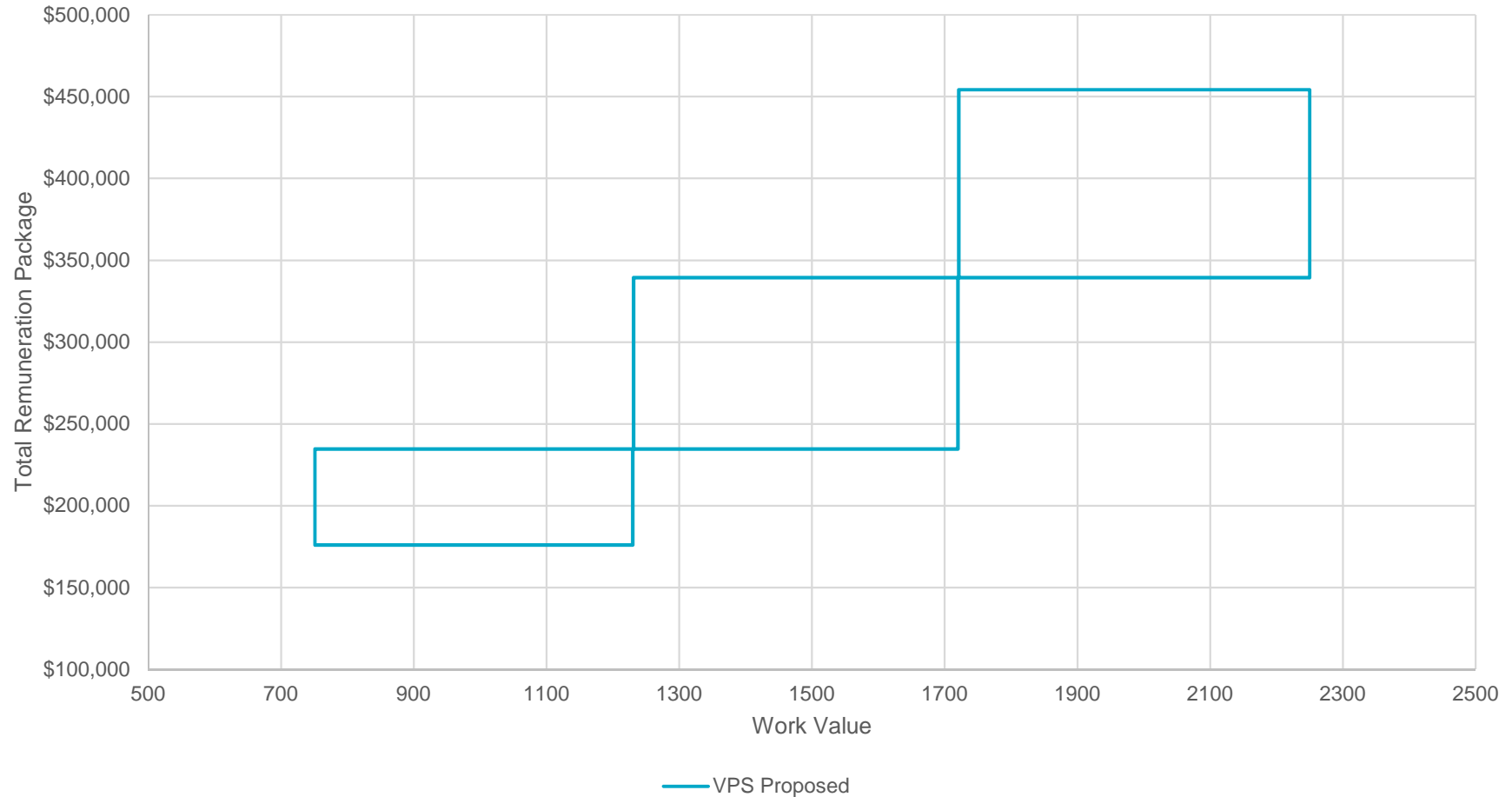
From a *remuneration* perspective, the TRP ranges begin slightly lower for SES1 and higher for SES2 and SES3; this is driven by market practice for roles at these levels

Table 6: Proposed SES TRP Ranges

SENIOR EXECUTIVE LEVEL	WVP RANGE	TRP RANGE	COMPARISON WITH PREVIOUS EO TRP RANGE
SES3	1721 - 2250	\$339,401 - \$454,200	\$312,274 - \$457,081
SES2	1231 - 1720	\$234,601 - \$339,400	\$214,883 - \$343,938
SES1	751 - 1230	\$176,000 - \$234,600	\$185,711 - \$240,789

The following chart presents the ranges graphically.

