

Attachment 2 – Classification Standards: Administrative Services Stream

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ADMINISTRATIVE SERVICES STREAM INFORMATION

All of the following information needs to be read and applied in conjunction with the Classification Standards: Classification Rules and Requirements (Attachment 3 to *Commissioner's Determination 5: Classification and remuneration of non-executive employees*).

Stream Description

Describes the Stream and the nature of the work; designed to assist in correctly categorising duties.

Employees in the Administrative Services Stream undertake various administrative, clerical, and related specialist functions in support of agency programs consistent with Part 3 of the *Public Sector Act 2009* (PS Act), which include an emphasis on service to the community.

The work may involve the application of an appropriate level of skill, knowledge and experience necessary to undertake the role and function of administering State Government legislation, regulations, procedures, policies/program development as well as providing services to customers of the Government.

The work may include the operation and maintenance of IT systems, the provision of advice or services to customers, liaison, supervision, exercising of delegations, enforcement and prosecuting, policy development, policy implementation, detection and investigation of breaches of legislation, the development of legislation, the development of financial systems, the collection of Government revenue and/or payment of Government monies under appropriate legislation with the field of State Government administration, and related management functions, which contribute to an agency's program and service delivery objectives.

The Administrative Services Stream has an eight level structure, with an associated management structure for the three highest levels.

Stream Work Level Definitions and Characteristics

Stream Work Level Definitions: describe the main features of each of the eight levels of work. In their presentation, some are prescribed or mandatory, others are not. It is not expected, nor would it be reasonable, for any one set of duties to fulfil all work level definitions at a level.

Characteristics of Each Level: as part of the Stream Work Level Definitions describe typical factors apparent in duties at each level, however, not all characteristics apply to all duties at each level. Within a category (e.g. working environment), no one characteristic is mandatory, and none is weighted or necessarily determinative. Equally, there may be a feature or duty which does not readily equate to an exemplified characteristic; this would need to be assessed for its intrinsic work value level against the standards as set out in the work level definitions.

The Work Level Definitions and Characteristics, taken together, set the classification standard for each Level and are determinative of the classification for a duties.

Occupational Groupings

To assist in the classification process, administrative work is divided into five Occupational Groups (previously “Career Groups”).

Their purpose is to complement, but not override, the Stream Work Level Definitions and Characteristics, upon which the classification is properly based.

These describe typical duties, provide examples of the types of tasks and/or functions and the standards at which they are to be performed at each classification level. A set of duties may incorporate duties from more than one Occupational Group.



Group 1: Financial Related	Group 2: Legal Related	Group 3: Administration	Group 4: Project and Policy	Group 5: Consultancy and Information
<p>Duties in this group are those where the prime function relates to the management of public monies including the development, control and monitoring of financial systems. Duties where the prime function relates to the management of goods and services acquired for use in agencies are also included.</p>	<p>Duties in this group are those where the prime function relates to the provision of administrative and clerical support to legal services; the monitoring and provision of advice concerning the correct application of legislative, industry, and other recognised standards relating to the supply of goods and services; reporting and recording of court hearings and to the management of government owned or leased properties.</p>	<p>Duties in this group are those where the prime function relates to the provision of administrative and other support to education agencies; providing clerical or administrative support to agencies which is not discipline specific; provision of and/or advice concerning health services and programs available to the community; the management of prisons; the provision of services related to tourism.</p>	<p>Duties in this group are those where the prime function relates to the provision of research, analysis and policy development services; the provision of recreation and sports services; and advice concerning services and programs available to the community.</p>	<p>Duties in this group undertake the functions of providing services related to organisation function, design and the operation and provision of human resource management, the publicising and promotion of activities of government agencies, the provision of information consultancy services and language interpreting and translation services.</p>



Definition of discipline

For the purposes of classification, a *discipline* can be defined as “a set or system of rules and regulations”¹¹ and this, for example, is applicable to much of the work of the Administrative Services Stream, largely concerned as it is with the administration of legislation and regulations (e.g. procurement, workforce relations are but two examples of many) and the policy and programs of the government of the day.

Line supervision

For the purposes of these work level definitions, line supervision includes determination of priorities and the allocation of work, delegated authority for leave matters, responsibility for discipline matters, staff performance and ongoing staff development.

