ENABLING A
WORLD CLASS
PUBLIC SERVICE

POSITION CODING GUIDELINES

v2020

NSW GOVERNMENT | **Public Service Commission**

Contents

Version History

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Introduction

Position Code is a mandatory data item in the Workforce Profile collection. It is used to standardise corporate services role information across the public sector, giving a better indication of the nature and purpose of work performed by NSW public sector employees.

These Guidelines have been produced to help agencies understand the structure and application of the code and why roles are coded in certain ways. The Guidelines begin with a definition of each of the components of the Position Code, followed by the list of valid codes for each component, and examples of the codes which apply to particular roles.

Components of the Position Code

The Position Code is made up of four components:

- **Type of Duties** – first digit, reflects the nature of processes and tasks performed by the role
- **Team Customer** – second digit, relates to the function of the team in which the role is situated
- **Position Customer** – third digit, represents the type of customer receiving the products or services of the role
- **Service Function** – fourth to seventh digits, provides detail on the type of work performed in corporate services roles, split between primary and secondary service functions

Position Coding Automated Tool (PCAT)

The PCAT is a tool designed for use in coding all new and amended Position Codes to ensure consistency and accuracy in coding across the sector. PCAT is accessed via the Public Service Commission's website.

Unless a new role is identical in every way to an existing coded role, each new role should have its code determined using PCAT. It is important that you have a detailed knowledge of the role and its tasks before commencing coding with the PCAT. Role titles should not be used as a basis for coding roles as can be misleading.

PCAT asks a series of questions about each role with commentary, information and help options to assist you to provide accurate answers. The questions differ based on the answers you provide and questions that are irrelevant to a particular role are automatically skipped.

At the end of the enquiry, an output report will be produced which will provide the position code for the role. If you have any concerns, please refer to these guidelines or email the PSC Analytics and Insights team at workforceprofile@psc.nsw.gov.au.

ANZSCO codes

Australian and New Zealand Standard Classification of Occupations (ANZSCO) codes is a standardised occupation coding system maintained by the Australian Bureau of Statistics (ABS).This is collected as a separate data item in the workforce profile collection and enables external benchmarking of the composition of the NSW public sector workforce. ANZSCO codes can be sourced from the ANZSCO search function on the Australian Bureau of Statistics website.

Occupation analysis

Analysis of both Position Code and ANZSCO code at both agency and whole of sector level provides valuable information for workforce and strategic planning. Position Code can also be used to determine frontline/non-frontline roles across the public sector, with frontline roles being denoted by a value of '1' for Type of Duties (service delivery), and a '1' for Position Customer (external).

Privacy

Position Code falls under the same privacy code of practice as all data items in the Workforce Profile collection, whose privacy policies can be found here.

Type of Duties

Definition

Type of duties is the first digit of position code. This reflects the nature of processes or tasks that are performed by roles, and their contribution to the delivery of services or 'shaping' service delivery.

There are three codes for Type of Duties:

- **Code 1** is for roles that primarily deliver established services to either internal or external customers.
- **Code 2** is for roles that primarily 'shape' the approach to service delivery for the agency itself, another agency or the wider Public Sector. The shaping can be for services to either internal or external customers. This would usually involve roles which undertake research, planning, policy, strategy, analysis, audit, quality, public relations and/or marketing.
- **Code 3** is for roles that perform both types of tasks where a substantial part of the role (i.e., at least 30% of working hours) is devoted to each type of activity (i.e., service delivery as well as shaping the approaches to service delivery).

Description

Most roles across the sector deliver an established service and will be coded '1'. This includes services provided to external customers (e.g., teaching, nursing, customer service) and those provided to internal customers (e.g., payroll, secretarial, accounts payable). Planning, research and other analytical activities which are carried out as a service for an agency's external customers, either as a fee for service, or as part of direct service delivery (e.g., a research scientist doing research for and funded by a customer of the agency), are also coded '1'.

Code 2 is only used for those roles which have as their outcome the development of strategy or policy for the agency itself, another Government agency or the NSW public sector as a whole. It is important to understand the following:

- all activities which shape service delivery are coded '2', regardless of whether the customer is internal or external. For example, roles developing Human Resources policy, operational policy or the organisation's strategic plan would all be coded 2
- policy, planning or research carried out by a central agency on behalf of the sector is coded 2 (e.g., a role in Treasury formulating financial policy)
- roles involved in marketing an agency or its products are considered to be shaping that organisation's service delivery and importantly, are always coded '2'

- roles supporting the functions which shape direction are coded '1' (e.g., data entry operators, laboratory assistants).

Codes

TYPE OF DUTIES CODES	DESCRIPTION
CODE 1 **SERVICE DELIVERY ROLES**	Code 1 applies to those roles that are not involved in shaping directions but whose processes or tasks deliver a service. This includes both direct services to external customers (e.g., teacher, nurse) or services to internal customers (e.g., payroll processing, administrative support). Most roles throughout the sector will receive a 'Type of Duties' code of 1. Policy, planning, research, analysis, audit, or quality roles which are the core business of the agency but are not involved in 'shaping' directions for the agency or the sector are included (e.g., a research scientist providing research services for clients). Process or task-oriented roles which contribute to strategic or developmental functions (e.g., data entry operators, laboratory assistants) are also included. Only use this code if more than 70% of usual working hours are spent in service delivery tasks.
CODE 2 **SHAPING ROLES** **Roles which "shape" the delivery of services for the agency, other public sector agencies or the sector**	Code 2 applies to roles which shape the service delivery, approach, directions or policies of the organisation, other public sector agencies or the public sector as a whole. This relates to both operational and corporate functions. The key elements are that: - The role has functions of a strategic, planning or developmental nature, and - the purpose of these functions is to shape the direction of one or more agencies or the sector Roles which are coded 2 usually involve policy development, planning, research, analysis, audit, quality or marketing functions. Examples include policy officers, research officers, strategic planners, management auditors and publicity officers. Where the core business of the agency involves the shaping of the service delivery, directions or policies of other agencies, or the sector, (e.g., in central agencies), roles with these functions are coded 2. Only use this code if more than 70% of usual working hours are spent in shaping tasks.
CODE 3 **BOTH SERVICE DELIVERY AND SHAPING ROLES**	Some roles provide services which are a mix of both types of functions. Only use this code if at least 30% of the usual working hours are spent in service delivery tasks, and at the same time at least 30% of the usual working hours are spent in shaping tasks.

Team Customer

Definition

This 1-digit component of the Position Code is different from all other components because it relates to the function of the team in which the role sits, rather than the individual role itself.

There are five codes (1-5) that describe different types of teams. The key distinction in the coding system is between teams with external and internal customers, and teams that provide corporate services to other State Government agencies.

- **Code 1** is for teams that deliver the core business of the agency to external clients or significantly shape the delivery of key products or services through operational policy, planning service delivery, or research activities that impact directly on the provision of front-line service delivery.
- **Code 2** is for teams that provide services or products to the organisation itself or to employees of the organisation (i.e., to internal customers).
- **Code 4** is for teams that provide corporate services to other State Government agencies.
- **Codes 3 and 5** are included for teams that have some combination of the above customer types.

Description

Due to the variety in agency sizes, structures and the range of services provided, it is difficult to prescribe a methodology for defining 'teams' across the sector. While teams are typically characterised by a common goal or purpose this can mean different things under different structures.

For Position Coding, the key criterion is that a team reports to one manager, has a defined role and common purpose, and is recognised within the agency as a cohesive unit for planning and reporting purposes. Levels in the organisational structure of an agency are the key tool for defining teams.

> All roles within a team will have the same Team Customer code regardless of the type of work they do.

When an existing role is amended, it is important that the code for Team Customer reflects the codes already allocated for that role. When a new role is created, the code for Team Customer must reflect the other roles in that team. You may need to refer to the original coding or to the Position Code data on your Human Resources system to identify the correct code.