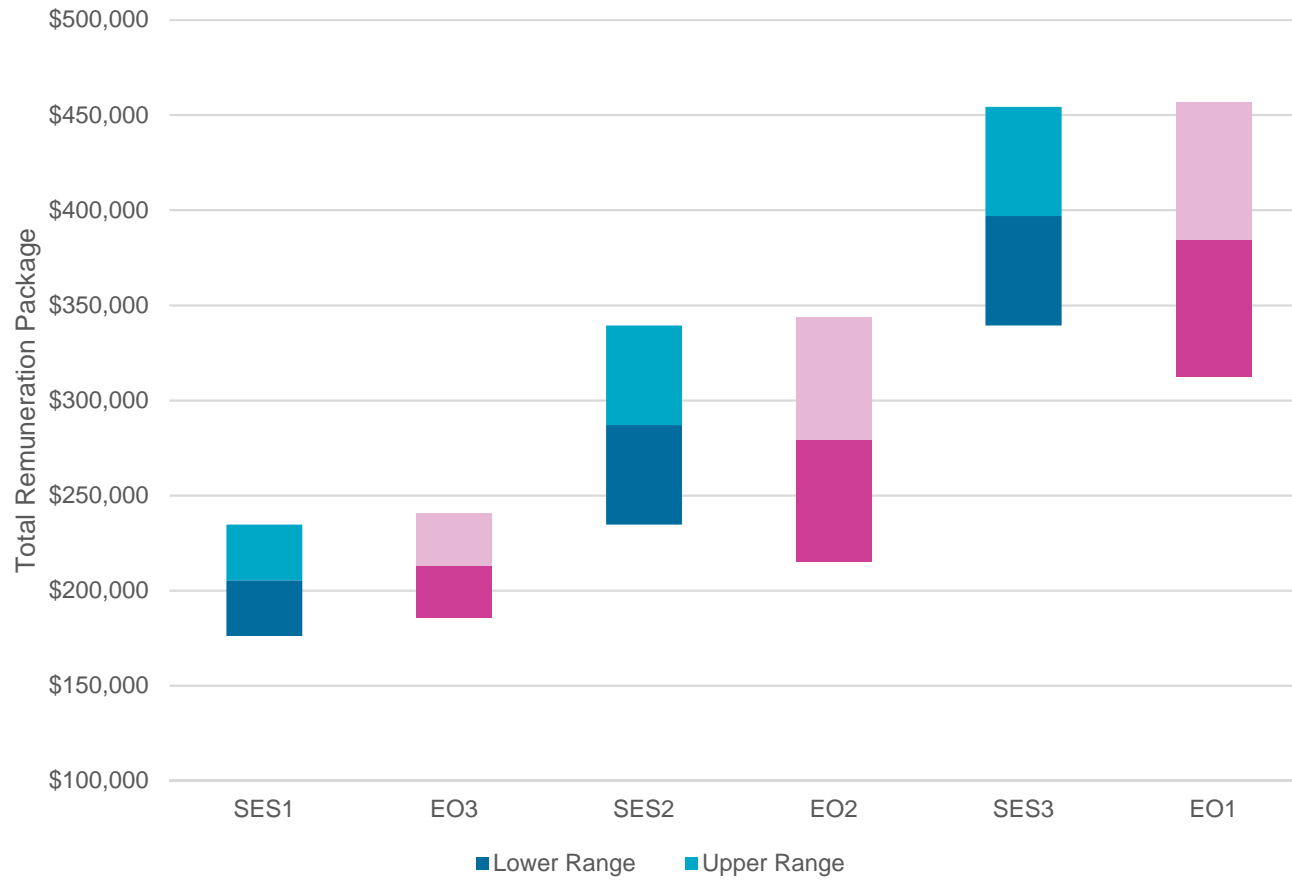
Figure 1: Proposed SES TRP Framework



The proposed TRP ranges provide an important change to the current model, in that, whilst they are closely aligned to the previous EO1-3 ranges, they do not have TRP range overlap. Using this approach, and referencing general market 10th percentile data effectively represents a **minimum change model**.

The following chart demonstrates the relationship between the proposed SES TRP ranges (blue) and the previous EO TRP ranges (pink).

Figure 2: Comparison of the Proposed Victorian SES TRP ranges with EO TRP Ranges



TRP RELATIVITIES WITH NSW FRAMEWORK

In considering relativities with other jurisdictions, in Mercer's view, the NSW executive framework is arguably the most relevant to consider. The significance, size and complexity of each service is similar, though not exactly the same.

The following chart demonstrates the relativities between the proposed SES TRP ranges and the current NSW ranges. **Appendix D** provides additional information for the executive remuneration frameworks across jurisdictions.

This shows that the midpoints for the proposed Victorian TRP ranges are a little lower than the NSW TRP ranges.

Figure 3: Comparison of the Proposed Victorian SES TRP ranges with NSW TRP Ranges



ALTERNATIVE SES TRP RANGES

Mercer has developed more competitive market based ranges for the Tribunal’s consideration. If it was considered important to position pay more competitively overall, then adopting TRP ranges based on the 15th percentile. In Mercer’s view, the 20th percentile ranges would have significant cost implications for government.

Following the same methodology, Table 7 below presents alternative TRP ranges based on more competitive market positioning.

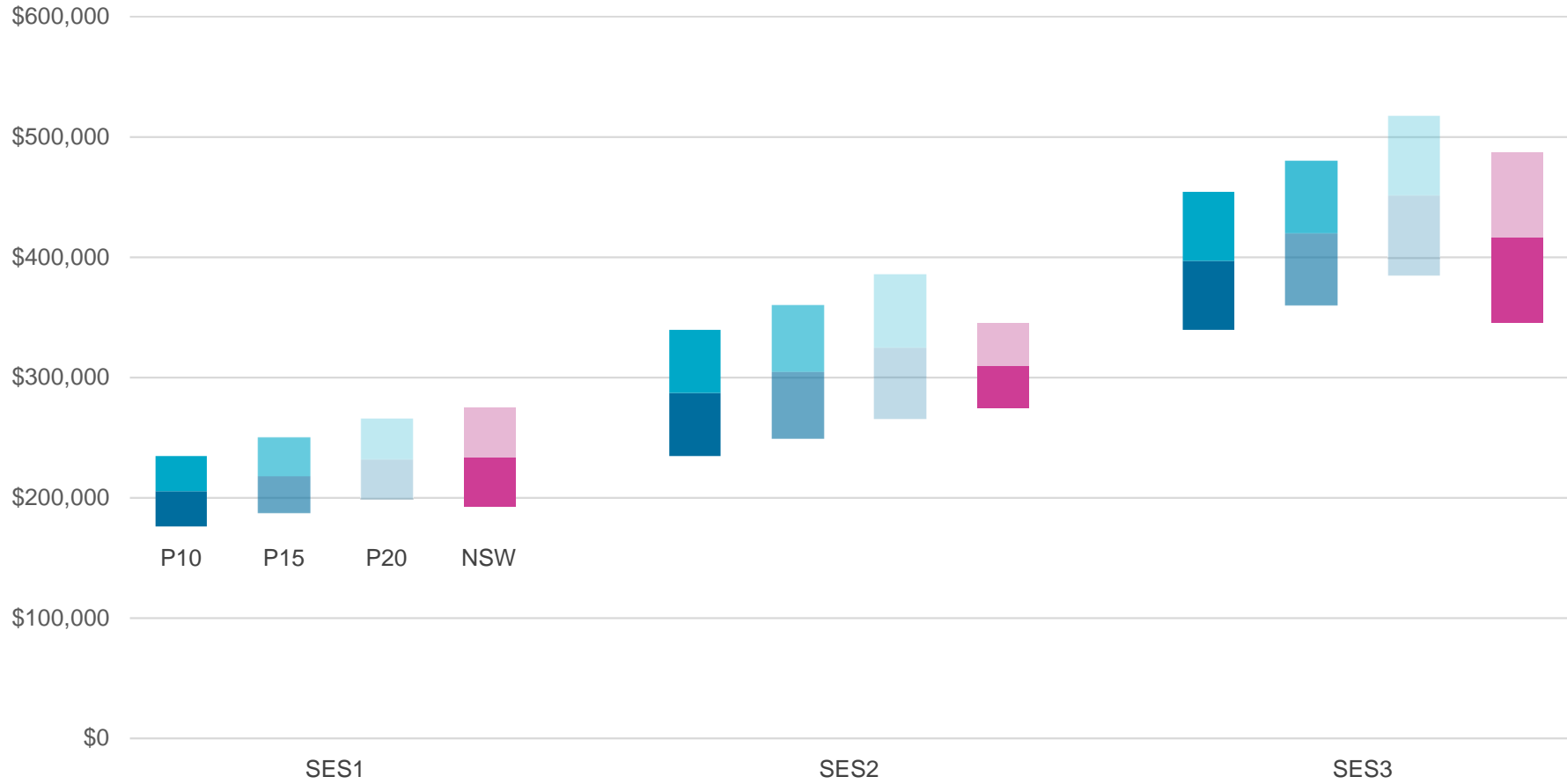
Table 7: Alternative Victorian SES TRP Ranges for consideration