Line supervisory responsibility will not be a feature of duties at the ASO2 level; that is, employees at this level would not be responsible for the direct line supervision and performance of staff. Duties at the ASO2 level may allocate and monitor work performed, provide on the job training to staff or be assisted in their responsibilities by other more junior staff.

However, where there is an organisational requirement for line supervision then the duties would need to be classified at least at the ASO3 level. All duties, of course, need to be classified on the basis of total functional content and responsibility.

¹ Macquarie Dictionary

WORK LEVEL 1 (ASO1)

Work Level Definitions

At the first level of the Administrative Services Stream duties develop and change in accordance with the experience and competence of individual employees. Work will initially require completion of standardised work routines. The work will have clearly defined objectives with performance outcomes being readily observable or able to be closely monitored.

As individual employees develop more experience and knowledge they exercise greater judgement, make decisions and solve minor problems in their allotted duties. This is confirmed by instructions, established practices and procedures or written guidelines.

Duties at this level may progressively involve an employee in a range of activities requiring the use of written and numeric skills, clerical skills, written and verbal communication, equipment skills (e.g. keyboard) and other work skills appropriate to the discipline. These skills are readily transferable between organisations.

Characteristics of the Level

To be considered in conjunction with the Work Level Definitions.

Knowledge/Experience	Responsibility	Environment
<ul style="list-style-type: none"> • Basic knowledge of clerical and administrative practices and procedures • Some knowledge of relevant agency operations and the work discipline 	<ul style="list-style-type: none"> • Require a limited degree of initiative and judgement 	<ul style="list-style-type: none"> • Work under close direction • Ready access to advice or assistance • Induction level for the stream • Adherence to instructions, established practices, procedures and guidelines • Continued on the duties training & development of employees at this level



- Work outcomes are closely monitored

Occupational Groups at the Level

These are provided to complement, but not override, the Stream Work Level Definitions and Characteristics. At the ASO1 level, the Occupational Group description is identical across all groups.

Group 1: Financial Related

Group 2: Legal Related

Group 3: Administration

Group 4: Project and Policy

Group 5: Consultancy and Information

Employees at this level initially operate under close direction using established routines, methods and procedures with limited scope for exercising initiative and judgement. At this level is some accountability for work performed and a requirement for organising work to meet prescribed priorities. Problems are solved by reference to documented procedures, methods and instructions. Assistance is readily available if required.

Work requires basic knowledge of financial related administrative practices and procedures, instructions, regulations or other requirements relating to general administration within a financial related environment.

At this level employees are progressively involved in a range of activities requiring the use of written and numeric skills, administrative skills, written and verbal communication, computer literacy, client service and other work skills.

It is expected that individuals at this level will develop a range of skills and knowledge and through experience and training would be allocated work commensurate with their development and agency requirements.

WORK LEVEL 2 (ASO2)

Work Level Definitions

Work at the second level will either involve achieving clearly defined outcomes or problem solving; or a combination of both. The duties contribute specific knowledge or skills or information to the work of the agency. The duties are distinguished from the first level by reason of the nature, scope and complexity of the function being greater than Work Level 1 (i.e. the responsibility for receiving work, determining the priorities to ensure results are achieved).

This level of work may, or may not, be identified by particular work factors such as the consequences of decisions, the level of communication skills required, the nature and importance of the judgements exercised, the complexity of the work and the size of the work organisation.

Characteristics of the Level

To be considered in conjunction with the Work Level Definitions.

Knowledge/Experience	Responsibility	Environment
<ul style="list-style-type: none"> Knowledge of established work practices and procedures General discipline knowledge and experience Working knowledge of agency operations 	<ul style="list-style-type: none"> Require the application of initiative and/or judgement Undertake responsibility for a minor agency function Perform a discrete group of activities on an individual basis 	<ul style="list-style-type: none"> Work under general direction Scope for interpreting the rules, regulations, guidelines, instructions and procedures Agency size may impact upon investment in activities i.e. in a small agency duties may involve a range of activities but in large agency may involve fewer activities but in greater depth Work outcomes are normally monitored

Occupational Groups at the Level

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These are provided to complement, but not override, the Stream Work Level Definitions and Characteristics. At the ASO2 level, the Occupational Group description is identical across all groups.