A key point is that you only need to determine a new Team Customer Code when a team is established. This would occur when there is a restructure or some other type of reorganisation within the agency. The existing Team Customer Codes will help you establish the correct code for the new team. Remember that the Team Customer Code has no relationship to the codes that are assigned for other components of the Position Code.

Codes

TEAM CUSTOMER CODES	DESCRIPTION
CODE 1 EXTERNAL	Code 1 is for teams that provide the direct services of the agency to external clients. This would include teams that deliver services within decentralised parts of the organisation (e.g., in hospitals, branch offices, schools, etc) as well as any operational teams located in head office. It is also for teams whose work shapes the delivery of the agency's direct services, but who do not provide the services day-to-day (e.g., operational policy teams, research teams, business development teams, media and marketing teams, and technicians). External customers can be: • Members of the general public • Specific groups within the NSW community • other State Government agencies where roles are delivering front-line services to them (e.g., the Community Relations Commission providing interpreting services). • other State Government agencies where the team within the agency is engaged in whole-of-sector strategy or policy (e.g., the Public Service Commission, Department of Premier and Cabinet, Treasury). Please note that this excludes roles which provide corporate services to other agencies.
CODE 2 INTERNAL	Code 2 is for teams that support frontline service delivery by supplying services or products for internal customers. Internal customers can be: • The organisation itself • Personnel of the organisation • Central agencies where a role is engaged in routine reporting requirements The types of functional areas usually given this code are: • Governance • Financial Services • Asset Management • Library Services • Human Resources • Information Technology • Legal Services • Office Services However, where these are provided to the public as the core business of the agency (e.g., library services provided by the State Library) they should be coded as having external customers. This code may include teams that are physically located in regional or local offices/branches.
CODE 3 BOTH INTERNAL & EXTERNAL	Code 3 is for teams that supply services or products to a mix of both internal and external customers (e.g., a legal team whose function is to provide internal legal advice for the agency as well as to represent clients of the agency). Only use Code 3 when more than 30% of a team's activity is directed towards internal customers, and at the same time more than 30% is directed towards external customers.

CODE 4 **OTHER GOVERNMENT** **AGENCY (CORPORATE** **SERVICES)**	Code 4 is for teams that provide corporate services to other Government agencies.
CODE 5 **BOTH INTERNAL AND** **OTHER GOVERNMENT** **AGENCY (CORPORATE** **SERVICES)**	Code 5 is for teams that provide services or products to internal customers as well as delivering corporate services to other State Government agencies (e.g., a payroll team that processes the payroll for the agency itself and for another Government agency). Use this code regardless of the proportion of activity directed towards the two types of customers.

Position Customer

Definition

This 1-digit component of the Position Code represents the type of customer receiving the products or services of the role. Like the Team Customer component, this code draws on the concept of External and Internal Customers but applies this at a role rather than team level.

There are five Position Customer codes. The codes are based on the same concept as the Team Customer but are applied to individual roles rather than whole teams.

- **Code 1** is for roles with external customers.
- **Code 2** is for roles with internal customers.
- **Code 4** is for roles that provide corporate services to other State Government agencies.
- **Codes 3 and 5** are for roles that have some combination of the above customer types.

Description

The key factor in determining the correct code is to understand the type of customer who is the ultimate recipient of the services provided. For example, a role which creates operational policy to inform service delivery is seen to have external customers even though the role does not directly deliver the service to the customers.

The code for Position Customer considers the type of tasks performed as well as the business of the agency in which the role sits. Remember that role titles can often be misleading, so look past the title to understand the real nature of the role.

Codes

Position CUSTOMER CODES	DESCRIPTION
CODE 1 **EXTERNAL**	Code 1 is for roles that contribute to services or products (e.g., policy, reports) that are ultimately delivered to customers external to the agency. External customers can be: • Members of the general public • Specific groups within the NSW community • other State Government agencies where roles are delivering front-line services to other Government agencies (e.g., the Community Relations Commission providing interpreting services) • other State Government agencies where the role within the agency is engaged in whole-of-sector strategy or policy (e.g., the Public Service Commission, Department of Premier and Cabinet, Treasury). Please note that this excludes roles which provide corporate services to other agencies.

	Only use this code if more than 70% of the usual working hours are spent working on tasks for external customers.
CODE 2 **INTERNAL**	Code 2 is for roles that contribute to services or products of the agency that are ultimately directed to internal customers. Internal customers can be: • The organisation itself • Personnel of the organisation • Central agencies where a role is engaged in routine reporting requirements Only use this code if more than 70% of the usual working hours are spent working on tasks for internal customers.
CODE 3 **BOTH INTERNAL & EXTERNAL**	Code 3 is for roles that provide services or products to a mix of both internal and external customers. Only use Code 3 if at least 30% of the usual working hours are spent on tasks for external customers and at least 30% of the usual working hours are spent on tasks for internal customers.
CODE 4 **OTHER GOVERNMENT AGENCY (CORPORATE SERVICES)**	Code 4 is for roles that provide corporate services to other Government agencies.
CODE 5 **BOTH INTERNAL AND OTHER GOVERNMENT AGENCY (CORPORATE SERVICES)**	Code 5 is for roles that supply services or products to internal customers and at the same time deliver corporate services to other State Government agencies (e.g., a role which processes the payroll for the agency itself and for another Government agency). Use this code regardless of the proportion of activity directed towards the two types of customers.

Service Functions

Definition

The Service Function component of the Position Code defines roles with functions that are often described as 'corporate services'. The codes are organised under the following eight functional areas:

- Governance & Executive Services
- Asset and Facilities Management
- Finance
- Human Resources
- Records & Information
- Information Technology & Communications
- Office Services & Procurement
- Other

Description

These functions are sometimes performed for the public or other external clients. For Position Coding, the Service Functions are recorded regardless of whether they are provided to either internal or external customers. These codes can then supply information not only about the resources across each of the functional areas, but also, combined with the Position Customer component, they can describe the amount and type of corporate or internal services involved.

The level or grade, or type of duties in the role is not relevant in determining the appropriate Service Function Code. A Grade 3/4 clerk that contributes to external financial reporting and a Grade 5/6 Clerk developing financial reporting policy will be assigned the same code as a Financial Accountant with ultimate responsibility for this function. The ANZSCO code (separately from the Position Code) of the role will separate these roles.

Primary and Secondary Service Functions

The structure of the 7-digit code allows a primary and a secondary Service Function to be reported.

The primary function of the role is recorded in digits 4-5 of the code, and the secondary function (where applicable) is recorded in digits 6-7. A secondary Service Function should be reported if at least 30% of a role's usual working hours are spent on a second major function.

For corporate services roles, the two functions will not always identify every activity performed by employees but should indicate the main tasks of a role.

When a role does not provide corporate services functions, the Service Function is coded 91.

When a role does not have a secondary function, the code number 92 is recorded in digits 6-7.