Level	WVP Range	Market TRP Ranges			Comparison with Previous EO TRP range
		10 th percentile (Proposed)	15 th Percentile (Alternative)	20 th Percentile	
SES3	1721 - 2250	\$339,401 - \$454,200	\$360,001 - \$479,900	\$385,301 - \$517,400	\$312,274 - \$457,081
SES2	1231 - 1720	\$234,601 - \$339,400	\$249,701 - \$360,000	\$265,401 - \$385,300	\$214,883 - \$343,938
SES1	751 - 1230	\$176,000 - \$234,600	\$187,300 - \$249,700	\$199,100 - \$265,400	\$185,711 - \$240,789

Mercer recommends that the Department adopt a target market positioning at the General Market 10th percentile, consider the more competitive or 15th percentile. The Chart overleaf visualises the comparison amongst ranges of varying market competitiveness, and relative to the NSW framework.

- The current EO remuneration practices is in line with Mercer’s proposed market ranges referencing the 10th percentile
- The TRP ranges referencing the 15th percentile best align with the NSW framework for the top two levels (with alignment closer to the 20th percentile at the midpoint for the lower level)
- Adopting a more competitive pay positioning would necessarily impact the overall payroll cost over time.

Figure 4: Comparison against Alternative SES and NSW TRP Ranges



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WORK VALUE RANGE FOR SECRETARY ROLES

The following table details notional work value assessments for the eight Secretary roles and head of PSC. Please note that in undertaking these evaluations, we used a sample of position documentation provided, and did not conduct detailed job analysis interviews. In undertaking these evaluations, Mercer referenced historical evaluations for some roles, where relevant, and also benchmarked the evaluations for similar roles across jurisdictions, to ensure the appropriate relativities. The evaluations have been quality reviewed by Robert Butler, who led Mercer’s Government Practice for many years, drawing on his deep expertise across the Australian state and federal public services.

Table 8: Work Value Assessments for Secretary Roles

DEPARTMENT	IMPACT	BUDGET	K&E	BREADTH	INTER- PERSONAL SKILL	JOB ENVIRON- MENT	REASON- ING	INDEPEN- DENCE AND INFLUENCE	IMPACT	INVOLVE- MENT	TOTAL WORK VALUE
Premier and Cabinet	Direct	\$64.9b	G+	6	e+	F+	6-	F	9	c	3757
Treasury and Finance	Indirect	\$64.9b	G+	6	e+	F+	6-	F	9	c	3757
Health and Human Services	Direct	\$27b	G+	6-	e	F	5+	F	8+	d	3730
Education and Training	Direct	\$15.2b	G+	6-	e	F	5+	F	8	d	3444
Transport	Direct	\$9.4b	G+	6-	e	F	5+	F	8-	d	3196
Justice and Community Safety	Direct	\$7.5b	G+	6-	e	F	5+	F	7+	d	3196
Environment, Land, Water and Planning	Direct	\$2.8b	G+	6-	e	F	5+	F	7-	d	2793

DEPARTMENT	IMPACT	BUDGET	K&E	BREADTH	INTER- PERSONAL SKILL	JOB ENVIRON- MENT	REASON- ING	INDEPEN- DENCE AND INFLUENCE	IMPACT	INVOLVE- MENT	TOTAL WORK VALUE
Jobs, Precincts and Regions	Direct	\$1.6b	G+	6-	e	F	5+	F	6	d	2629
Public Sector Commission	Advice	--	G+	6-	e	F	5+	G	4-	d	2363

PROPOSED WORK VALUE RANGE FOR SECRETARY ROLES

Based on the notional work value assessments in Table 9, Mercer recommends the following work value range to cover the Secretary roles. Mercer notes that, based on the work value assessments, it would be more usual to split into two classification levels, however we understand that the Department requires one range only.

Table 9: Proposed Work Value Range for Secretaries

LEVEL	WORK VALUE MINIMUM	WORK VALUE MAXIMUM	WIDTH OF BAND
Secretary	2251	3800	1549

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REMUNERATION RANGE FOR SECRETARIES

In developing the proposed TRP range for the Secretaries, we have used a similar approach to that for the SES levels. Data was referenced for the 10th and 25th percentiles of the Australian General Market:

We considered the relativity with the SES level TRP ranges, the current pay practices for Secretary Agency roles within Victoria, and relativities with other head of agency roles across jurisdictions. In Mercer's view, the NSW executive framework is the most relevant to consider.

PROPOSED TRP RANGE

The proposed TRP range is provided in the following table.

Table 10: Proposed TRP Range for Secretaries

LEVEL	WVP RANGE	TRP RANGE
Secretary	2251 - 3800	\$454,201 - \$669,800

RELATIVITIES WITH NSW HEAD OF AGENCY TRP

It is noted that in NSW, whilst there is a published TRP range for heads of agencies (with a maximum set at \$562,250), there are eight heads that are currently paid above the TRP range maximum. These eight agency heads are paid from \$599,000 to \$629,100. **Appendix E** provides information on Head of Agency TRP across jurisdictions.