Group 1: Financial Related
Group 2: Legal Related
Group 3: Administration
Group 4: Project and Policy
Group 5: Consultancy and Information

Employees at this level work under general direction, undertake and are responsible for more detailed and complex duties that required at Level 1.

The employee may be responsible for a minor function within an agency, or for part of a major function. Alternatively, an employee at this level may be responsible for the performance of a discrete group of administrative support activities or financial related support activities on an individual basis.

Limited scope exists for interpreting rules, regulations, guidelines and instructions. However, employees operate with some autonomy and are required to apply initiative and/or judgement.

Work requires the application of acquired/learned administrative and specific financial related skills, knowledge and techniques. The solution of problems and provision of information will require limited judgement through the use of precedents, guidelines, procedures, regulations and instructions.

Employees at this level would not be responsible for the direct line supervision and performance of staff. Employees at this level may coordinate the activities of staff, which may include advice on practices and procedures and the sharing of learned skills and methods. Employees at this level may as part of their own responsibilities be assisted by junior staff and may allocate work, monitor its quality, determine priorities and provide on the duties training.

WORK LEVEL 3 (ASO3)

Work Level Definitions

Work at the third level requires previous experience and particular knowledge or skills in order to undertake work which either requires responsibility for a range of functions or else requires interpretation and detailed knowledge of standard procedures and practices; or a combination of both. Duties are required to contribute expertise to resolve issues within a day-to-day environment for which there may not be clearly established procedures.

General features of duties at this level indicate the use of knowledge, judgement and work organisation skills acquired through previous employment or through post-secondary education. Duties may involve a range of work functions or contribute to interpretation and administration of matters for which there are clearly established practices or procedures.

Characteristics of the Level

To be considered in conjunction with the Work Level Definitions.

Knowledge/Experience	Responsibility	Environment
<ul style="list-style-type: none"> Broad knowledge of the agency's functions and activities Sound knowledge of the major activity performed within the work area May have attained a required level of knowledge in a particular discipline through post-secondary education 	<ul style="list-style-type: none"> Have responsibility for one or more minor functions within an agency May set outcome objectives Be required to exercise initiative and judgement First level at which line supervision may be undertaken 	<ul style="list-style-type: none"> Is the appointment level for duties which are complex and specialised requiring the development of expertise over time and previous knowledge or skills May exercise initiative in the application of established practices or procedures Work under general direction

Occupational Groups at the Level

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These are provided to complement, but not override, the Stream Work Level Definitions and Characteristics.

Group 1: Financial Related	Group 2: Legal Related	Group 3: Administration	Group 4: Project and Policy	Group 5: Consultancy and Information
<p>Employees at this level exercise responsibility for the delivery of one or more functions within an agency, including oversight and completion of work assignments, and the standard of work quality/delivery. Or else provide a level of practical skills and experience in a specific area of operation. Employees will exercise initiative in the application of established practices and procedures, or bring knowledge based judgment relevant to the particular position.</p>	<p>Employees at this level provide a level of relevant skills, knowledge and experience in a legal related area of operation and may be responsible for the delivery of one or more functions which may include the coordination and control of related activities. At this level duties exercise responsibility for administrative support to a legal related unit of agency activity involving resource responsibilities or administrative support requirements. In some instances this may involve responsibility for a component of agency activity.</p>	<p>Employees at this level are responsible for the delivery of one or more functions within an agency, including the coordination and control of related activities. Or else provide a level or relevant skills, knowledge and experience in a specific area of operation. At this level, duties exercise responsibility for administrative support to a unit of agency activity involving either resource responsibilities or administrative support requirements. In some instances this may involve responsibility for a component of agency activity, e.g. office administration.</p>	<p>Employees at this level are responsible for undertaking project and policy work for discrete projects or policy areas of limited complexity under general direction. Where projects are complex and broad in scope responsibility would be for the less complex components of major projects. At this level participation is often as team members. Employees contribute research, analytical and investigative skills in order to undertake analysis of information and to prepare recommendations for action. At this level there may be some</p>	<p>Employees at this level work under general direction and are responsible for the delivery of one or more functions within an agency, including the coordination and control of related activities. Or else provide a level or relevant skills, knowledge and experience in a specific area of operation. Work requires the application of a sound knowledge of the major activity performed or an appropriate level of discipline expertise or experience including setting of priorities to achieve agreed objectives.</p>



