NSW Public Service
Senior Executive
Work Level Standards
(January 2014)

Details

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NSW Public Service Senior Executive Work Level Standards

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Category	Senior Executives
Summary	The NSW Public Service Senior Executive Work Level Standards (WLS) assist Departments and agencies in determining the appropriate band for Public Service senior executive roles under the Government Sector Employment Act 2013. The WLS indicate, in broad terms, the expected work to be performed at each of the senior executive bands across the NSW Public Service, other than the Departmental Secretaries band.
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Revision History

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Definition of terms

Term	Definition
Agency	A term which covers a Department, executive agency related to a Department and a separate agency in the NSW Public Service within the meaning of Schedule 1 of the *Government Sector Employment Act 2013* (GSE Act)
Agency Head	Are those senior executive roles which assume stewardship, leadership and direction of, and accountability for the effective operation of an agency. "Agency Head" means the Secretary of the Department (in the case of a Department as listed in Part 1 of Schedule 1 of the GSE Act); or the head of the agency listed in Part 2 or 3 of Schedule 1 of the GSE Act (in any other case)
Core values	This term refers to the objectives, values and principles of behaviour identified in the *Ethical Framework for the government sector*, Part 2 of the GSE Act
Department in the Public Service	Refers to Departments that are established by administrative orders under the GSE Act as listed in Part 1 of Schedule 1 of the GSE Act. The Secretaries of Departments exercises the employer functions for staff in their Department and related executive agencies' senior executive staff, including, in most cases the agency heads
Cross-sector	Relating to or impacting upon matters across the sector as a whole in NSW
Cluster	Is a convenient term to describe the administrative arrangements by which Departments, executive agencies related to a Department and separate agencies are grouped, even though the term cluster is not used in the GSE Act
Executive agency related to a Department in the Public Service	Refers to agencies that are related to a Department as listed in Part 2, Schedule 1 of the GSE Act. These agencies can be established by either executive orders or statute. The Departmental Secretaries hold the employer functions for their related executive agencies' senior executive staff including, in most cases, the agency heads
Inter-government	This term relates to the interactions between the NSW Public Service and the Commonwealth or other State and Territory jurisdictions
Whole-of-government	Embraces the entirety of government function, structure and organisation, including the Public Service, and broader Government Sector.

Regional	This term relates to programs or services which are delivered within one or more specific regions but not, by definition, across the State as a whole
Separate agencies	Refers to agencies listed in Part 3, Schedule 1 of the GSE Act which due to their independent functions (whether constitutional or statutory) require being at arm's length for certain purposes under the GSE Act. Departmental secretaries will not exercise the employer function for the senior executives of those agencies. Instead, the agency heads, as public office holders in their own right, will hold the employer functions for all their staff. Examples of separate agencies include NSW Crime Commission, NSW Police Integrity Commission and the Ombudsman's Office.
State-wide	This term is used to describe programs or services which are delivered universally across the State of New South Wales.
Workforce diversity	Section 63 of the GSE Act defines workforce diversity as including diversity in respect of gender, cultural and linguistic background, Aboriginal people and people with a disability. Under section 63(2), the heads of agencies are responsible for workforce diversity within the agency and for ensuring that workforce diversity is integrated into workforce planning in their agency.

Part 1
Overview of the NSW Public Service Senior Executive Work Level Standards

1.1 Purpose

The NSW Public Service Senior Executive Work Level Standards (WLS) have been developed to assist Departments and agencies in determining the appropriate band for Public Service senior executive roles under the *Government Sector Employment Act* 2013 (GSE Act). The WLS indicate, in broad terms, the expected work to be performed at each of the senior executive bands across the NSW Public Service, except for the Department Secretaries Band.

1.2 Legal Context and Applicability

Under section 37(1) of the GSE Act, a Public Service senior executive is to be employed in a band that the employer of the executive considers appropriate for the role of the executive. Section 37(2) provides that in determining the number of Public Service senior executives and the appropriate band in which they are employed, the employer is to apply the applicable work level standards and have regard to any guidance provided by the Public Service Commissioner.

The NSW Senior Executive WLS apply to all senior executive roles in the NSW Public Service other than Departmental Secretaries.

1.3 Background

The GSE Act creates a single executive structure across the Public Service, with common employment arrangements, including standard written contracts of employment.

The new simpler executive structure is comprised of the following four broad bands:

Department Secretaries Band – Department Secretaries

Senior Executive Band 3 – Deputy Secretaries and Agency Heads

Senior Executive Band 2 – Executive Directors and Agency Heads

Senior Executive Band 1 – Directors

These role titles are to be used across the sector to improve consistency and create a clearer shared understanding of the nature of roles found in each band. Exceptions might be needed in rare cases, for example if the role is commonly referred to by another title, for example Chief Finance Officer or Chief Information Officer.

The Statutory and Other Offices Remuneration Tribunal (SOORT) determines the remuneration ranges for each Senior Executive band.

Department Secretaries determine their cluster's executive establishment. The WLS are the main classifying tool for determining the band for Senior Executive roles. Role evaluation is then used to place the role within the band in terms of work value and, on that basis, set its remuneration range.

Senior executives are employed in the relevant band and then assigned to a role that falls within that band.

GSE Act senior executive arrangements operate as a devolved model in which Secretaries/separate agency heads[1] determine their executive establishment without reference to centrally set executive notional limits. However, reporting on executive and non-executive numbers is required along with other Key Performance Indicators (KPIs).