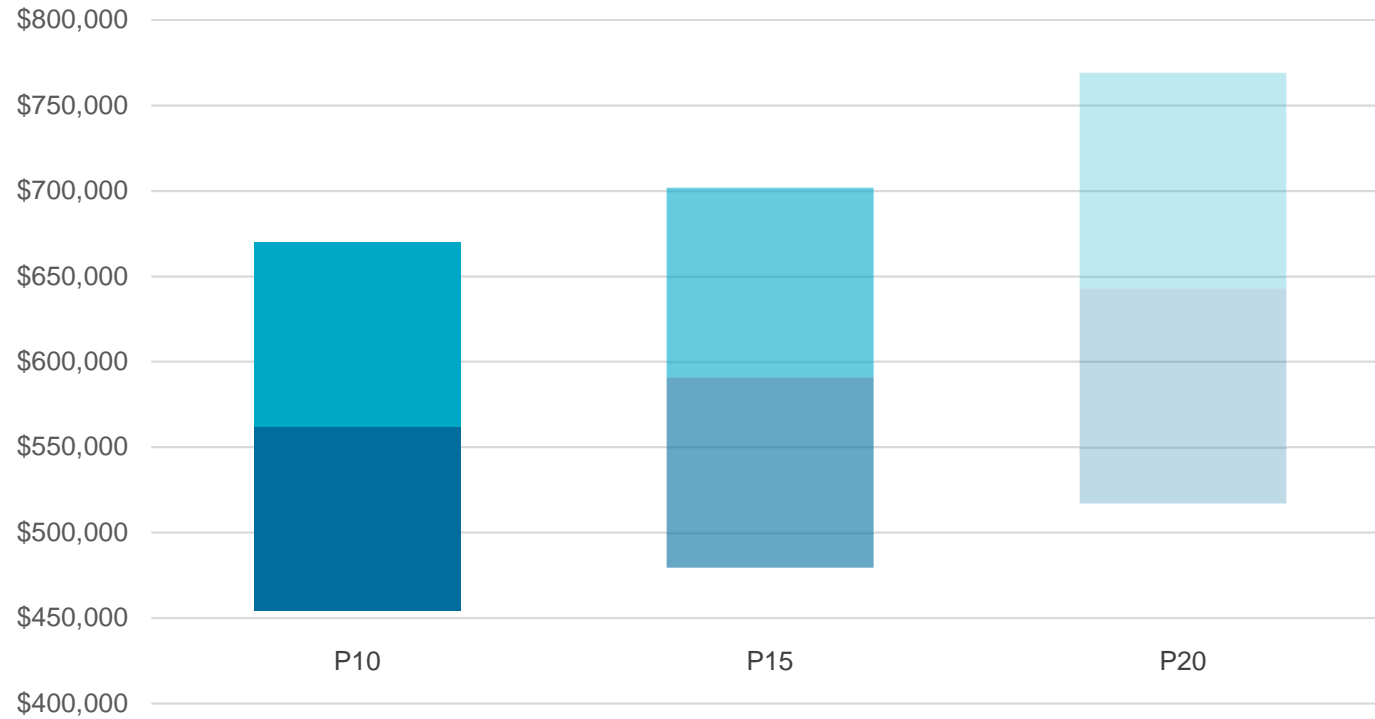
ALTERNATIVE TRP RANGES FOR SECRETARIES

Following a similar approach as section 5 of this report, Mercer has provided alternative market based ranges referencing more competitive market percentiles, the table and chart below illustrates the comparison amongst those ranges.

Table 11: Alternative TRP Ranges for Secretaries

Grade	WVP Range	Market TRP Ranges		
		10 th Percentile (Proposed)	15 th Percentile (Alternative)	20 th Percentile
Secretary	2251 - 3800	\$454,201 - \$669,800	\$479,901 - \$701,800	\$517,401 - \$768,800

Figure 5: Comparison against Alternative TRP Ranges for Secretaries



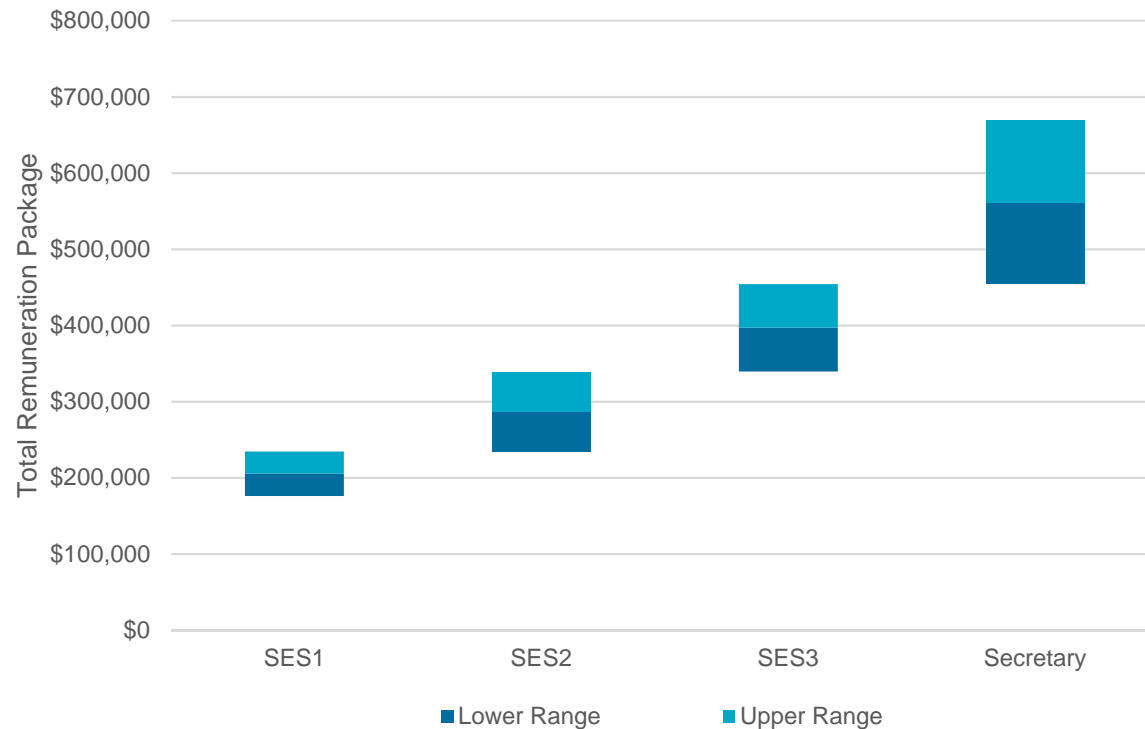
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COMBINED FRAMEWORKS

The chart below combines all market-based remuneration ranges presented in previous sections of this report. We note the ranges are developed consistently based on the General Market 10th percentile, with systematic adjustments to ensure the ranges are contiguous, as requested by the Department.