Codes

Functional Areas	Service Function Codes	Description (Includes -- but not exclusively)
1. Governance and Executive Services	**Code 11** Planning	- Agency level business planning - Corporate and business planning - Standards / benchmarks / quality
	Code 12 Reporting	- Central reporting - Corporate annual reporting - Audit - Performance monitoring and reporting
	Code 13 Corporate Governance	- Statutory and corporate accountability systems/strategies
	Code 14 Public Relations and Corporate Communications	- Media liaison / public relations and marketing - Internal corporate communications
	Code 15 Senior executive support and ministerial liaison	- Ministerial liaison and correspondence - Ministerial support - Executive support - Diary management - Organising meetings - Travel arrangements
	Code 16 Government Information (Public Access) Act (GIPA)	- GIPA
2. Asset and Facilities Management	**Code 21** Transport / Fleet management	- Acquisition, leasing, operation, maintenance, disposal - Driving - Leasing
	Code 22 Accommodation and properties management	- Construction, building, construction contract management - Acquisition, accommodation leases, operation, building and grounds maintenance, disposal, refurbishment - Security
	Code 23 IT asset management	- Acquisition, leasing, operation, maintenance, disposal
	Code 24 Asset management - general	- For roles which carry out a range of asset and facilities management activities

3. Finance	Code 31 Accounts	- Accounts payable and receivable
	Code 32 Financial accounting and reporting	- Banking activities - Expenditure accounting (including grant monies) - Fixed asset accounting - General accounting - Loans / borrowings and investment accounting - Revenue accounting - Tax accounting
	Code 33 Management accounting	- Budget formulation, implementation and control - Business analysis - Financial planning - Internal reporting and decision support - Internal control and fraud control - Costings - Asset acquisition appraisal
	Code 34 External financial reporting	- Reporting to Treasury - Annual financial statements
	Code 35 System accounting and finance systems administration	- Financial systems control and management - Maintenance and development of finance-specific IT systems
	Code 36 Payroll	- Payroll processing - Payroll and other tax payments - Salary packaging - Superannuation payments
	Code 37 Finance -- General	- For roles which carry out a range of finance activities

	Code 40 Personnel	- Leave and entitlement administration
	Code 41 Payroll	- Payroll processing - Payroll and other tax payments - Salary packaging - Superannuation payments
	Code 42 Recruitment	- Employment screening - Recruitment - Selection - Management of trainees, apprentices, graduates and work experience programs - Redeployment
	Code 43 Staff development and performance management	- Career counselling - Learning - Performance agreements, assessments and reporting - Preparation of training materials - Design and delivery of training programs - Training and development (general)
4. Human Resources (NB: For IT training use code '67' listed under ICT activities. For professional development or occupation-specific in-service training use code '82' listed under Training activities).	**Code 44** Industrial relations, employee relations and social justice	- Award negotiations - Counselling - Discipline management - Disputes - EEO & EAPS - Grievance management - Liaison with employee representatives
	Code 45 Occupational health and safety	- Occupational health and safety management - Rehabilitation - Workers compensation claim management
	Code 46 Workforce planning and organisation development	- Planning and advice for future human resources requirements - Reporting on workforce status and trends - Change management - Staff surveys - Process facilitation
	Code 47 Establishments	- Job and process re-engineering - Role evaluations - Organisation structures - Re-organisations and restructures
	Code 48 HR systems administration	- Maintenance and development of HR-specific IT systems
	Code 49 HR - general	- For roles which carry out a range of human resources activities

	Code 51 Records administration	- File creation / deletion - File / document audits - Archiving / storage / disposal
5. Records and Information	**Code 52** Records management / development	- Development and management of records systems policy and strategic advice on records management
	Code 53 Records systems administration	- Maintenance and development of Records management -- IT specific systems
	Code 54 Library	- Collection management - Information access and reference services - Professional advice for information management - Training on retrieval techniques
6. Information Technology and Communications (NB: For IT Assets, use code '23' listed under Asset and Facilities Management activities)	**Code 60** IT client support services / desktop support	- Help desk - PCs, printers, thin clients
	Code 61 Business systems and consultancy	- Preparation of business cases - Requirement specifications
	Code 62 Communications / networks	- Access and authentication services - Equipment and cabling - File, print, and email services - Internet / Intranet / multimedia - LAN/WAN network management - PABX hardware and software Switchboard directory
	Code 63 Corporate systems support	- E-commerce - Firewalls - Servers, backup, disaster recovery - Security - Corporate systems support
	Code 64 Systems development	- Software development - Software architecture - Quality assurance - Test management
	Code 65 Database administration	- Database administration
	Code 66 Contract and relationship management	- Service level agreements - Managing external service providers
	Code 67 IT training	- IT training
	Code 68 ICT - General	- For roles which carry out a range of information, technology and communications activities

7. Office Services and Procurement	**Code 71** Clerical Services	- Correspondence management - Keyboard services - Document formatting - Organising meetings - Travel arrangements - Reception
	Code 72 Procurement and administrative services	- Document reproduction / printing - Hospitality / catering - Mail / courier services - Procurement / purchasing / stores
	Code 73 Office services and procurement -- general	- For roles which carry out a range of procurement and office services activities
8. Other	**Code 81** Legal services	- Legal advice - Review of legal documentation, e.g., contracts
	Code 82 Training	- Professional development or occupation-specific in-service training
	Code 83 Service functions -- general	- For roles which carry out a broad range of the above activities that cannot be coded within other functional areas
	Code 84 Rostering and staff scheduling	- Rostering - Staff schedules - Forecasting work volumes and generating staff requirements - Leave planning
	Code 85 Staff services	- Staff travel passes - Staff canteens - Uniforms for staff - Other services for staff (Tipstaves)

Code 91	Indicates that the primary or secondary function falls outside the scope of the above list. For digits 4-5 and 6-7.
Code 92	Indicates that the role has one main function (coded in digits 4-5) and a secondary function cannot be identified. For digits 6-7 only.

Coding Examples

Type of Duties

The table below highlights the areas where you are likely to find roles which shape directions and explains how different roles in these areas are coded.

WORK AREA	TYPE OF DUTIES CODE 1	TYPE OF DUTIES CODE 2
Policy	• Policy support staff who assist with the day-to-day activities but do not create or develop policy • Policy administrative staff	• Operational policy analysts/officers • Corporate services policy analysts/officers • Sector-wide policy analysts/officers (e.g., in Public Service Commission, Treasury, the Department of Premier and Cabinet)
Planning	• Administrative staff • Town planners providing direct service to external customers • Managers who undertake planning for their own work team only	• Corporate/strategic planners • Workforce planners • Planners developing plans for the sector or the overall NSW community (e.g., land use, transport etc)
Research	• Administrative staff • Research scientists providing a fee-for-service product to external customers • Support staff (e.g., laboratory assistants)	• Research into trends about customers and service which feeds into policy development • Research scientists shaping overall NSW policy
Analysis	• Administrative staff • Data analysts who analyse and provide data to others who make recommendations, decisions	• Data analysts who interpret data, write reports and make recommendations based on the data
Public Relations/ Marketing/ Corporate Communications	• Administrative staff • Support staff	• Officers who undertake marketing functions (e.g., press officers) • Public relations officers • Corporate communications staff
Audit/ Quality	• Administrative staff • Auditors who do the monitoring or checking processes but do not make recommendations based on the outcomes	• Auditors within an agency making recommendations based on the findings for their own agency • Auditors from central agencies who make recommendations for client agencies

Managers / Supervisors / Coordinators

The code for managers, supervisors and coordinators depends upon the nature of their role in 'shaping' the direction of the organisation or the sector.

Managers are only coded as a 2 or 3 if the type of planning they do is relevant to shaping the direction of the organisation as a whole. A branch manager who undertakes day-to-day planning for his/her branch, which provides a direct service delivery function, does not receive a 3 code for that planning component of their work. They are coded as 1.

However, direct service delivery managers who spend more than 30% of their time on agency or sector-wide planning and direction (e.g., a senior manager who is part of the agency-wide planning team) is coded 3.

In determining the code, the kind of work that is done by the team which is managed becomes important. For example, a Policy Manager who manages a team of policy analysts, but undertakes no actual policy development work themselves, receives the same code as their staff because their management role directly contributes to that activity.