1.4 Intended audience for the WLS

The intended audience for the WLS are the HR specialists within Departments/agencies who are responsible for classifying and evaluating senior executive roles. The WLS are also a useful resource for non-HR staff as they indicate the Government's expectations of the type of work to be performed by senior executives in each band level.

A summary of the WLS will separately be developed by the PSC for non-HR staff, including senior executives and line managers.

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[1] Separate agency refers to the agencies listed in Part 3, Schedule 1 of the GSE Act which due to their independent functions (whether constitutional or statutory) require being at arm's length for certain purposes under the GSE Act. Departmental secretaries will not exercise the employer function for the senior executives of those agencies.

1.5 Overview of the Work Level Standards

The WLS represent a hierarchy of descriptive standards which define the type of work that would be expected at each of the three bands across the Public Service. The WLS are meant to be the primary tool for classifying a new senior executive role and determining its appropriate band in the NSW Public Service.

As indicated above, senior executives are employed at the relevant band and then assigned to the role. Over time, senior executives can be assigned to other roles within the band, both within their cluster and across clusters (subject to consultation with the senior executive and head of the other agency). This mobility promotes breadth of experience, which will increase and broaden individual capability.

The WLS facilitate intra and cross cluster mobility by ensuring that there is consistent classification of senior executive roles across the NSW Public Service. Sector wide use of the new NSW Public Sector Capability Framework for defining both the senior executive role and senior executive officer capabilities will also facilitate this senior executive mobility.

These WLS are structured to provide differentiation between the three bands below the Department Secretaries, with the WLS for each band described under the following six factors: **Expertise, Accountability, Dimensions, Key Relationships, Role Context and Environment, Judgement and Independence.**

The WLS are intended to be viewed in their entirety when considering where a role should be appropriately located. To assist this process, **Distinguishing Characteristics** have been identified for each senior executive band, which seek to capture the fundamental characteristics of each band.

WLS and the five work contribution streams

The diversity of roles that comprise the NSW Public Service is significant. Senior executive roles may include the direction of program or project based service delivery functions, development or implementation of public policy, contract management, development and implementation of compliance and enforcement programs, or the provision of expert advice which ensures the integrity of decision making and planning processes of government.

At the band 2 and 3 levels, senior executives may also head an executive agency related to a Department.

Although any single senior executive role may incorporate several of these functions, roles are typically established on the basis of a more significant contribution in one of these areas.

In line with this, the WLS are considered in the context of the following five work contribution streams: **Service/Operational Delivery, Professional/Specialist, Policy, Regulatory/ Compliance and Agency Head.**

When considering a specific senior executive role, it is useful to identify its natural alignment to a particular work contribution stream in order to ensure that the most value can be gained from the content of the WLS and interpretation of descriptors.

To assist with this process, each of the work contribution streams are then considered in the context of the three bands, with the distinguishing characteristics for each band identified in the terms of **Context, Scope** and **Impact.** Also provided are indicative roles for each work contribution streams, at the particular band level.

The broad banded structure is intended to facilitate not only mobility within and across cluster but also across work streams. Although the WLS are structured by work contribution stream and band level, this is not meant to indicate that a senior executive's career progression will be within a particular work contribution stream.

1.6 The relationship between the WLS, role evaluation and the NSW Public Sector Capability Framework

As indicated above, the WLS are used to determine the appropriate band for a senior executive role.

There are no 'sub-bands' within the bands. Role evaluation is used to determine the work value of the role using an accredited job evaluation methodology which will take into account relative complexity, sensitivity and, size of each role's responsibilities.

The work value determines the role's placement and sets its remuneration range within the relevant band.

Upon initial employment, the remuneration point within the role's range is determined by merit factors related to the individual senior executive, including demonstrated experience and assessed level of capabilities. Labour market competitiveness can also be taken into account but only if based on verifiable evidence.

Once employed, the senior executive may progress within the role's remuneration range over time, based upon performance, assessed under the agency's formal Performance Development system.

The WLS have been designed to work in conjunction with the NSW Public Sector Capability Framework. The design of the Capability Framework is not intended to align capabilities to classifications or executive levels. The capabilities for a role should be based on the context of the role, key accountabilities, the job environment and organisational requirements and the level required for each capability and will vary according to these factors.

Refer to the business process flow chart at 1.8 for further information about the interaction of the WLS, role evaluation and NSW Public Sector Capability Framework.

1.7 How to use the WLS

At the start of the role analysis process, agencies should form a high level view of the role's intended responsibilities and scope. They should then proceed to determine the band in which the role is to be located, firstly by reviewing the **Distinguishing Characteristics,** which summarise the main features for each band, then reviewing the six factors for each of the three bands – **Expertise; Accountability; Dimensions; Key Relationships; Role Context and Environment; and Judgement and Independence**.

As the WLS have been developed to apply to a range of roles within bands, it is possible that specific roles may have some characteristics of roles in a higher or lower band. The role will therefore need to be considered in its entirety (all six factors) when making a band determination.

Reference should also be made to the predominant work contribution stream to confirm the appropriate band for the role.

Department/agencies should look at equivalent or similar roles within their cluster and across the Public Service to ensure organisational consistency and guide the final determination as to the

appropriate band. Advice may also be sought from the PSC. A band determination should then be made.

Once the band has been determined, a role description is developed. All senior executive role descriptions are to include the full list of capabilities and the level required for each in the role. All 16 core capabilities in the NSW Public Sector Capability Framework in the Personal Attributes, Relationships, Results and Business Enablers groups apply to all public sector roles, including senior executive roles. In addition, four People Management capabilities apply to all roles responsible for managing others.