The range spread increases, especially at the Secretary level, to allow for more differentiation in remuneration, taking into account the large variation in job size at this level.

Figure 6: Combined SES and Secretary TRP Framework



APPENDIX A

MCED JOB EVALUATION SYSTEM

- The eight Mercer CED sub-factors form three primary factors:
 - The required **inputs**, defined in terms of the skills, knowledge and experience needed to do the job. This is referred to as **EXPERTISE**.
 - The **processing components** of the job, defined in terms of the complexity of tasks, and the requirement for resolving problems. This is referred to as **JUDGEMENT**.
 - The **outputs** from the job, defined in terms of the impact, influence and independence of the position. This is referred to as **ACCOUNTABILITY**.
- In the evaluation process for each job, assessments are made for each of the eight sub-factors. These sub-factors are:



- Each subfactor typically has from three to eight levels. The definitions for each level determine how the position is rated on each sub-factor.
- In a job evaluation exercise, each position's requirements are compared with detailed, standard definitions to find the level of each subfactor which most accurately describes the characteristics of the job.
- Once each subfactor has been assessed, work value points can be determined. Mathematically derived points charts are used to assign numerical points to factors. The total of the points assigned for all factors is the work value score for the position: it indicates the relative size of the job in terms of intrinsic work value.

Expertise Factor	Judgement Factor	Accountability Factor
<p>Knowledge and Experience</p> <ul style="list-style-type: none"> Measures education, training and work experience requirements for the position. Both the nature and extent of knowledge are considered. Examines the knowledge required for the role, not the knowledge possessed by the current incumbent. <p>Breadth</p> <ul style="list-style-type: none"> Measures the diversity of tasks performed by the position. Considers environmental influences on the position such as geography, type of work, and client relationships. The breadth sub factor also considers the need to integrate diverse or related activities. <p>Interpersonal Skills</p> <ul style="list-style-type: none"> Considers people management, persuasion, and negotiation skills required by the role. Examines the skills required for the role, not the skills possessed by the current incumbent. 	<p>Job Environment</p> <ul style="list-style-type: none"> Identifies the clarity, objectives, guidelines, and policies in place for the position. Considers the variety of tasks, processes, methods, and activities performed by the position. Examines the degree to which the position must vary the work and develop new techniques. <p>Reasoning</p> <ul style="list-style-type: none"> Focuses on the position requirements for reasoning, analysis, and creativity. Strong emphasis on analytical and problems solving requirements. 	<p>Impact</p> <ul style="list-style-type: none"> Measured in terms of the resources held accountable, or the impact made by advice/services provided. May be measured in monetary terms, or by a significance scale. <p>Independence and Influence</p> <ul style="list-style-type: none"> Measures how independent the role is in its allocation of resources or delivery of services. Considers if the role is required to act as a spokesperson for the organisation. Examines the extent of the accountability with respect to the measure chosen. <p>Involvement</p> <ul style="list-style-type: none"> Measures the nature of the position's accountability for management of, or influence over, company resources. Examines with the position has full accountability, or if it shared with other positions.

APPENDIX B

NEW VPS FRAMEWORK – WORK VALUE STANDARDS AND WORK STREAMS

Senior Executive Service **Band 1** Work Value Standards

Knowledge	<ul style="list-style-type: none">• 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 organisation 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 roles, with commensurate understanding of the social, political, environmental and economic contexts, including State-wide, national or international matters in a specific area of expertise
Relationships	<ul style="list-style-type: none">• 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 advisers 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

Judgement and Risk

- 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 into account 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

Independence

- 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
- 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 for a business unit and adopt a 2 to 3-year horizon, ensuring alignment with whole-of-organisation planning

Strategic Change	<ul style="list-style-type: none"> • Manage change associated with government reforms and transformational change, 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
Impact	<ul style="list-style-type: none"> • 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 and culture, 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.
Breadth	<ul style="list-style-type: none"> • 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
Resource Management	<ul style="list-style-type: none"> • 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

Senior Executive Service **Band 1** Work Streams

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

Delivery	<ul style="list-style-type: none">• Provide comprehensive, authoritative advice and expertise in relation to the effective delivery of services• Lead and manage a business unit responsible for effective delivery of services• Oversee the management of contracts in relation to the delivery of services and provision of regular performance and compliance reports in accordance with specified standards, terms and conditions• Manage one or more of a range of functions to deliver services to staff of an organisation, including HR services, financial services, and ICT services• Ensure the effective delivery of services to a range of customer bases, including specialist services• Oversee the development, measurement and analysis of customer service standards, systems and processes to ensure continuation of a high level service culture
Policy	<ul style="list-style-type: none">• Lead the development and review of policy and implement policy frameworks within area of responsibility• Review policy drafted by others for sign-off• Maintain policy frameworks, in line with wider government direction• Monitor legislative context and ensure policies align with changes or implementation of new legislation• Develop and review draft papers and briefs for presentation to more senior staff and/or Ministers• Liaise with government, industry sectors, community and other stakeholder groups in relation to legislative and policy direction and development• Negotiate policy outcomes and options with a range of internal and external stakeholders• Provide comprehensive, expert advice on an area of expertise in relation to policy development

Portfolio & Program

- Assume responsibility for a project of large scale or major program significance
- Lead organisational business unit in implementing programs, major projects and initiatives
- Liaise across the organisation to build collaborative approaches to portfolio and program initiatives
- Assume overall project/program delivery responsibility, including the co-ordination of resources and expertise and maintaining project/program within agreed policy, project specification and budgetary constraints.
- Report regularly on progress of projects to the Secretary (delegate) and relevant project steering committees, recommend action, identify and refer major policy issues.
- Ensure that each project complies at all stages of implementation with government financial, social, budgetary, audit and procurement policies and probity requirements.