			<p>requirement for negotiation with relevant individuals in order to meet prescribed objectives and the sound ability to communicate effectively, particularly in writing.</p> <p>Work requires a sound knowledge of the major activity performed including setting or priorities to achieve agreed objectives.</p> <p>Employees may exercise autonomy, authority and judgment in the application of agency or other policies and procedures.</p>	<p>Employees may exercise autonomy, authority and judgment in the application of agency or other policies and procedures.</p>
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WORK LEVEL 4 (ASO4)

Work Level Definitions

Duties at the fourth level require responsibility for particular function(s) within an agency. They contribute a demonstrated level of knowledge/experience and will be expected to operate with a degree of autonomy.

The work at this level requires that application of knowledge usually gained through previous experience in the discipline or else from post-secondary or tertiary study. In addition, duties will either contribute knowledge to agency program activities or to policy; or a combination of both. They require the use of skills and techniques appropriate to the work discipline.

The work may require either the co-ordination of a range of agency functions or the identification of potential or desired outcomes. The work may require the contribution of critical knowledge or skills and the exercising of judgements and/or delegated authority in areas where precedents or procedures are not clearly defined. The duties may have impact that extends to the community and other agencies and may have significant day to day administrative responsibilities within an agency.

Characteristics of the Level

To be considered in conjunction with the Work Level Definitions.

Knowledge/Experience	Responsibility	Environment
<ul style="list-style-type: none"> • Knowledge of agency programs, policies and activities • Sound discipline knowledge gained through experience, training or education • Knowledge of the role of agency structures and/or service functions 	<ul style="list-style-type: none"> • Responsibility for a range of functions within an agency • Exercise administrative responsibility for a unit of agency activity • Undertake minor projects which may have impact on agency operations but have limited management significance • Exercise initiative and judgement where procedures are not clearly defined • Identification of specific or desired performance outcomes 	<ul style="list-style-type: none"> • Limited direction • Work within broadly defined guidelines and exercise a degree of autonomy in the discharge of duties

Occupational Groups at the Level

These are provided to complement, but not override, the Stream Work Level Definitions and Characteristics.

Group 1: Financial Related	Group 2: Legal Related	Group 3: Administration	Group 4: Project and Policy	Group 5: Consultancy and Information
<p>Employees at this level exercise responsibility for the outcomes of a range of financial related functions within an agency including the oversight and completion of work assignments and standard of work quality/delivery or provide a high level of practical skills and experience in a specific specialist area of operation.</p> <p>Positions at this level require a sound knowledge of agency programs, policies, activities, structures, service functions and relevant discipline. They exercise initiative and</p>	<p>Employees at this level are responsible for the outcomes of a range of administrative functions within a legal related environment including the co-ordination and control of related activities and the standard of work quality/delivery, or provide relevant skills and experience in a specialist legal related area of operation. Employees may contribute to, or participate in, forward planning and policy development and/or implementation.</p> <p>Work at this level is performed under limited direction and requires a sound knowledge of</p>	<p>Employees at this level are responsible for the outcomes of a range of administrative functions within an agency including the co-ordination and control of related activities and the standard of work quality/delivery, or provide relevant skills and experience in a specialist area of operation. Employees may contribute to, or participate in, forward planning and policy development and/or implementation.</p> <p>Work at this level is performed under limited direction and requires a sound knowledge of agency programs,</p>	<p>Employees at this level are responsible for undertaking project and policy work for discrete projects or policy areas of some complexity under limited direction or where projects are complex and broad in scope responsibility would be for components of major projects. At this level participation is often as team members.</p> <p>Employees contribute research, analytical and investigative skills in order to undertake analysis of information and to prepare recommendations for</p>	<p>Employees at this level work under limited direction and are responsible for the outcomes from a range of functions within an agency including the co-ordination and control of related activities and the standard of work quality/service delivery, or provide relevant skills and experience in a specialist area of operation. Employees contribute to, or participate in, forward planning and policy development and/or implementation on behalf of their work units or their agency.</p>