Where occupation specific capabilities are identified for specific senior executive roles, these are to be included in addition to the capabilities from the NSW Public Sector Capability Framework. The capabilities, together with other standard aspects such as the purpose of the role, key accountabilities, key challenges and role dimensions, will define each role or role type and provide a full description of the role as required for role evaluation within the band. The PSC has provided a template for agencies to use in developing role descriptions (www.psc.nsw.gov.au/capabilityframework/Tools-Resources) and will also develop generic role descriptions for common executive role types.

The next step is to undertake a role evaluation using an accredited role evaluation methodology to determine the placement within the band and its remuneration range.

Again, Departments/agencies should ensure consistency of role evaluation within the cluster and across the Public Service. The standard titles listed in Part 1.3 Background are to be adopted once the band determination and role evaluation process has been completed, not the other way round. The title of the role does not determine the band rather it is the WLS classification process which should determine this.

1.8 How to use the Work Level Standards – Business Process

Step 1:   Refer to Distinguishing Characteristics of the Role

- Refer to the Distinguishing Characteristics which capture the fundamental characteristics of each band to get an high level overview of the three bands

Step 2:   Refer to the 6 factors for the Band

- Refer then to the 6 factors for the band: *Expertise, Accountability, Dimensions, Key Relationships, Role Context and Environment, and Judgement and Independence* to guide the band determination (p11)

Step 3: Refer to the 5 Work Contribution Streams

- Refer finally to relevant Work Contribution Streams: *Service/Operational Delivery, Professional/Specialist, Policy, Regulatory/Compliance and Agency Head* to confirm the band (p19)

Step 4: Make Band Determination

- After referring to the Distinguishing Characteristics for each band, the 6 factors for each band and the relevant Work Contribution Stream make the band determination

Step 5: Prepare Role Description

- Include capabilities from the NSW Capability Framework & any occupation specific capabilities

Step 6: Undertake Role Evaluation to determine Remuneration

- Use an accredited role evaluation methodology to determine the role's work value and placement within the band and its remuneration range

- The remuneration within the role's range is determined by merit factors related to the individual senior executive (and market considerations, if relevant)

Part 2
NSW Senior Executive Work Level Standards Band 1

Distinguishing characteristics

Band 1 Senior Executives are the 'Deliverers of agency services and outcomes'. They are responsible for a subset of an agency's core functions. With responsibility for several linked activities that need to be coordinated with those managed by other executives, Band 1 executives typically have a high level of expertise in a particular discipline to provide professional advice and/or deliver service outcomes. Band 1 roles work towards broadly defined outcomes and within a framework of the Government sector core values, policies, professional standards and resource parameters. Roles in this band are usually involved in direct people management as well as actively involved in influencing others in the pursuit of specific and set objectives and representing the agency and government authoritatively. However, this band also includes professional and technical specialists and senior executives that manage large contracts or who have a state-wide 'outward' focus, but who may not have any or minimal direct staff management responsibilities.

Expertise

Roles within this band require:

- a high level of expertise in a particular discipline, or equivalent expertise across a number of disciplines, to provide professional or technical advice and/or deliver service outcomes, and
- significant expertise in planning for the strategic use of human resources and/or aligning systems and processes to improve workforce diversity, performance and outcomes.

They also require:

- a good understanding of financial reporting, compliance, procurement and contract management requirements, and
- a high level understanding of government objectives and policies and their impact on organisational goals, including identifying risks to key projects/activities and implementing mitigation strategies.

Service delivery/operational roles typically involve managing multifaceted work groups and initiating and developing business unit goals to achieve organisational objectives.

Accountability

Roles are generally accountable for:

- effective leadership and management of a clearly defined area of organisational activity
- achieving specific organisational targets and objectives within established budget and policy parameters and professional/service standards, and
- the programs, functions, projects and resources in their charge.

Within these parameters, the role generally has considerable autonomy in determining how to achieve business outcomes including deciding on methods and approaches, business and project planning and allocation of resources. They ensure a focused approach to achieving organisational outcomes and may also make commitments on behalf of the organisation.

Dimensions

Roles may have leadership or managerial responsibilities for a large and/or multi-disciplinary unit.

Roles usually embrace several related activities that need to be coordinated with other activities within a related function, or other functions not under the control of the role. They actively identify opportunities to work collaboratively with other work areas/agencies to resolve issues and improve service outcomes.

Service delivery/operational roles are fully accountable for a portfolio of integrated services/programs. At this level, incumbents have direct responsibility for delivering entire programs or substantial parts of a large program.

Policies/programs/services managed at this level have direct linkages to agency objectives.

Key Relationships

Roles within this band:

- are actively involved in influencing and convincing others using a fair and considered approach to achieve business outcomes
- have considerable autonomy in negotiating matters related to their area of responsibility, and

- represent the agency and government authoritatively.

These roles also:

- actively build sustainable relationships with internal and external stakeholders
- have routine interaction with the Minister's office and occasionally with the Minister directly
- may lead and motivate multidisciplinary teams of managers and employees, with team outcomes leading to implementation of government policies, and
- regularly engage with stakeholders, including central agencies on sensitive issues, to share or seek information, and/or to advocate a particular position.

The range of stakeholders may be very broad, including staff in the Minister's office, the Minister, customers, commercial providers, business partners, other public sector jurisdictions, community groups, business, professional and employee associations, the media, industrial and legal representatives.