Regulatory

- Lead a business unit that is responsible for compliance, enforcement, audit, investigation and/or regulatory policy
- Contribute to the development and maintenance of governance frameworks
- Oversee the implementation of compliance programs, including audit and investigation activities
- Oversee intelligence programs, managing risk and assessing threat
- Be responsible for high-level delegations in relation to compliance and enforcement decisions
- Oversee and manage complex compliance, investigation and enforcement activities, applying significant work knowledge and established legislation and policy to sensitive situations
- Liaise, engage and negotiate with key stakeholders to establish standards, policy, and precedent in a regulatory environment

Professional / Specialist

- Act as a chief point of professional advice to key stakeholders within and outside the organisation
- Show intellectual leadership by providing specialist input to policies, new legislation, program reform and business improvement initiatives
- Provide specialist expertise and professional knowledge and skill in relation to specific areas of organisational responsibility
- Oversee a business unit performing specialist or technical work in a profession or area of practice
- Engage with and participate in relevant professional bodies and associations to ensure information exchange and continuing professional development
- Oversee the provision of specialist and technical training and the development of education products in a technical or specialist field, including guidelines, manuals, policies and processes

Senior Executive Service **Band 2** Work Value Standards

Knowledge

- 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
- Provide strategic, evidence-based advice and recommendations and act as an authoritative source of critical advice which impacts organisational decision making in a functional area
- Apply an extensive understanding of policy, service delivery, regulatory, and/or legislative processes gained through substantial 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

Relationships

- Lead and oversee critical stakeholder engagement, including the need to engage, inform and advise a diverse range of very senior stakeholders in relation to highly complex issues
- Negotiate major outcomes, and provide persuasive advice in the face of divergent views or conflicting agendas while maintaining strong relationships and collaborative networks with key stakeholders at senior levels across government and non-government sectors
- Interact, liaise and engage with the senior executives of the organisation and provide highly influential, strategic advice to Secretaries, Deputy Secretaries and Ministers, and, where relevant, advocate for a position or viewpoint
- Participate as a member or chair a range of committees, working groups and other fora, including inter-organisation groups and industry/community sector groups, and represent the organisation or the government in negotiations
- Engage and manage stakeholders through change, resolving conflict and managing sensitivities in a complex environment

Judgement and Risk

- 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, and 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

Independence

- 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 and standing in the area of responsibility
- Exercise high-level delegations in relation to legal, governance, human resource management, project and program, and regulatory decisions
- Adopt a 2 to 3-year focus for primary planning with an understanding of longer term implications where applicable
- Act with full accountability for the integration of strategic policy, regulatory, delivery and/or program initiatives for a group of business units or functions

Strategic Change	<ul style="list-style-type: none"> • Regularly manage change associated with critical or large-scale organisational 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
Impact	<ul style="list-style-type: none"> • 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 the senior executive 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 and culture 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
Breadth	<ul style="list-style-type: none"> • Be responsible for an extensive range of activities that relate to a specific major function such as human resource management, information and communication technologies, financial services in a larger organisation, or a number of functions that are interrelated and of high complexity such as both policy and program responsibilities • Operate within multiple frames of reference and have accountability for a number of business areas • Manage staff and/or functions that are geographically dispersed such as across offices in different parts of a city, or offices in regional areas

Resource Management

- 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

Senior Executive Service Band 2 Work Streams

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

Delivery	<ul style="list-style-type: none">• Provide expert, high level authoritative advice and expertise in relation to the planning, establishment and implementation of services• Establish, lead and direct the delivery of services, products and systems• Lead and manage a group of business units that undertake service delivery in one or more specified areas• Oversee one or more of a range of functions to deliver services to staff of an organisation, including human resources services, financial services, and information and communication technology services• Provide strategic management and corporate direction to the provision of portfolio support and advice services, policy development and implementation and leadership in the delivery of services• Continually monitor and review current systems and practices and develop innovative strategies for the realisation of organisation priorities and goals
Policy	<ul style="list-style-type: none">• Lead the development and review of policy frameworks over a range of policy areas, including highly complex and sensitive contexts• Ensure that policy frameworks and accompanying policy documents align with current and future government direction• Lead and manage a group of business units undertaking policy functions in a range of generalist or speciality areas• Provide expert and high-level advice to heads of agencies and Ministers in relation to a range of policy development and review• Engage and consult with senior government, industry sector, community and other stakeholder representatives to achieve consensus in critical areas• Monitor and evaluate the effectiveness of policy initiatives and provide advice regarding social and economic impacts of policy changes or new policy

Portfolio & Program

- Lead the strategic implementation of programs and initiatives
- Take full accountability for major projects
- Undertake program development and planning, including resource negotiation
- Initiate new programs and be responsible for major change initiatives
- Provide leadership on a range of cross-functional project teams and taskforces designed to deliver breakthrough outcomes critical to the integrated delivery of programs across an organisation
- Provide leadership and direction on matters associated with financial, budget and output management, strategic and business planning, particularly for evidence-based new initiative proposals

Regulatory

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

Professional / Specialist

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

Senior Executive Service **Band 3** Work Value Standards

Knowledge	<ul style="list-style-type: none">• 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
Relationships	<ul style="list-style-type: none">• Lead and oversee highly critical stakeholder engagement, including the need to engage, inform and advise a diverse range of very senior and highly influential stakeholders in relation to extremely complex, high-profile, high-risk, and sensitive issues• Negotiate major outcomes, and provide persuasive advice in the face of divergent views or conflicting agendas while maintaining strong relationships and collaborative networks across government and non-government sectors at the highest levels• Have the authority to present and negotiate highly contentious issues, with technical, policy and/or legal complexity, and represent the organisation, Minister and government at the national and international level• Chair or act as a senior member of a range of critical stakeholder groups and committees• Lead stakeholder relationships through complex change, resolving conflict and managing contextual and political sensitivities
Judgement and Risk	<ul style="list-style-type: none">• 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.