<p>judgement where procedures are not clearly defined, identify specific or desired performance outcomes, work within broad defined guidelines under limited direction, and exercise a degree of autonomy in the discharge of duties.</p>	<p>agency programs, policies, activities, structures, service functions and/or of a range of disciplines, particularly those relevant legal related disciplines. Employees may exercise administrative responsibility for a unit of agency activity and undertake projects of limited scope and impact for agency operations.</p> <p>This level requires the use of initiative and judgement where procedures are not clearly defined, identified of specific or desired performance outcomes, operation within broadly defined guidelines, and the exercise of authority and autonomy in the discharge of duties.</p>	<p>policies, activities, structures, service functions and/or of a range of disciplines. Employees may exercise administrative responsibility for a unit of agency activity and undertake projects of limited scope and impact for agency operations.</p> <p>This level requires the use of initiative and judgement where procedures are not clearly defined, identification of specific or desired performance outcomes, operation within broadly defined guidelines, and the exercise of authority and autonomy in the discharge of duties.</p>	<p>action. At this level there may be some requirement for negotiation with relevant individuals in order to meet prescribed objectives and sound ability to communicate effectively particularly in writing.</p> <p>Work may require the contribution of acquired knowledge and skills attained through previous work experience or through education. This level requires the use of initiative and judgement where procedures are not clearly defined, the identification of specific or desired performance outcomes, autonomy of operation within broadly defined guidelines, and the exercise of authority</p>	<p>Work at this level requires a sound knowledge of agency programs, policies, activities, structures, service functions and/or a range of disciplines, or technical expertise and competence normally based on prior discipline related experience. Employees may exercise responsibility for a unit of agency activity and undertake projects of limited scope with impact on agency operations.</p> <p>This level requires the use of initiative and judgement where procedures are not clearly defined, the identification of specific or desired performance outcomes, autonomy of</p>
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			in the discharge of duties.	operation within broadly defined guidelines.
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WORK LEVEL 5 (ASO5)

Work Level Definitions

Duties at the fifth level demand demonstrated experience and competence in the appropriate discipline(s). Important features will include the level of responsibility for decision-making; the exercise of judgement and delegated authority; the provision of expert advice, consultation and assistance relevant to the discipline(s) involved.

Duties will work under limited direction and be identified by the impact on the activities undertaken. This may include outcomes achieved by the agency, or the functions and/or activities undertaken by other agencies and/or the impact on sections of the community served by the agency.

Characteristics of the Level

To be considered in conjunction with the Work Level Definitions.

Knowledge/Experience	Responsibility	Environment
<ul style="list-style-type: none"> • Discipline knowledge gained through experience, training or education • Knowledge of agency program activities and government policies • Knowledge of organisation structures or functions 	<ul style="list-style-type: none"> • Provide advice on matters of some complexity within the discipline(s) • Approve documentation to ensure statutory requirements are met • Undertake significant projects requiring the use of analytical skills and preparation of written reports with recommendations • Negotiate on matters of significance within the agency, with other bodies or agencies and members of the public • Control and co-ordinate elements of total agency program • May undertake the span of duties for a single function within a discipline, 	<ul style="list-style-type: none"> • Limited direction given • May operate as either a member of specialist or multi-disciplinary team or independently • Works within the prescribed limits, scope and objectives of an activity/project • Selects methods and techniques based on sound judgement • May report directly to a client

- including problem definition, planning, execution of judgement and delegated authority and analysis of results;
- Contributes to the development of new techniques and methodology
 - Undertake duties which involve more than one discipline within an agency
 - May provide advice to agencies for a specific range of activities

Occupational Groups at the Level

These are provided to complement, but not override, the Stream Work Level Definitions and Characteristics.