The nature of the engagement varies with the individual role and stakeholder group. Roles typically require:

- detailed appreciation of the subject matter
- sensitivity and understanding in resolving conflicts, and
- the ability to negotiate from an informed position.

Role Context and Environment

Roles embrace a range of activities and operate in a complex, specialised environment, being required to:

- understand the external factors affecting the agency, including emerging social, environmental and stakeholder issues at state, national and international levels
- identify matters of corporate, community or professional concern
- regularly assess and respond to the impact of changes in the operating environment, ensuring a high level of integration with the broader context, including the agency's direction and role within government.

They focus on creating a work environment that can respond to changing needs and circumstances and adjust future plans accordingly.

Work is characterised by the regular requirement to:

- identify and share business process improvements, and
- improve or revise systems or policies, and/or
- to relate precedent to new situations.

Roles may plan and manage specialised projects and large or complex programs consistent with organisational objectives.

The solutions they develop usually have enduring effects which extend outside the immediate work environment.

Judgement and Independence

Roles usually work towards broadly defined outcomes and within a framework of policies, professional standards and resource parameters. However, within this framework they have considerable independence in determining how to achieve their objectives, including deciding methods and deploying resources.

In a work context that is usually complex and dynamic, with many influences, the role is required to:

- give detailed consideration to alternative courses of action
- address problems in the work environment, and
- devise action plans and advocate new approaches.

Roles are required to ensure that their decision-making is based on sound evidence, but when necessary they are expected to make effective judgements under pressure, or without complete information or a source of expert advice being available.

They need to operate with a risk management focus, anticipating and managing risk, which includes being willing to take calculated risks to improve policy or customer delivery outcomes.

Delivery roles are governed by clear objectives and/or budgets. Compliance with legislative and regulatory frameworks is a key feature. Within this context, the role independently manages day to day operations to ensure efficiency and effectiveness of service delivery and implements creative and effective solutions

At this level, most problem resolution is shaped by the framework of established management systems, professional standards, budget parameters or known equipment capacity. However, the dynamic and complex nature of the public sector environment may raise new issues that require new approaches and break new ground for the agency.

Part 2
NSW Senior Executive Work Level Standards Band 2

Distinguishing characteristics

Band 2 Senior Executives are 'Deliverers of system outcomes', largely focused on strategic activities which align with government objectives and anticipate future requirements.

They are Executive Directors and heads of smaller operational and service delivery agencies tasked with the executive management of a total function or professional discipline at a whole-of-agency level or for a particular geographical area of NSW. With responsibility for overseeing the implementation of multiple, integrated change initiatives and with delivering outcomes that significantly impact communities, stakeholders and services, these roles require substantial professional/administrative management experience. They also include technical and professional specialists, senior executives that manage significant contracts or those with a state-wide, 'outward' focus impact. Executives in this band take the lead in developing and managing key relationships, often at peak council level. They influence and advocate significant positions and strategies taking into account the Government sector core values, achieving sustainable solutions to complex issues through effective interaction and system collaboration. They are the principal, authoritative source of advice related to a specific area of knowledge or practice upon which the agency and Minister depend.

Expertise

Roles require:

- a high level of expertise in a professional/technical/operational discipline or equivalent expertise across a number of disciplines, and the ability to provide leadership at a professional level, and
- significant experience in resolving complex challenges to drive organisation wide outcomes.

Operational/service delivery roles are expected to have significant experience in managing large and complex resources to achieve key organisational objectives.

They are regarded as the authoritative source of advice in their discipline.

They translate key government objectives into organisational goals and ensure that high quality corporate and business planning incorporating sound risk management principles and strategies are in place to support achievement of these goals.

Roles optimise business outcomes by planning for strategic use of human resources and aligning systems and processes to improve workforce diversity, performance and outcomes.

They implement and promote sound financial management practices and model the highest standards of financial probity.

They monitor procurement and contract management risks and implement effective governance arrangements.

Accountability

Roles are generally accountable for:

- effective leadership and direction of a range of programs, initiatives and/or functions to achieve organisational/government goals and objectives
- strategically distributing organisational resources to optimise the efficiency and effectiveness of activities and functions under their control, and
- programs, functions, projects and resources in their charge and overseeing quality assurance practices.

They usually have a number of direct reports who are senior executives and/or managers responsible for single programs, initiatives or sub-functions, and integrate these inputs into a broader area of organisational responsibility.

Roles are:

- largely focused on strategic activities which align with government objectives and anticipate future requirements, and
- may also have some contributory accountability for the success of broader strategies and operations of the agency.

They may also head up an agency involving delivery of a significant suite of integrated programs and services in most or all regions.

Some may focus on a single program, policy or service delivery area, but if so it is typically significant in terms of organisational, sector or community impact.

Specialist/technical/professional roles are usually responsible for an entire function or discipline or major sub-discipline.

They make significant commitments on behalf of the organisation.

Dimensions

Roles manage a total function or professional or technical discipline at a whole-of-agency/cluster level. They may also head up an agency responsible for delivery of largely related or interrelated programs and services across the State or a large regional area.

At this level, roles are accountable for the integration of a number of functions and make significant contributions to achieving organisational objectives.

A key requirement of service delivery operational roles at this level is responsibility for aligning service lines/operational priorities to government objectives.

Roles are likely to oversee the implementation of multiple, integrated change initiatives with outcomes that significantly impact communities, stakeholders and services.