Independence	<ul style="list-style-type: none"> • 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 and standing • Exercise full delegated authority in respect of management of a major component or the full range of an organisation's 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 primary 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 across an organisation
Strategic Change	<ul style="list-style-type: none"> • 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 • 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
Impact	<ul style="list-style-type: none"> • 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, 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, culture 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 or service delivery nationally or internationally

Breadth	<ul style="list-style-type: none">• Lead multiple functions in a large organisation or manage all functions within a small or medium-sized organisation• Operate within multiple frames of reference and have accountability for a number of integrated functions or operations• Manage staff and/or functions that are widely geographically dispersed, including management of a number of regional offices and/or functions that are delivered regionally
Resource Management	<ul style="list-style-type: none">• Manage a substantial proportion of the staff 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 very substantial budgets, finances, procurement and expenditure for a substantial portion of an organisation and plan the allocation of resources over the long term

Senior Executive Service **Band 3** Work Streams

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

Delivery	<ul style="list-style-type: none"> • Lead the development of service delivery strategy and new initiatives, and manage large-scale strategic change with substantial impact on service delivery models and implementation • Oversee and manage service delivery issues that are highly sensitive and extremely complex to ensure that critical risks are minimised • Lead and promote a culture of innovation and adaptability, taking into account leading edge technology, best practice approaches and key strategic service delivery outcomes
Policy	<ul style="list-style-type: none"> • Provide thought and corporate leadership to matters of strategic planning, quality management strategies, governance, establishing organisational priorities and direction, and the development of key whole of government policies • Provide highly complex, strategic, expert advice to ensure the development of evidence-based policy frameworks, recommendations and decisions • Lead and maintain long-term strategic partnerships with critical government, industry and community stakeholders at the highest level to inform policy construction
Portfolio and Program	<ul style="list-style-type: none"> • Lead the development of new program initiatives and manage large-scale strategic change with substantial program impact • Direct the implementation, review and evaluation of programs, set expectations and performance standards at a whole-of-organisation level • Drive program evaluation frameworks and program planning to ensure return on investment at a financial, human resources and infrastructure level
Regulatory	<ul style="list-style-type: none"> • Endorse government frameworks and make determinations regarding the application of regulatory interpretations, ensuring the integrity of legislative systems • Drive the development and implementation of regulatory frameworks and substantial, highly complex regulatory programs, ensuring alignment with government direction and organisational vision • Lead and manage responses to highly complex regulatory, enforcement, and compliance issues, managing and mitigating risk, including financial, reputational, and safety risks • Oversee a substantial portion of an organisation, or whole organisation that is responsible for regulatory, compliance and/or enforcement activities, including policy and delivery

**Professional /
Specialist**

- As a specialist, provide strategic and critical advice based on extensive and advanced professional and technical experience in a highly complex field
- Drive the development of specialist knowledge, through the leadership of a significant portion, or whole, of an organisation, undertaking specialist functions, including the delivery of professional services, education services, research and analysis, and the provision of highly complex professional advice and information

APPENDIX C

NEW WORK VALUE ASSESSMENT TOOL

KNOWLEDGE FACTOR

1	3	5	7
<p>Apply advanced knowledge and skills in a field or discipline acquired through professional, technical or management experience.</p> <p>Be considered a source of well-developed, complex advice in a narrow area of expertise.</p> <p>Use knowledge of structures, processes of government, the sector and the organisation to develop policies and new program or project initiatives.</p>	<p>Apply comprehensive knowledge and skills, acquired through formal (tertiary) training or relevant professional, technical or management experience.</p> <p>Be considered an authoritative source of strategic advice and expertise which has influence on organisational decision-making in an area of knowledge or practice.</p> <p>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.</p>	<p>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.</p> <p>Act as an authoritative source of critical advice which impacts organisational decision-making in a functional area.</p> <p>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.</p>	<p>Provide whole-of-organisation leadership through advanced knowledge and skills, acquired from extensive professional or executive management experience.</p> <p>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.</p> <p>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.</p> <p>Act as the major source of advice to Ministers and set the parameters under which others advise.</p>

RELATIONSHIPS FACTOR

1	3	5	7
<p>Initiate and maintain effective relationships with a broad range of internal and external stakeholders.</p> <p>Initiate and manage negotiations with peers (internal and external to work unit) to gain commitment to projects, and delivery of activities to meet timelines.</p> <p>Represent own work area with external stakeholders, and effectively manage feedback.</p> <p>Represent the agency with external peers and negotiate within parameters agreed with immediate manager.</p> <p>Liaise and consult with stakeholders during times of change, resolving issues and meeting expectations.</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>Engage stakeholders during times of change, resolving conflict and managing sensitivities within constrained timeframes.</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Engage and manage stakeholders through change, resolving conflict and managing sensitivities in a complex environment.</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>Chair or act as a senior member of a range of critical stakeholder groups and committees.</p> <p>Lead stakeholder relationships through complex change, resolving conflict and managing contextual and political sensitivities.</p>

JUDGEMENT AND RISK FACTOR

1	3	5	7
<p>Apply good judgement to solve problems through the application of established techniques, methods, systems or policies.</p> <p>Undertake analysis and interpretation in choosing a course of action to manage complex or sensitive issues within the sphere of responsibility.</p> <p>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.</p>	<p>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.</p> <p>Resolve problems, taking account of established management systems, professional standards, budget parameters or known equipment capacity.</p> <p>Make judgements and assess risk under guidance provided by policy, service delivery and/or regulatory frameworks, guidelines and precedents.</p> <p>Identify, anticipate and manage complex risk, undertaking risk mitigation and management activities to ensure the achievement of business unit and organisational goals.</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

INDEPENDENCE FACTOR

1	3	5	7
<p>Work under broad direction with autonomy in setting priorities, developing work programs and determining how work is done for the team.</p> <p>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.</p> <p>Provide analysis and authoritative recommendations to more senior staff.</p> <p>Have broad decision-making authority in relation to the management of the work area, including staffing, and financial management.</p>	<p>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.</p> <p>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.</p> <p>Exercise high level delegations in relation to legal, governance, human resource management, project and program, and regulatory decisions for a discrete number of functions.</p> <p>Create and implement annual business plans and adopt a 2 to 3-year horizon, ensuring alignment with whole-of organisation planning.</p>	<p>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.</p> <p>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.</p> <p>Exercise high level delegations in relation to legal, governance, human resource management, project and program, and regulatory decisions for a range of functions.</p> <p>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.</p>	<p>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.</p> <p>Make decisions that impact all areas of the organisation, and flow into industry or other non-government sectors in the long term.</p> <p>Exercise the authority to make statements and decisions on behalf of the organisation and have a very high level of credibility.</p> <p>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.</p> <p>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.</p>

STRATEGIC CHANGE FACTOR

1	3	5	7
<p>Manage change projects associated with organisational reform and implement change in the work area.</p> <p>Respond to a changing operating environment, including relevant contextual variables.</p> <p>Contribute to strategic change management within an organisation, including longer term planning for major change initiatives.</p>	<p>Manage change associated with government reforms and take responsibility for continuous improvement processes within the business area.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>Regularly manage change associated with critical or large-scale government reforms.</p> <p>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.</p> <p>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.</p>	<p>Regularly manage change associated with highly critical or very large-scale government reforms.</p> <p>Regularly identify and coordinate responses to change, working with a strategic understanding of the relevant context and emerging social, political, environmental and technological issues.</p> <p>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.</p> <p>Manage change in an environment of innovation with government-wide, community-wide or whole-of-sector impact.</p>