EXAMPLE – Manager, Research Station	
Professional management of physical, staff and financial resources to ensure the Station operates efficiently. Implementation of the corporate goals of the Department. High level input regarding future property development and planning.	
Comment: The research station manager is responsible for the operation of the station and its research program, as well as being involved in planning activities. In this instance, this research is undertaken to shape the agency's service delivery and is not part of the direct services that are delivered to clients. This role is coded 2 (Shaping).	
CODE:	**2 (Shaping)**

EXAMPLE – Service Coordinator	
Responsible for providing consistent, high quality and cost-effective services to customers through the planning, allocation and supervision of Care Workers, matching service delivery resources to requirements.	
Comment: The main task performed by this role is rostering care workers to ensure that services are delivered effectively. While some planning work is required, the focus of the role is on the short-term coordination and supervision of care workers, to ensure that immediate services are delivered, rather than longer-term planning or high-level advice about future service delivery. This role is coded 1 (Service Delivery).	
CODE:	**1 (Service Delivery)**

EXAMPLE – Manager, Human Resources	
Responsible for the provision of strategic HRs advice and the delivery of HR services.	
Comment: This role has overall responsibility for HR service delivery as well as the development of strategy which shapes the delivery of the agency's HR function. Since the role has roughly equal responsibilities for these areas, the role is coded 3 (Both Service Delivery and Shaping).	
CODE:	**3 (Both Service Delivery and Shaping)**

Policy

The Type of Duties performed by Policy Roles will usually be coded as 2.

EXAMPLE – Road Safety Policy Coordinator	
Road Safety Policy Coordinator. Develops future road safety strategies and programs by providing policy advice on opportunities, potential initiatives and developments.	
Comment: This role provides high-level policy advice that contributes to decision-making and directions in external service delivery and is coded 2 (Shaping).	
CODE:	**2 (Shaping)**

EXAMPLE – Project Manager, Information Management	
Develop, formulate and implement public sector-wide information management strategies and policies.	
Comment: This role develops and maintains public sector wide strategies, policies, guidelines and standards for the management of the Government's information. It also works with agencies to help formulate their strategies for information–sharing, and to assist them to implement the agreed policies, guidelines and standards. Assisting with agencies' implementation is an integral part of the overall policy process so this role is coded 2 (Shaping).	
CODE:	**2 (Shaping)**

Planners

When planners are coded, the important factor is whether the role is delivering planning services to external clients as part of the organisation's core business, or whether the role is undertaking developmental planning for a specialised aspect of the organisation's operations.

For example, a role responsible for Workforce Planning and Analysis is performing tasks that ultimately shape service delivery and is not part of the agency's direct service delivery. Similarly, a strategic planner, typically engaged in shaping, is coded 2 (Shaping).

Where the main tasks performed by a role are to develop, recommend and present plans to clients inside or outside the agency (eg urban and regional planning, transport planning etc), the role is coded 1 (Service Delivery).

However, if a role is engaged in developing policies for land use or researching factors affecting land use that has agency or sector-wide implications, the role is coded 2 (Shaping).

EXAMPLE – Manager, Land Use and Planning	
Provides professional town planning advice as required for such issues as rezoning, development applications, building applications and environmental impact statements.	
Comment: This role is engaged in providing professional planning services and is coded as 1 (Service Delivery). The function of this role is to actually deliver a service, rather than develop or shape service delivery through policy, research or planning activities.	
CODE:	**1 (Service Delivery)**

EXAMPLE – Business Planner	
Responsible for driving Directorate performance through strategic and operational planning, undertaking performance evaluation, developing performance standards, and managing corporate reporting.	
Comment: This role is engaged in developmental tasks for the agency and influences or shapes the delivery of services through planning. The role is coded 2 (Shaping).	
CODE:	**2 (Shaping)**

Research

Research roles have different codes, depending on the nature of the research and its purpose. Points to understand are:

- research roles doing research to inform decision-making and policy formulation within the organisation are coded as 2.

- It does not matter whether the customer of the research is internal or external. Roles which carry out research for workforce planning (an HR function with internal customers) or research for the agency's core business (a function with external customers) are both coded 2.

- If the research is undertaken directly as a service for customers, the role is coded as 1.

EXAMPLE – Principal Research Scientist	
Conducts research and testing services for the meat and livestock industry in NSW.	
Comment: This role provides diagnostic services on a 'user pays' basis for field veterinarians and the livestock industry, in association with possible inherited defects in livestock. Information gathered in the research/diagnostic process is used for publication in international science literature. This research is undertaken directly as a service for customers so it is coded 1 (Service Delivery).	
CODE:	**1 (Service Delivery)**

EXAMPLE – Manager, Ecosystem Processes and Biodiversity	
Provides direction and support to the Unit's scientific staff and advisory services to regional and head office staff.	
Comment: This role manages a Unit responsible for designing, implementing and managing conceptual scientific frameworks to underpin the development of policy and planning decisions and to meet scientific knowledge needs. It also provides advice to the Executive on complex scientific issues. The research work carried out by this role informs decision-making and policy formulation within the organisation and is coded 2 (Shaping).	
CODE:	**2 (Shaping)**

EXAMPLE – Laboratory Assistant	
Receives and logs in samples submitted by staff from various branches; carries out standard laboratory analysis; maintains cleanliness of the general laboratory work areas and glassware; prepares containers for legal and monitoring samples.	
Comment: This role is part of a Unit which provides a range of analyses, including environmental samples for monitoring, investigation, prosecution and identification of unknown materials. The Unit also provides expert advice and reviews of legislation, standards and guidelines. This role supports the functions of the Unit but does not carry out shaping activities. This role is coded 1 (Service Delivery).	
CODE:	**1 (Service Delivery)**

Analysis

For a role involved in data analysis you need to consider whether it simply analyses the data or if it interprets it, writes reports and makes recommendations based on the findings. In the first case, roles are coded 1 (Service Delivery) because they are not involved in the 'shaping' process. In the second case, code 2 (Shaping) is applied.

EXAMPLE – Housing Analyst	
Statistically analyses and models housing-related data on issues concerning client needs, client service delivery, existing housing conditions and emerging trends.	
Comment: This role undertakes analytical work that ultimately contributes to external client services. However, the actual nature of work undertaken by the role is to analyse the data for provision to others who make recommendations based upon it. The role is not seen to 'shape' service delivery and is therefore coded as 1 (Service Delivery).	
CODE:	**1 (Service Delivery)**

Public Relations / Marketing / Communications

Roles which contribute to public relations, marketing or communications functions are coded 2 (Shaping) because they are developing the way the organisation's services are delivered rather than providing direct services to customers.

However, support staff undertaking routine activities such as desktop publishing are coded 1 (Service Delivery) because they are not considered to be involved in 'shaping' service delivery.

EXAMPLE – Marketing Coordinator
Responsible for the development, delivery and measurement of corporate communication strategies and the leadership of a multi-disciplinary team.
Comment: Since this role is primarily responsible for developing strategy it is coded 2 (Shaping). The part of the Position concerned with 'delivery' tasks (i.e., delivering the corporate communications strategy) is also considered a developmental rather than a service delivery function, because the tasks undertaken by corporate communications are in support of, rather than part of the direct service delivery of the agency.

CODE:	**2 (Shaping)**

EXAMPLE – Desktop Publisher
Responsible for the preparation of edited documents for printing, in hard copy and/or electronic form.
Comment: This role works in the Unit responsible for producing brochures and other material for the public. The role works under supervision to produce the final layouts of the information. As it does not contribute to the shaping function it is coded 1 (Service Delivery).

CODE:	**1 (Service Delivery)**

Audit and Quality Roles

Audit and quality related activities can be of two different types.

They can relate to strategic audits which have findings or recommendations that can shape the direction of an organisation as their outcomes. Those roles which contribute to these types of audit are coded 2 (Shaping).

Where audit or quality roles play a strictly monitoring role, they are not seen as 'shaping' activities and are coded 1 (Service Delivery).