Key Relationships

Roles effectively lead and oversee stakeholder engagement. They influence outcomes by leading and motivating others to cooperate over priorities, the use of resources, management decisions, policy frameworks and technical concepts and processes.

They may act as a principal representative of the organisation and government and an advocate of key positions and strategies, at peak council level.

Roles proactively develop productive working relationships across the organisation and cross-government. They actively engage and collaborate significantly with a diverse range of stakeholders to develop sustainable solutions to complex issues.

Stakeholders may include the Minister, Commonwealth agencies, customers, commercial providers, business partners, other public sector jurisdictions, community groups, business, professional and employee associations, the media, industrial and legal representatives.

As agency and functional heads, they:

- promote a sense of purpose and enable employees to understand the links between government policy and organisational goals, and

- build a shared sense of direction and a culture of service and performance.

An important feature of the role is the requirement to take the initiative in managing key relationships. This includes:

- anticipating and responding to customer needs
- identifying key stakeholders in matters under negotiation and gaining their support in advance, and
- identifying and facilitating opportunities to work collaboratively, within the public sector and externally, to resolve sector-wide issues and achieve improved outcomes.

While content appreciation is important, the focus of stakeholder engagement is largely on achieving mutually beneficial outcomes through effective interactions.

Role Context and Environment

Roles negotiate and provide persuasive advice in a complex environment of time pressure, divergent views and agendas and conflicting priorities.

To achieve organisational objectives in this dynamic environment, roles are required to:

- anticipate and assess the impact of changes (such as in economic conditions, government policy or technology)
- consider emerging trends and identify long term opportunities, and
- formulate and re-formulate strategies, plans and priorities, underpinned by high quality research and analysis.

The issues these roles are required to manage are complex and may be characterised by any one or combination of the following:

- problems and issues arising frequently
- new methods are regularly required
- resolution of issues breaks new grounds of knowledge, or
- there is no available source of advice or guidance.

Roles are required to consider alternative options to resolve complex problems and develop innovative and effective solutions. They:

- assess environmental factors
- consider the impact of a wide range of complex and interrelating issues, and

- develop contingency plans to mitigate risks to the achievement of government priorities.

Judgement and Independence

Roles work within a broad framework of policies, priorities, and goals, but have a large degree of independence in determining how to achieve results.

These roles:

- create opportunities to enhance the achievement of organisational objectives
- directly influence the development of policies, and
- initiate new developments in policy, program delivery, or professional practice, which establish precedent for the agency.

Roles are accountable for all aspects of program development and planning, including resource negotiation, implementation, effectiveness review and application of professional standards and quality assurance practices.

Roles are often responsible for significant change initiatives and facilitating opportunities to engage and collaborate with external stakeholders that have agency and/or cross-agency impacts.

Band 2 roles are required to undertake strategic planning and strategic decision-making. Delivery roles substantially influence the allocation of resources in the short term, or make medium to long-term commitments where there are defined precedents.

Problem resolution focuses on complex matters which have substantial, strategic impact for government. Identifying the most effective solution requires:

- objective critical analysis, and
- interpretation of data and the conceptualisation and weighing up of alternative approaches.

New issues may demand new approaches and solutions that break new ground for the agency.

Part 2

NSW Senior Executive Work Level Standards Band 3

Distinguishing characteristics

Band 3 Senior Executives, Deputy Secretaries of Departments or chief executives of major operational and service delivery agencies, are the 'System Linkers'. With high level cross-agency, cross-sector, national and occasionally international responsibilities, these roles require extensive professional/executive management experience. This Band also includes senior executives tasked with leading the delivery of major services for a particular geographical area of NSW. Their focus is on strategic, longer term outcomes or particularly sensitive, contentious matters with whole-of-government impacts. These roles negotiate and resolve conflict with stakeholder leadership and manage the parliamentary, political and Public Service/Government sector environments. They plan and oversee public administration for their area of responsibility consistent with the Government sector core values, forge linkages across government and non-government systems and are accountable for impacts beyond agency outcomes.

Expertise

Roles require comprehensive understanding across a range of disciplines at an executive management level to ensure cluster outcomes are aligned to government objectives.

They generally have extensive experience in large service delivery/operational/advisory roles with sector-wide impacts or extensive knowledge of design, review and implementation of programs/policies/regulatory frameworks.

Role incumbents require:

- highly developed understanding of national/global best practice management approaches and implications for their cluster/agency
- high level awareness of funding strategies and financial governance conventions

- capacity to integrate whole-of-government approaches to procurement and contract management into organisational policies.

They have highly developed strategic human resource management and leadership capabilities, engage in strategic workforce planning, align workforce resources and talent with organisational priorities and promote a culture of accountability and support workforce diversity.

Accountability

Roles are generally accountable for:

- a number of integrated functions or operations and managing comprehensive integration and coordination of major line functions in a large and complex organisation or Government Sector wide activity.
- developing effective systems to establish and measure accountabilities across the cluster/agency.

They may also head up an agency responsible for the delivery of a significant range of services across the State.

They have the authority to plan and strategically allocate organisational resources and in some cases may have overall responsibility, under the Secretary for most or all aspects of agency management. They make major commitments on behalf of the organisation.

Roles make a significant contribution to achieving state government objectives and influencing national agendas to the benefit of the state.

Their recommendations and advice are considered to be of critical importance, and their decisions may impact on the operation of other agencies or the whole sector.

They drive strategic executive capability development across the organisation/cluster and establish and promote a culture which encourages innovation.