IMPACT FACTOR

1	3	5	7
<p>Develop policy frameworks within area of expertise or responsibility based on defined organisational priorities and provide advice to senior management.</p> <p>Develop policies, programs and initiatives that impact on programs or major functional areas within the organisation.</p> <p>Contribute to business unit planning and develop direction for the team.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>Lead initiatives that impact statewide and/or that may influence policy and program development nationally or internationally.</p>

BREADTH FACTOR

1	3	5	7
<p>Have responsibility for a broad range of activities, or services within a specific area of expertise.</p> <p>Manage staff and activities that are not geographically dispersed but are co-located such as a regional office or team.</p>	<p>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.</p> <p>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.</p>	<p>Be responsible for an extensive range of activities that relate to a specific major function such as human resource management, ICT or financial services in a larger organisation, or a number of functions that are interrelated and of high complexity such as both policy and program responsibilities. Operate within multiple frames of reference and have accountability for a number of business areas.</p> <p>Manage staff and/or functions that are geographically dispersed such as across offices in different parts of a city, or offices in regional areas.</p>	<p>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.</p> <p>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.</p>

RESOURCE MANAGEMENT FACTOR

1	3	5	7
<p>Oversee the work of fewer than 20 staff and/or expenditure under \$10m pa</p>	<p>Oversee the work of 20 to 100 staff and/or expenditure between \$10m and \$100m pa</p>	<p>Oversee the work of 100 to 1,000 staff and/or expenditure between \$100m and \$1b pa</p>	<p>Oversee the work of more than 1,000 staff and/or expenditure above \$1b pa</p>
<p>Manage the staff and resources of a team or work area.</p> <p>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.</p>	<p>Manage the staff and resources of a portion of an organisation, such as a business unit/branch.</p> <p>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.</p>	<p>Manage the staff and resources of a division/group or set of business units within an organisation.</p> <p>Manage a large resource base which may include operational, capital and/or project/program/grants funding, tactically balancing resources across areas of responsibility.</p> <p>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.</p>	<p>Manage a substantial proportion of the staff and resources of a larger organisation or manage the whole of a smaller one.</p> <p>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.</p> <p>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.</p>

APPENDIX D

EXECUTIVE OFFICER TRP FRAMEWORKS ACROSS JURISDICTIONS

		Band (1 = lowest)					
Jurisdiction ¹		1	2	3	4	5	Date effective
Victoria	Min	\$ 185,711	\$ 214,883	\$ 312,274			1/07/2019
	Max	\$ 240,789	\$ 343,938	\$ 457,081			
Commonwealth ²	Min	\$ 219,630	\$ 280,842	\$ 371,061			31/12/2018
	Max	\$ 283,232	\$ 371,517	\$ 509,673			
New South Wales	Min	\$ 192,600	\$ 274,701	\$ 345,551			1/07/2019

¹ South Australia does not publish information related to public service executives.

² APS data is quoted at the 5th and 95th percentiles of disclosed data to eliminate outliers at the Minimum and Maximum of each range, to provide better comparative data.

	Max	\$ 274,700	\$ 345,550	\$ 487,050			
Queensland³	Min	\$ 162,474	\$ 191,269	\$ 226,609	\$ 268,409		1/09/2017
	Max	\$ 182,751	\$ 222,277	\$ 259,283	\$ 320,047		
Western Australia⁴	SES Range/paypoint	\$ 174,680 - \$187,082	\$ 197,750	\$ 207,769	\$217,774	\$227,787	2/07/2019
	Non CEO Ranges (above SES, but below CEO / DG))	\$ 228,959 - \$271,824	\$ 271,824 - \$330,144	\$ 330,144 - \$384,610			
Tasmania	Min	\$ 153,910	\$ 178,712	\$ 213,662	\$ 253,841		4/07/2019
	Max	\$ 174,641	\$ 203,164	\$ 243,175	\$ 301,207		
	Min	\$ 193,653	\$ 249,834	\$ 329,125			1/07/2019

³ Public service executive remuneration in Queensland provides a notional 'total remuneration package' range.

⁴ WA have a SES level and Non-CEO bands.

Australian Capital Territory⁵	Maximum	\$ 233,013	\$ 320,354	\$ 367,444			
Northern Territory	Minimum	\$ 217,533	\$ 237,573	\$ 259,018	\$ 290,986		23/04/2019
	Maximum	\$ 233,565	\$ 254,729	\$ 284,592	\$ 315,950		

⁵ Salary range only (i.e. not Total Remuneration Package).

APPENDIX E

HEAD OF AGENCY TRP FRAMEWORKS ACROSS JURISDICTIONS

Jurisdiction		Band (1 = lowest)						Date effective
		1	2	3	4	5	6	
Commonwealth	Min	\$ 720,480	\$ 775,910					1/7/2019
	Max	\$ 775,910	\$ 864,580	\$ 892,290	\$ 914,460			
New South Wales ¹	Min	\$ 487,051						1/07/2019
	Max	\$ 562,650						
Queensland	Min	\$ 195,206	\$ 269,485	\$ 345,130	\$ 439,371	\$567,337	\$ 633,421	1/09/2017
	Max	\$ 264,127	\$ 364,672	\$ 467,002	\$ 580,000	\$602,806	\$ 712,596	
Western Australia ²	Min	\$ 241,925	\$ 260,268	\$ 355,312	\$ 424,128			2/07/2019

	Max	\$ 280,268	\$ 355,312	\$ 424,128	\$ 587,339			
Australian Capital Territory ^{3,4}	Min	\$ 377,537						1/07/2019
	Max	\$ 433,660						
Northern Territory ⁵	Min	\$ 322,188	\$ 360,826					23/04/2019
	Max	\$ 353,101	\$391,828					

¹ Secretary band sits on top of executive officer bands (i.e. makes up 'Band 4' of band structure).

² Salary range only (i.e. not Total Remuneration Package).

³ Secretary band sits on top of executive officer bands (i.e. makes up 'Band 4' of band structure).

⁴ Salary range only (i.e. not Total Remuneration Package).

⁵ NT CEO/DG roles start at ECO5

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