EXAMPLE – Principal Project Officer
Undertakes a series of performance reviews in key areas of Government activity.
Comment: The reviews undertaken by this role involve a close examination of the appropriateness, efficiency and effectiveness of programs delivering Government services to the community. They include a review of the costing of services and subsequent recommendations to agencies. As recommendations from these reviews will be used by the agency to shape or plan the future direction of their programs, or of the agency as a whole, the role is coded 2 (Shaping).

CODE:	**2 (Shaping)**

EXAMPLE – Team Leader, Business Improvement
Plans, directs, and manages financial, operational and legal compliance quality assurance reviews to ensure the organisation meets its obligations under relevant Acts, policies, practices and procedures.
Comment: The role manages and conducts reviews and presents review results to relevant line managers and the Finance Manager. It also interprets the findings, highlighting the implications of the results for the organisation and making recommendations where appropriate; it suggests an implementation plan for the recommendations; and provides follow-up reports. The outcome of these reviews can lead to shaping the direction of the organisation, so it is coded 2 (Shaping).

CODE:	**2 (Shaping)**

EXAMPLE – Auditor
Performs allocated audit tasks in accordance with an approved plan, to ensure audits are completed efficiently and effectively.
Comment: This role plans, conducts and reports on assigned audits. It also provides advice and feedback to client management. This role has a monitoring role rather than making recommendations to the client and is coded 1 (Service Delivery)

CODE:	**1 (Service Delivery)**

Position Customer

Public Relations / Marketing / Communications

The tasks performed by these roles contribute to, or focus on, work that is directed to external customers. Most roles with a public relations, marketing or communications role are coded 1 (External).

EXAMPLE – Communications Manager	
Manages the community consultation process and community events to ensure that the agency is responsive to the community's needs and consistent in their communications with them.	
Comment: This role engages directly with external customers as well as performing tasks that contribute to products/services for external customers.	
CODE:	**1 (External)**

Liaison Officers

Roles responsible for ministerial correspondence, parliamentary enquiries and other enquiries are coded 1 (External). The tasks performed by these roles are concerned with representing Government or Government agencies to clients that are external to the organisation.

EXAMPLE – Senior Liaison Officer	
Manages complex correspondence for submission to the Minister and contributes to parliamentary and other enquiries. Manages FOI processes, ensures that material submitted to senior managers and the Minister is sensitive to current Government policies and initiatives and complies with relevant standards.	
Comment: The purpose of this role is to assist senior management and the Minister with work that is directed towards the external customers of the agency.	
CODE:	**1 (External)**

Managers / Directors

Managers and Directors are coded by considering the ultimate customer of the roles they are responsible for. For management roles it is particularly important to review the role description carefully to assess their duties accurately. Remember, it is most important not to code straight from the role title. Look at the type of work performed.

It may sometimes appear that managers and supervisors have internal customers because they provide support and other services to their own staff, as well as having a planning and leadership function for the organisation. However, within the Position Code methodology, these functions are seen only as support to the provision of the services of the team.

For example, where managers perform these tasks as part of their broader responsibility for service delivery to external customers, they are coded 1 (External). It is the intention of the code to identify roles that are ultimately and primarily responsible for services that are delivered externally. It is not the intention of the code to capture the internal services performed by operational managers in support of service delivery.

EXAMPLE – Client Service Manager	
Manages the client service team to ensure effective and efficient provision of services to the community.	
Comment: This role is directly responsible for managing roles with external customers. The Role Description indicates that the manager supervises staff, delivers some services directly, provides specialist advice to staff and clients, manages complaints, allocates work, conducts staff meetings and manages individual performance. Because the manager is predominantly responsible for supplying and directly supervising service delivery to external clients, the role is coded as having External customers.	
CODE:	**1 (External)**

EXAMPLE – Human Resources Director	
Plans, administers and manages the Human Resources functions within the organisation.	
Comment: This role is responsible for the provision of Human Resources within the organisation and is broadly responsible for numerous roles that have internal customers. The role is coded Internal.	
CODE:	**2 (Internal)**

Policy Roles

The appropriate code for policy roles will depend on whether the policy is concerned with services/products for external customers, internal customers, or is part of supplying corporate services to another agency.

EXAMPLE – Policy Officer (Environment)	
Analyses and advises on policies relating to land rehabilitation.	
Comment: This policy role specialises in an area that forms part of the organisation's service to the community. It is coded as having an external customer.	
CODE:	**1 (External)**

The following examples show how the appropriate code for a Position can depend on the type and business of the agency.

EXAMPLE – Policy Officer (Human Resources)	
Develops, manages and evaluates strategic Human Resources management policies and projects.	
Comment: This role performs these tasks for its own organisation. The role is considered to perform these tasks for the employees of the organisation and is coded as having an internal customer.	
CODE:	**2 (Internal)**

EXAMPLE – Policy Officer (Human Resources)	
Develops, manages and evaluates strategic Human Resources management policies and projects for client agencies.	
Comment: This role provides corporate services and shapes the delivery of corporate services to client agencies. This role is in a corporate services provider and is coded 4 (Other Government agency-corporate services).	
CODE:	**4 (Other Government agency – corporate services)**

EXAMPLE – Policy Officer (Human Resources)	
Develops, manages and evaluates sector-wide strategic Human Resources management policy and projects.	
Comment: This role is engaged in whole-of-sector strategy and policy. This role in the Public Sector Management Office is coded 1 (External).	
CODE:	**1 (External)**

Research Roles

The code for research roles depends upon whether the research is operational in content, and informs the agency's service delivery, or is related to the agency's internal management.

EXAMPLE – Rangelands Research Officer	
Carries out research and development related to the sustainable use of the semi-arid and arid lands of western NSW and provides support to educational and advisory programs to ensure uptake of findings.	
Comment: This role is performing research that is related to the core business of the agency and is coded 1 (External). Its research will inform other employees of the agency, but it is the NSW public or other external clients that are the ultimate customers of the research, rather than the employees of the agency.	
CODE:	**1 (External)**

Data Entry Roles

The code for roles that perform data entry depends upon the kind of information/data that is being processed. Where a role is entering operational data, or data that contributes to the service delivered by the agency, the role is coded 1 (External). The code 2 (Internal) is assigned to roles that are entering corporate data or data that relates to the internal management of an organisation.

EXAMPLE – Data Entry Officer	
Enters client information into the Case Management System database, updating client and case information in the database and using that client and case data to generate reports, letters and statistical information.	
Comment: This role is responsible for entering and maintaining client and case data, and the product of its work forms part of the agency's service to clients. The role is coded 1 (External).	
CODE:	**1 (External)**

EXAMPLE – Data Entry Clerical Officer	
Data Entry Clerical Officer. Provides data entry service for payroll section.	
Comment: This role enters corporate data, and the product of its work is an internal function (payroll services for the agency's employees). The role is coded 2 (Internal).	
CODE:	**2 (Internal)**

Reception

The code for roles that perform reception duties depends on how much the roles are working for the organisation's staff or working for the clients of the agency. It may be necessary to consult the full Role Description to code accurately.

EXAMPLE – Receptionist
Provides receptionist duties including answering, connecting and transferring telephone calls, taking messages, receiving and distributing mail and other deliveries and greeting visitors.
Comment: This role is primarily performing tasks that are for the employees of the organisation (e.g., transferring calls, taking messages etc) and is coded 2 (Internal). The role greets visitors to the agency (on behalf of other staff) but is not providing the service of the agency to these external clients.

CODE:	**2 (Internal)**

EXAMPLE – Receptionist
Provides receptionist duties including answering, connecting and transferring telephone calls, taking messages, receiving and distributing mail and other deliveries. Greets visitors, answers client enquiries and provides information on the products / services / activities of the organisation.
Comment: This role is performing some tasks that are for the employees of the organisation (e.g., transferring calls, taking messages etc) but is also an initial point of contact for information and enquiries about the service or business of the organisation. The code for this role will depend upon the relative time spent performing duties for internal and external customers. For this example, the duties are relatively evenly split between work for internal and external customers, and the role is coded 3 (Both Internal and External).