Roles are usually fully accountable for the programs, functions, projects and resources in their charge and may also share accountability for the overall success of the agency in meeting its objectives.

Dimensions

Roles are responsible for:

- overall leadership of major frontline/staff functions in a large agency or at cluster level

- creating and integrating functions across a diverse range of locations/service lines and clients to align with priorities of the government of the day
- strategic longer term outcomes or particularly sensitive/contentious matters with whole-of-government impacts.

Roles typically lead significant programs that have cross-cluster implications and direct linkage to government priorities.

Role occupants are seen as key contributors to governance and leadership in the cluster and the sector, ensuring regulatory and legislative frameworks are applied consistently and effectively.

Key Relationships

Roles are principal government representatives, with authority to represent the organisation in critical negotiations and pre-empt and resolve conflict with stakeholder leadership groups.

Direct liaison and advice to Ministers is expected, often spanning multiple agency outcomes. Roles also typically deal with functional and operational heads from across the government service and a very broad range of external stakeholders including peak bodies and principal representatives of commercial, industrial, professional and community interests.

They model and communicate the organisation's position with authority and credibility with key stakeholders while engaging employees with the broader mission of the agency/cluster.

Roles require sensitivity and advanced skills to understand the positions of all parties, gain expert input and advice and effectively advocate and steer parties towards a preferred course of action.

A key aspect of roles at this level is a requirement to identify and overcome barriers to collaboration with internal and external stakeholders.

Negotiation often occurs in an environment of conflicting positions, technical, policy and legal complexity and divergent views amongst government's most critical stakeholders.

Role Context and Environment

Roles embrace a range of activities and operate in a complex, specialised environment with state-wide or national or international implications.

Roles are required to understand a range of external factors affecting the agency, and regularly monitor and respond to a changing operating environment ensuring that there is a high level of integration with the current and potential future role of the agency within government.

Work at this level focuses on:

- creating an organisational environment that can respond to changing needs and circumstances, and
- establishing and promoting a culture of continuous improvement to enhance techniques, methods, systems or policies, or to relate precedent to new situations.

Roles adapt or develop new policy, systems, methods and processes or plan and manage specialised projects and large or complex programs. The solutions they develop usually have enduring effects which extend to the whole of the agency or beyond.

Judgement and Independence

Roles at this level may be fully accountable for the agency or may exercise substantial independence in the leadership and management of a significant professional office or division, which may operate separately from other divisions in the agency and which accounts for a substantial proportion of agency operations.

Their major activity is strategic planning and decision-making which involves:

- evaluating the environment
- identifying fundamental issues to be resolved
- issues and risk management, and
- aligning organisational requirements with whole-of-government outcomes.

Roles assure the quality of advice provided to government and services provided to the public by establishing and articulating appropriate frameworks for others.

Role objectives are broadly established through agency or government policy. Although policy guidelines or strategies may include overarching themes, considerable flexibility is available in setting organisational direction and interpretation and adaptation of policies.

Influencing factors are diverse and roles are often required to exercise judgement in the absence of precedent and clarity of direction within an ambiguous context.

While required to work within broad policy, professional, operational and budget constraints, roles also need to:

- rethink paradigms of service
- exercise versatility and innovation to define/redefine strategy, and
- to develop new standards, methodologies and techniques.

Policy experts give guidance on, and make judgements about proposed new standards and new areas of policy or expertise put forward by subject and technical experts. This includes applying lateral thinking approaches and making judgements about the value of alternative sources of advice.

Specialised professional roles are required to challenge, establish or alter standard concepts, theories, objectives or previously formulated requirements.

Problem resolution focuses on complex matters which have substantial, strategic impact for government. This requires a synthesis of facts, critical analysis and interpretation of data and the conceptualisation and evaluation of alternative approaches to the problem.

Existing guidelines or policies may be inadequate in dealing with complex or unusual problems and it is

likely that the lack of precedent is a significant feature in the majority of activities pursued.

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Part 3 – Work Contribution Streams

In this Part, the WLS standards are considered in the context of the following five work contribution streams: **Service/Operational Delivery, Professional/Specialist, Policy, Regulatory/ Compliance and Agency Head.** When creating a specific senior executive role, it is useful to identify its natural alignment with the relevant work contribution stream in order to ensure that the most value can be gained from the content of the WLS and the interpretation of descriptors.

When undertaking the senior executive role analysis, it is important the role be reviewed in the first instance in accordance with the WLS in Part 2, then the relevant work contribution stream descriptors in this part be considered to supplement the general WLS descriptors.

To assist with this process, each of the following work contribution streams below are presented in the context of the three bands, with the distinguishing characteristics for each band identified in the terms of **Context, Scope** and **Impact.** Also provided are indicative roles for each work contribution streams, at the particular band level.

3.1 Service/Operational Delivery Roles

	Service/Operational Delivery Roles Service/Operational Delivery roles are those which focus primarily on ensuring that outcomes are delivered efficiently and effectively, and that the use of government's resources is optimised			
	Context	**Scope**	**Impact**	**Indicative Roles**
Band 3	• Focus on leadership and direction of a major service delivery agency or within a Department. • Emphasis typically on strategic, long term planning, governance and evaluation of Department/agency outcomes and performance in a whole-of-government context. • Inter-government and key external stakeholder negotiation and conflict resolution at national and international levels are key elements.	• Department or major delivery agency. • Key contributor to governance and leadership within a cluster. • Point of escalation for highly sensitive, contentious and State-wide issues. • Evaluation of long term influences in strategic planning and decisions.	• Cluster/Department performance and effectiveness. • Whole-of-cluster influence and State-wide impact or a big-budget local/regional service impact. • Critical governance and risk mitigation.	• *Deputy Secretaries* • *Chief Operating Officer roles within Departments*
Band 2	• Focus on initiation, implementation and integration of major agency programs. • Emphasis typically on strategic evaluation and long term planning related to appropriateness of functions and consistent with the core values of integrity, trust, service and accountability. • Entails significant collaboration and negotiation, on behalf of	• Major government program/s, with State-wide service delivery. • Accountable for alignment of program to government's objectives, and appropriateness of the programs/services in responding to needs of stakeholders. • Defines appropriation and resourcing requirements and assesses long term	• Agency and/or major program effectiveness. • Stakeholder satisfaction with agency performance. • Achievement of program or service performance objectives and measures.	• *Executive Directors, at a cluster level or within a major agency*

	Service/Operational Delivery Roles
	Service/Operational Delivery roles are those which focus primarily on ensuring that outcomes are delivered efficiently and effectively, and that the use of government's resources is optimised

	Context	**Scope**	**Impact**	**Indicative Roles**
	the agency, with Commonwealth and other jurisdictions, and external stakeholders.	viability and sustainability of programs/services.		
Band 1	• Focus on high quality service delivery for one or a number of integrated programs within an agency. • Emphasis typically on planning for, and performance optimisation of current year delivery. • Collaboration and negotiation across the sector and inter-government directed largely at achievement of agency and program outcomes.	• Branch or Division within an agency responsible for a major program/service or initiatives, or a portfolio of integrated programs/services. • Fully accountable for budget compliance, financial, physical and human resource allocation management for those programs.	• Program effectiveness. • Achievement of performance standards, measures and client satisfaction levels.	• *Directors within agencies with localised or regional service delivery accountability*

3.2   Policy Roles

		Policy Roles — Policy roles are those which focus primarily on consultation, research and analysis of trends and issues, formulation of appropriate public policy response, and the articulation and implementation of government's policy positions		
	Context	**Scope**	**Impact**	**Indicative Roles**
Band 3	• Focus on integration and alignment of public policy at a cluster level, and effective whole-of-government policy coordination. • Emphasis is typically on leading the policy process, including application and evaluation of effective governance frameworks for policy research, analysis, development and evaluation across the cluster.	• Engages Department Secretary and Ministers around broad policy platform issues at a whole-of-government level. • Regarded as authoritative at the policy framework, systems and process levels. • Cross-sector and inter-government representation and negotiation are commonplace.	• Effective outcomes for the State in development of state and national policy agenda. • Highly integrated and consistent policy outcomes aligned well with government's objectives.	• *Deputy Secretaries*
Band 2	• Focus on appropriateness of policy development frameworks and processes in a major area of government policy. • Emphasis is typically on exploration and recommendation of policy options to achieve government's objectives. • Primary representative for the agency/cluster in issues related to the specific policy area and its implementation.	• Provides expert advice directly to the Department Secretary and Minister individually or in conjunction with a band 3 senior executive to specific policy and/or implementation issues. • Regarded as the authoritative source in one or more major areas of public policy content.	• Policy advice provided at this level is regarded as highly critical to a key policy area for the government. • Government confidence in policy development and implementation.	• *Executive Directors, Policy within major agency or whole-of-government central agency*
Band 1	• Focus on professional direction of policy research, analysis, development and evaluation activities related to one or more specific areas of government policy. • Emphasis is typically on alignment of policy with government's objectives. • Leads consultation and effective response to government and stakeholder feedback.	• Thorough understanding of emerging environmental, social, and stakeholder context; and appreciation of whole-of-government policy priorities. • Accountable for the quality of briefs and advice to the Department Secretary and Ministers within one or more specific areas of government policy.	• Effective and high quality public policy in a specific area. • Department Secretary and Ministers fully and accurately briefed. • Policy decisions are taken on the basis of comprehensive, factual and technically reliable recommendations.	• *Directors, Policy*

3.3 Regulatory/Compliance Roles

<table>
<tr><td colspan="5" align="center">Regulatory/Compliance Roles

Regulatory/Compliance roles are those which focus primarily on the development, implementation and enforcement of programs and activities which optimise compliance with the State's legislative and regulatory framework</td></tr>
<tr><td></td><td>Context</td><td>Scope</td><td>Impact</td><td>Indicative Roles</td></tr>
<tr>
<td>Band 3</td>
<td>

At this level, a role would focus on a whole-of-government portfolio of diverse regulatory functions and programs.
Such a role would be accountable for governance frameworks and their integration, program integrity, implementation effectiveness of government's regulatory regime.

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To align with a Band 3 level, a role would be responsible for direction of a diverse whole-of-government regulatory and compliance function.

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<i>Deputy Secretaries</i>

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<tr>
<td>Band 2</td>
<td>

Focus extends to a substantial portfolio of related or unrelated regulatory and/or compliance programs, at a cluster or cross-cluster level.
Roles would typically operate at a level of executive governance to evaluate and ensure compliance with legislative and regulatory frameworks.
Significant engagements internally to ensure alignment with government policy and effective risk management; and externally with key industry and community stakeholders.

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A source of recognised authoritative advice on issues of compliance, risk management and intelligence assessment.
Ensures regulatory programs are reviewed and improved through assessment of trends and emerging issues.
Roles at this level will define standards of professional conduct and independence.