CODE:	**3 (Both Internal and External)**

Clerical / Administrative Roles

You need to understand the kind of work undertaken by clerical and administrative roles. It is possible for roles to perform similar tasks but, depending on the purpose behind the task, they may have different Position Customer Codes.

EXAMPLE – Clerical Officer
Supplies administrative support data entry, filing, diary maintenance, telephone, receptionist and general administrative duties.
Comment: This role provides general clerical/administrative assistance to staff of the organisation. While this role reports to other roles that have External Customers, the actual work performed by the Clerical Officer is directed towards the employees of the organisation, not the external clients. The role is coded 2 (Internal).

CODE:	**2 (Internal)**

EXAMPLE – Clerical Officer, Local Courts
Provides administrative and clerical support to customer enquiries, processing work and courtroom support in a team environment.
Comment: This role also performs clerical and administrative tasks, but performs these duties for the clients of the organisation as part of its service to its clients. The role is coded 1 (External).

CODE:	**1 (External)**

Library Roles

These roles provide another example of how the Position Customer can vary for roles that perform very similar duties. The assigned code reflects the type of customer that receives the products or service of the role.

EXAMPLE – Assistant Library Technician, State Library
Responsible for reader assistance to Government agency employees, loose leaf filing, inter-library loans, processing of binding, indexing, circulation, accessing monographs and serials, cataloguing and end processing.
Comment: This role in the State Library is responsible for assisting with library services delivered to the citizens of NSW (including other State Government agencies). In this example, the other Government agencies are only one small segment of the external client base of the organisation. The clients of the organisation are External and the role is coded 1 (External).
CODE:	**1 (External)**

EXAMPLE – Assistant Library Technician
Responsible for delivering library services to agency employees, including processing of loans, binding, indexing & circulation; accessing monographs and serials; cataloguing and end processing.
Comment: In this example the role is performing a service for other members of its own organisation, (e.g., working in a library for internal staff use). The role has internal customers and is coded 2 (Internal).
CODE:	**2 (Internal)**

EXAMPLE – Assistant Library Technician
Assistant Library Technician. Responsible for delivering library services to client agencies, including processing of loans, binding, indexing & circulation; accessing monographs and serials; cataloguing and end processing.
Comment: This role exists within a corporate services provider and is responsible for providing services to a client agency. The role is coded 4 (Other Government agency – corporate services).
CODE:	**4 (Other Government agency – corporate services)**

Legal Roles

Legal roles that deliver the agency's service to clients are coded 1 (External Position Customer), including legal research and analysis for agencies with a regulatory function.

EXAMPLE – Legal Officer
Responsible for conducting a civil law practice, determining applications for legal aid, providing advice in civil law and contributing to law and policy reform initiatives.
Comment: In this example the role primarily delivers legal services to the public or specific community groups. The role is coded 1 (External).
CODE:	**1 (External)**

Tradespersons

The appropriate Position Customer Code for tradespersons depends on whether the role's duties closely contribute to the service or business that is provided by the organisation.

The duties of some roles are part of the direct service provision to external customers, while others maintain core assets that are essential for service delivery to external clients. In both cases the roles are considered to have external customers.

Where a role performs duties that are ultimately for employees of the agency, they are coded as having an internal customer.

EXAMPLE – Horticultural Assistant (Gardener Tradesperson)
Assist in maintaining and developing the Institute's gardens and horticultural assets using recognised trade practices in lawn mowing, brush cutting, edging, pest/disease control, fertilising, pruning etc.
Comment: This role assists in maintaining gardens and other assets that are used by external customers that receive educational and training services. Because the maintenance of the gardens is closely related to the agency's service to clients, the role is coded 1 (External).

CODE:	**1 (External)**

EXAMPLE – Communications Tradesperson
Responsible for the installation, maintenance and repair of the agency's telecommunications equipment and appliances including telephones, mobile phones and switchboards.
Comment: This role is responsible for equipment that is used by employees of the organisation. While telephones may be required for service delivery, they are not an asset that is used by external customers, and they are not part of the core service that is delivered to the public. Because these tasks are performed primarily for the organisation's employees, not its external customers, the role is coded 2 (Internal).

CODE:	**2 (Internal)**

Asset Management

For roles that maintain assets, the key factor in determining the code is how much these assets are part of, or essential for, the delivery of core services to external clients.

EXAMPLE – Fleet Manager
Organises and oversees the purchase of a fleet for use by agency employees, organises maintenance and use of fleet, and supervises staff responsible for fleet registers.
Comment: This role is responsible for a fleet of cars used by agency employees for various purposes, including visiting and inspecting client premises. In this example the fleet of cars is used for service delivery to external clients but is not part of the service that is delivered. The role is therefore performing tasks primarily for the employees of the organisation and is coded 2 (Internal).

CODE:	**2 (Internal)**

EXAMPLE – Fleet Officer
Provision of fleet management services for Head Offices and District Offices, incorporating leasing, acquisition, disposal auction, accounting practices, insurance, registration and related functions for vehicles within the NSW Rural Fire Service.
Comment: This role has responsibility for equipment that is an essential part of the core service delivery of the NSW Rural Fire Service, and is coded 1 (External).

CODE:	**1 (External)**

Information Technology / Systems Roles

Most IT roles are coded as having an Internal Position Customer.

Where a role develops or maintains systems, provides help desk type services, or performs other technical support/advice/development roles for their agency the role is coded 2 (Internal). If this work is performed as part of corporate services provision to another agency it is either coded 4 (Other Government agency – corporate services) or coded 5 (Both Internal and Other Government agency – corporate services).

Some IT roles may have an External Position Customer (Code 1). Using the system to produce information, analysis or statistics about the core business of the agency is considered External (e.g., the production of annual vehicle crash statistics by Transport). The role of some IT roles will include both types of work and those are coded 3 (Both Internal and External) to reflect this.

In a similar way, roles with responsibility for the 'business' content of systems or sites (e.g., content development for a website), are considered External, but roles responsible for the technical development or ongoing maintenance of a site will be considered Internal.

EXAMPLE – Manager, Electronic Client Referral Project	
Develops standards, policies, processes and tools to support a common approach to registration and referral of clients between selected agencies. Develops service directories to facilitate the process of referral and location of appropriate services for clients.	
Comment: The focus of this role is on the business needs of the organisation, and its work will directly impact on service delivery to the clients of the organisation.	
CODE:	**1 (External)**

EXAMPLE – Multimedia Applications Developer	
Develops, tests and packages all aspects of interactive multimedia applications including video, sound, web graphics and desktop publishing.	
Comment: The full Role Description indicates that the multimedia applications are developed for use by clients and staff of the agency. If the role requires that more than 30% of time is spent on applications for internal staff use and more than 30% on applications for external use, the role is coded 3 (Both Internal and External).	
CODE:	**3 (Both Internal and External)**

EXAMPLE – Database Administrator / Programmer	
Provides support for the Unit Manager by administering the database. This includes uploading data from suppliers, maintaining scripts and procedures for database administration, managing disc space, ensuring successful data transfers and conducting backups.	
Comment: This role is providing a technical service to an internal customer and is focused on managing the database for other employees. There is no indication that the role is involved in analysing or reporting data concerned with the core business of the agency. The role is therefore coded 2 (Internal). Should this role be performing these duties as part of corporate services provision to another agency, the assigned code is 4 (Other Government agency – corporate services).	
CODE:	**2 (Internal)**

Rostering Roles

While roles dedicated to rostering are likely in operational areas, they are coded 2 (Internal).

EXAMPLE – Roster Clerk	
Provides a cost effective, efficient management of the rostering portfolio.	
Comment: Since the role is undertaking tasks for the organisation and its employees, the code 2 (Internal) is assigned.	
CODE:	**2 (Internal)**

Security Roles

The appropriate code for security roles depends upon who or what the security service is designed to protect. Security provided only for employees is coded 2 (Internal), and security for the public, external clients or public space is coded 1 (External). In many agencies security roles will perform both functions and are coded 3 (Both Internal and External).

EXAMPLE – Security Officer	
Responsible for the protection and care of the Gallery's visitors, staff members and art collection.	
Comment: Since the role is providing security for employees (considered internal customers) and for visitors (considered external clients), the assigned code is 3 (Both Internal and External).	
CODE:	**3 (Both Internal and External)**

Service Functions

Training Roles

There are four codes available for roles that provide training. Where these roles have a primary role in training and no substantial secondary function, they may be coded 4392, 6792, 8292 or 9192 depending on the type of training conducted. For example, a role located in a Human Resources Branch that develops generic staff development training programs for all staff is coded 4392, while a role responsible for occupational training to specific groups within an agency, such as police officer training, is coded 8292. Operational roles involved in training functions that form part of an agency's core services are coded 9192 (e.g., roles that deliver community awareness/education programs). The ANZSCO code will identify these operational roles as being involved in training.

EXAMPLE – Information Technology Training Officer	
Identifies, develops and coordinates a range of information technology-based training and development solutions.	
Comment: This role has an Information Technology & Communications function, and performs a training role, so the code for the primary Service Function is 67 (IT training). The role does not have a second identifiable function, so it is coded 92.	
CODE:	**6792**

Procurement / Purchasing Roles

Roles that perform procurement functions as a substantial part of the role are coded 72 (Procurement and administrative services), unless the type of work means that one of the asset codes identified in codes 21-23 is more appropriate. The codes 21, 22 or 23 are used for roles that procure transport/fleet, accommodation/properties or information technology assets.

EXAMPLE – Senior Procurement Officer	
Responsible for providing customer service through supervision and coordination of the Department's procurement activities. Ensures timely provision of goods and services, identifies efficiencies and opportunities for strategic relationships and standard requisitioning.	
Comment: This role performs procurement functions across a range of asset classes and is coded 72 for the primary Service Function. The role does not have a second identifiable function, so is coded 92.	
CODE:	**7292**

EXAMPLE – Project Manager (Electronic Procurement)	
Project Manager (Electronic Procurement). Develops and implements an effective electronic procurement/acquisition service by establishing processes in accordance with NSW Government policy.	
Comment: The main tasks of the role are business planning, scoping, developing business cases, managing change and business process transformation. The focus is on the business processes rather than the specific technology, and the background required is in e-purchasing rather than information technology per se. Since the electronic procurement strategy cuts across a range of asset classes the code 72 (Procurement and administrative services) is assigned for the primary Service Function. The role does not have a second identifiable function, so the secondary function is 92.	
CODE:	**7292**

Legal Roles

The Service Function Code will be the same for legal roles that have either External or Internal customers. Legal roles are coded 81, regardless of whether the role delivers the agency's core service to clients or provides Legal services for its own agency.

EXAMPLE – Legal Officer	
Responsible for conducting a civil law practice, determining applications for legal aid, providing advice in civil law and contributing to law and policy reform initiatives.	
Comment: This Position Contributes to the legal function and is coded 81 (Legal services) for the primary function. A distinct secondary function is not identifiable so the code 92 is assigned for the secondary function.	
CODE:	**8192**

Clerical, Secretarial, and Executive Support Roles

Many roles in agencies perform some clerical, administrative or secretarial tasks as part of their role. However, performing these tasks does not always mean that they are coded 71, 72, or 73 (the Office Services & Procurement function). These codes are only used where clerical, administrative or secretarial tasks are clearly the main function of a role.

EXAMPLE – Clerical Officer	
Provides the Investigations Team with a full range of clerical and administrative support services including transcription, data entry, and general clerical duties.	
Comment: This role is dedicated to providing clerical support and the primary Service Function is coded 71 (Clerical services). The role also delivers administrative services and the secondary function code is 72 (Procurement & administrative services), provided at least 30% of the usual working hours are devoted to this secondary function.	
CODE:	**7172**

EXAMPLE – Hearing Support Officer	
Hearing Support Officer. Supports Hearings by preparing, copying and despatching documents; contacting people for review hearings; arranging suitable venues, equipment and travel; liaising with members and staff.	
Comment: This role performs a range of clerical and administrative tasks, but is not a dedicated clerical and administrative support role. The tasks carried out by this role form part of the service that is delivered by the agency, and contribute to a function (e.g., the functioning of tribunal hearings) that is not identified in the Service Function list. The PCAT automatically codes the Service Functions of this role as 9192.	
CODE:	**9192**

The code 15 (Senior executive support and ministerial liaison) is only used for a clerical, secretarial or administrative role that directly services the most senior executives of the agency. Senior executives encompass the highest structural levels of the organisation, not all roles in an organisation that are occupied by individuals graded as SES or equivalent.

EXAMPLE – Support Officer	
Provides high quality executive and administrative support services including comprehensive secretarial services to the Business Development Executive (BDE) and other officers of the Branch as required.	
Comment: Because the role is primarily responsible for executive support, and the BDE is part of the Senior Management Team, the primary function is coded 15 (Senior executive support and ministerial liaison). The role also provides clerical and administrative services to other employees, and has a broader role than the executive support responsibility coded above. The secondary function is therefore coded 73 (Office services – general), provided at least 30% of the usual working hours are devoted to this secondary function.	
CODE:	**1573**

Document Design and Publishing Roles

Roles that design and format publications are usually coded in either code 71 (Clerical Services) or code 14 (Public relations & corporate communications). The Code 71 is used where roles are formatting or publishing documents as part of the clerical support duties of the role. The Code 14 is only for roles responsible for the design, format and publication of documents that are produced specifically for distribution to external clients.

EXAMPLE – Publications Support Officer, Marketing Branch	
Provides clerical and publishing support to the production and dissemination of the Department's information and publications.	
Comment: This role exists to support the activities of the Marketing Branch. The primary responsibilities are clerical support, as well as providing specialist support in publishing. The code 71 (Clerical services) is assigned for the primary function because of the range of clerical duties performed. The code 14 (Public relations & corporate communications) is assigned for the secondary function, because the role also makes a substantial contribution to the output or products of the Marketing Branch.	
CODE:	**7114**

EXAMPLE – Publications Officer	
Responsibilities include writing, editing, designing and laying out publications and other community education materials; producing Annual Reports; coordinating and supervising printing; and supporting Branch activities.	
Comment: Because this role exists primarily to produce community education materials, the code 14 (Public relations & corporate communications) is assigned for the primary Service Function. There is no indication that clerical or administrative support forms a substantial part of the role. Since a secondary function is not readily identifiable, the code 92 is assigned for the secondary function.	
CODE:	**1492**

Rostering Roles

Roles that perform rostering functions are only coded 84 (Rostering and staff scheduling) for the primary or secondary Service Function if this represents at least 30% of their workload.

EXAMPLE – Roster Clerk
Provides a cost-effective, efficient management of the rostering portfolio and associated administration. Supplies quality advice on various staff entitlements and conditions of service.
Comment: Because the main function of the role is to manage rosters, the primary Service Function is coded 84 (Rostering and staff scheduling). A second distinct function is identifiable, involving advice about entitlements and conditions. Since this represents more than 30% of the role's usual working hours, the secondary function is coded 40 (Personnel).
CODE: 8440

EXAMPLE – Service Coordinator
Responsible for providing consistent, high-quality and cost-effective services through the planning, allocation and supervision of Care Workers.
Comment: While rostering is performed by Service Coordinators, it represents less than 30% of the usual hours worked. Therefore the code 84 (Rostering and staff scheduling) is not assigned to this role. The main functions of the role as described in the full role description fall outside the scope of the Service Functions. The role is coded 91 and 92.
CODE: 9192

Generic Functional Roles

There may be some roles in the agency that work across numerous functional areas. Where you have identified this in the PCAT, generic codes are applied. You will not have the option to select these generic codes yourself. Wherever possible, identify the two main functions of the role, and the appropriate codes for the primary and secondary Service Functions are applied.