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Regulatory and compliance programs respond rapidly and proactively to changing context and emerging trends.
Programs are implemented and managed with the highest professional standards and genuine independence.

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<i>Executive Directors at cluster level</i>

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<tr>
<td>Band 1</td>
<td>

Focus on one or more significant regulatory/compliance programs at an agency or cluster level.
Roles will typically direct a range of functions related to implementation, stakeholder and community education, and enforcement and compliance.
Articulates standards of practice in terms of professional conduct, systemic integrity, and independence.

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Leads a significant enforcement and compliance audit/monitoring program.
Will contribute to development and ongoing review of governance frameworks within which the role functions, adapting as necessary to fully satisfy the needs of specific programs.

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Program effectiveness and efficiency.
Optimal levels of compliance with regulated requirements.
Achievement of performance standards and measures.

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<i>Directors at the program level</i>

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3.4 Professional/Technical Specialist Roles

Professional/Technical/Specialist Roles

Professional/Technical/Specialist roles are those which focus primarily on the application of a particular body of specialised knowledge essential to the effective delivery of government's role, or on the provision of technical, specialist, professional or strategic advice which informs strategies, plans, decisions and outcomes

	Context	Scope	Impact	Indicative Roles
Band 3	• Focus may be on leadership of a broad professional, technical or scientific discipline, determining professional standards and advising government's decision processes, **OR** • Executive direction of a diverse set of professional/specialist functions at a cluster or cross-sector basis. • Typically roles will have substantial requirements for cross-sector and inter-government collaboration and coordination, and in the case of scientific disciplines, national and international connection.	• In the case of a specific scientific, technical or professional discipline, the role may manage a significant professional practice or agency within a cluster. • Absence of precedent is a significant feature for roles s at this band level. • Advice provided by the role will shape the State's response to major issues or initiatives. • In the case of Corporate Services roles, only those with additional broader accountability would occur at this level.	• Appropriate State-wide response to significant issues relevant to the discipline. National agenda are influenced to reflect NSW interests.	• *Deputy Secretaries with specific or additional professional/technical/ specialist discipline stewardship* • *Chief Officer for a broad professional/ technical/ scientific discipline (e.g. Chief Health Officer)*
Band 2	• Focus may be on driving professional, para-professional, technical or scientific standards and practices on a State-wide basis, and building effective cross-jurisdictional links related to a specific discipline, **OR** • Executive direction of a diverse set of professional/specialist functions within a cluster. • Typically professional roles will be the recognised within the sector as the highest escalation point for the specific discipline.	• In the case of scientific, technical or professional disciplines, advice provided is critical, and the role influences the State's position, and represents that position at an inter-government level on matters related to the discipline. • Corporate Services roles at cluster and/or major agency level are likely to occur at this level.	• State-wide standards articulated. • Consistent application of professional standards and practices across the State. • In the case of enabling or corporate services, clusters and major service delivery agencies are supported with best practice business management services.	• *Cluster/agency level CFO, CHRO, CIO etc.* • *Chief Scientist*
Band 1	• Focus on professional or technical leadership in a specific professional, technical, para-professional or scientific discipline for the sector, **OR** • Executive direction for one or more professional/specialist functions at major agency	• In the case of specific scientific or professional disciplines, the role determines agency or cluster positions and represents these across the sector. • Agency based corporate services roles, and those roles	• Professional/ Technical/Specialist disciplines embrace consistent standards of practice across clusters and agencies. • Strong compliance regimes mitigate business risk across each cluster.	• *Corporate Services Director roles* • *Director roles, HR, Finance, ICT, Legal* • *Principal Professional roles*

Professional/Technical/Specialist Roles

Professional/Technical/Specialist roles are those which focus primarily on the application of a particular body of specialised knowledge essential to the effective delivery of government's role, or on the provision of technical, specialist, professional or strategic advice which informs strategies, plans, decisions and outcomes

	Context	Scope	Impact	Indicative Roles
	level, **OR** • Direction of a significant single function at major agency level. • Typically, professional roles will be recognised as the appropriate escalation point for the discipline within a cluster or major agency.	responsible for delivery of specific functional accountability (finance, legal, human resources, ICT) are likely to occur at this level.		

3.5 Agency Heads

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<td colspan="4">Agency Heads
Agency Head roles are those which assume stewardship, leadership and direction of, and accountability for effective operation of an agency, authority or enterprise of government</td>
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<th></th>
<th>Context</th>
<th>Scope</th>
<th>Indicative Roles</th>
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<tr>
<td>Band 3</td>
<td>

Executive heading a major delivery agency within a cluster, accountable to Department Secretary.
Characterised by substantial budget appropriation, often supplemented by agency based revenue sources.
Typically engaging substantial workforce > 5000 FTE.
Participates fully in strategic planning for the cluster as a whole.

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A major delivery agency responsible for delivery of significant range of services across the State.
Characterised by multiple sites and broad, diverse client base, including strong regional presence.
The agency represents a substantial part of overall cluster responsibilities.

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<td><i>To be populated once the Agency Head roles have been determined under the GSE Act.</i></td>
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<td>Band 2</td>
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Executive heading an agency involving delivery of significant suite of integrated programs and services in most or all regions.
More likely to report to a Deputy Secretary.

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Delivery agency responsible for delivery of what are largely related or interrelated programs and services across the State or a large regional area.
Characterised by related services to a broad client base, or diverse programs and services to a specific defined client base.

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<td><i>To be populated once the Agency Head roles have been determined under the GSE Act.</i></td>
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