EXAMPLE – Senior Administrative Officer
Manages the financial, administrative and clerical activities of the Service Centre, including budget and financial control, office administration including supervision of clerical staff, and records administration.
Comment: This role has three major areas of responsibility. Most significant are the financial and office administration duties. The primary function is coded 33 to reflect the role in budget control, and the secondary function is coded 73 (Office services – general) to reflect the role's oversight of the office services function. The code does not reflect the role's responsibilities in records administration, because this is not one of its significant functions.
CODE: 3373

EXAMPLE – Manager Corporate Services
Manages the finance, reporting, Human Resources, information technology and administration functions, in addition to directing the activities of the project office.
Comment: This role has responsibilities across numerous functions. Because of the diverse nature of this role, it is not possible to identify two major areas of responsibility, so the role is coded 83 (Service functions general) for the primary function and 92 for the secondary function.
CODE: 8392

Policy Roles

Separate codes are not provided for policy roles. We are looking at these roles in all aspects of their functional areas. These roles will be coded against the functional area in which policy is developed or evaluated.

EXAMPLE – Policy Officer (Human Resources)	
Develops, manages and evaluates strategic Human Resources management policies and projects.	
Comment: This role develops policy across the Human Resources function, rather than in a specific functional area, so the code for the primary Service Function is 49 (HR-general). There is not a second identifiable function, so it would be coded 92 for the secondary function.	
CODE:	**4992**

Planning and Reporting

The codes 11 (Planning) and 12 (Reporting) are only used where these functions represent more than 30% of the usual hours worked for a role. In addition, they are reserved for corporate level planning and reporting. They should not be used for unit level business planning, or for any managers that spend less than 30% of their working hours on planning functions.

EXAMPLE – Corporate Planning Officer	
Responsible for managing performance reporting processes and providing key support for corporate planning and reporting projects.	
Comment: This Role Description indicates that the primary function of the role is in corporate reporting and performance measurement, so the code 12 (Reporting) is assigned for the primary function. Since planning also represents more than 30% of the role, the code 11 (Planning) is assigned for the secondary function.	
CODE:	**1211**

Service Function Weighting

Analysis of Service Functions has primarily been focused on services or products that are ultimately directed to 'internal' customers. The Position Customer, the third component of the Position Code, is used to determine the activities that are directed to internal functions.

Based on a combination of the Position Customer Code and the Service Function Codes, a weighting methodology has been developed to allow analysis.

The measure applied to the weightings is Census FTE. It is most important to note that the weightings are an estimate and may not reflect the actual percentage of time spent on each function. Therefore the data from this analysis is indicative only of the proportion of employees performing each function.

Position Customer = 2 ('internal')

When analysing roles with an internal Position Customer, the 100% rule applies where there is only one function recorded against the role. The whole weighting is attributed to the identified function.

EXAMPLE – Primary Service Function only	
Position Code	1227192
Comment: This code indicates that the primary Service Function of the role is code 71 (Clerical services) in the functional area of Office Services & Procurement. There is no secondary function (92). In this example 100% weighting is allocated to code 71 (Clerical services).	

Position Customer	Primary Service Function	Secondary Service Function	Primary Weight	Secondary Weight
2	71	92	1	0

The 60:40 rule applies where two functions have been recorded against the role: 60% of weighting is applied to the primary Service Function with the remaining 40% allocated to the secondary Service Function.

EXAMPLE – Primary & Secondary Service Function	
Position Code	1227131
Comment: This code indicates that the primary Service Function of the role is code 71 (Clerical services) in the functional area of Office Services & Procurement. A secondary function of code 31 (Accounts) in the functional area of Finance has also been allocated. In this example 0.6 weighting is allocated to code 71 (Clerical services) and 0.4 weighting is allocated to code 31 (Accounts) .	

Position Customer	Primary Service Function	Secondary Service Function	Primary Weight	Secondary Weight
2	71	31	0.6	0.4

Position Customer = 3 ('internal and external')

When analysing roles with a mixed Position Customer (3), the weighting is split equally between internal and external, 0.5 attributed to each customer category.

The 50% rule applies where there is only one function recorded against the role, in this situation the whole weighting is attributed to the identified function. Fifty percent is allocated to the internal customer and the other 50% is allocated to external.

EXAMPLE – One Primary Service Function	
Position Code	1135492
Comment: This code indicates that the primary Service Function of the role is code 54 (Library) in the functional area of Records & information. No secondary function has been allocated. The role undertakes these activities for both internal and external customers. In this example 0.5 weighting is allocated to code 54 (Library).	

Position Customer	Primary Service Function	Secondary Service Function	Primary Weight	Secondary Weight
3	54	92	0.5	0

The 30:20 rule applies where two activities have been identified. With only 50% of the weighting available for internal coding, 30% of this is applied to the primary Service Function, with the remaining 20% allocated to the secondary Service Function.

EXAMPLE 84 – Primary & Secondary Service Function				
Position Code		1137131		
Comment: This code indicates that the primary Service Function of the role is code 71 (Clerical services) in the functional area of Office Services & Procurement. The secondary Service Function of code 31 (Accounts) in the functional area of Finance has also been allocated. The Position Carries out these activities for both internal and external customers. In this example 0.3 weighting is allocated to the internal customer component in the functional area of Office Services and Procurement and 0.2 weighting is allocated to the internal customer component in the functional area of Finance.				
Position Customer	Primary Service Function	Secondary Service Function	Primary Weight	Secondary Weight
3	71	31	0.3	0.2

Another possibility is where a primary and secondary function are allocated but one of the functions is not defined (91). The weighting allocated relates to the identified function, 60% for primary and 40% for secondary. This condition overrides the 50% weightings in example 83.

EXAMPLE 85 – Primary & Secondary Service Function – One function not defined				
Position Code		(a) 1139131 or (b) 1133191		
Comment (a): This code indicates that the primary Service Function of the role is code 91 (not identified) and the secondary Service Function is code 31 (Accounts) in the functional area of Finance. The Position Customer is mixed with both internal and external customers. In this example, 0.4 weighting is allocated to the secondary Service Function in the functional area of Finance.				
Position Customer	Primary Service Function	Secondary Service Function	Primary Weight	Secondary Weight
3	91	31	0	.4
Comment (b): This code indicates that the primary Service Function of the role is code 31 (Accounts) in the functional area of Finance and the Secondary Service Function is code 91 (not identified). The Position Customer is mixed with both internal and external customers. In this example, the activity of Accounts (31) has been allocated as the primary Service Function. 0.6 is allocated to the functional area of Finance.				
Position Customer	Primary Service Function	Secondary Service Function	Primary Weight	Secondary Weight
3	31	91	.6	0

Please note: Function code '91' indicates that either the primary or the secondary function falls outside the scope of the Service Function list and is not identified.

Position Customer = 4 ('other Government agency corporate services')

This code is for roles that provide corporate services to other Government agencies. Service Functions would be considered external only.

Position Customer = 5 ('internal and external')

This code is assigned regardless of the amount of activity that is directed towards the two types of customers. When analysing roles that provide services or products to internal customers as well as delivering corporate services to other State Government agencies, it is important to consider each role on an individual basis when applying an FTE weighting. Consider the overall percentage of services provided internally and externally by the role before applying any weighting.

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POSITION CODING GUIDELINES

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