Group 1: Financial Related	Group 2: Legal Related	Group 3: Administration	Group 4: Project and Policy	Group 5: Consultancy and Information
<p>Employees at this level work under limited direction, develop and select new techniques and methodologies appropriate to the discipline and agency, and will operate as either a member of a specialist or multi-disciplinary team, or work independently within prescribed limits of a function/project, or control</p>	<p>Employees at this level are responsible for a wide range of administrative support services of administering a significant unit of agency activity within a legal related environment. Work at this level is performed under limited direction and may include the provision of expert advice and assistance to programme managers and clients. The</p>	<p>Employees at this level are responsible for a wide range of administrative support services or administering a significant unit agency activity. Work at this level is performed under limited direction and may include the provision of expert advice and assistance to program managers and clients. The work may involve the application of knowledge</p>	<p>Employees at this level are responsible for projects or for areas of policy that are considered to be complex, reasonably broad in scope and are undertaken under limited direction. This may involve ongoing responsibility for a significant component of the relevant program. Work may include the</p>	<p>Employees at this level work under limited direction, develop and select new techniques and methodologies appropriate to the discipline and agency, and will operate as either a leader or member of a specialist or multi-disciplinary team, or work independently within prescribed limits of a</p>



<p>and coordinate elements of a total agency program.</p> <p>Employees are responsible for decision making, the exercise of judgement and delegated authority, and have a knowledge of agency programs and government policies.</p> <p>The undertaking of negotiations on matters of significant impact for the agency, the provision of expert advice and assistance, consultation and innovation are features of this level and require the use of a discipline knowledge through experience and/or tertiary education.</p>	<p>work may involve the application of knowledge from a range of legal related and other disciplines gained through experience, training and/or tertiary education.</p> <p>Work requires the responsibility for decision making, the exercise of judgement and delegated authority, and the use of knowledge of agency programs and government policies.</p>	<p>from a range of disciplines gains through experience, training and/or tertiary education.</p> <p>Work requires the responsibility for decision making, the exercise of judgement and delegated authority and the use of knowledge of agency programs and government policies.</p>	<p>provision of expert advice to clients and program managers. At this level employees may be team members, team leaders or may exercise supervision over other projects.</p> <p>Work requires the contribution of a high level of analytical, research and communication skills including a high level of written skills.</p> <p>The work may involve the application of knowledge from a range of disciplines gained through experience, training and/or tertiary education. At this level employees operate independently and are responsible for areas of some sensitivity. Employees may</p>	<p>function/project, or control and co- ordinate an agency program or elements of a total agency program.</p> <p>Employees are responsible for decision making, the exercise of judgement and delegated authority, and have a knowledge of agency programs and government policies.</p> <p>The undertaking of negotiations on matters of significant impact for the agency, the provision of expert advice and assistance, consultation and innovation within or across agencies, are features of this level and require the use of a discipline knowledge through experience</p>
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			contribute some expertise on an individual basis gained through experience or education and may be consulted by clients or other employees as a result of that expertise.	and/or tertiary education.
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WORK LEVEL 6 (ASO6)

Work Level Definitions

Duties at this level control and/or co-ordinate projects or programs within an agency in accordance with corporate goals, and require the development, implementation and evaluation of agency activities. Duties require significant levels of discipline knowledge and competence and the work is an extension of the previous level.

The scope of the duties may influence state, regional or local office operations, and require a significant level of responsibility and decision making; the exercise of judgement and delegated authority; the provision of expert advice, consultation and assistance; and policy advice relevant to the discipline involved under broad direction.

Characteristics of the Level

To be considered in conjunction with the Work Level Definitions.

Knowledge/Experience	Responsibility	Environment
<ul style="list-style-type: none"> • General knowledge of government policy and agency procedures • Requires a significant level of discipline knowledge and competence gained through experience, training or education 	<ul style="list-style-type: none"> • Review operations to determine their effectiveness • Provide advice on policy matter and contribute to its development • Develop, implement and evaluate significant work programs • Control and co-ordinate programs within an organisation in accordance with its corporate goals • Provide a consultancy service to a wide range of clients and/or to external agencies • Undertake duties of more sensitive, innovative, novel, complex, and/or critical nature under limited direction 	<ul style="list-style-type: none"> • Authority exercised limited by rules, procedures, regulations or agency operating instructions • Scope of the duties may influence state, regional or local office operations • Broad direction given

- First level for managerial responsibilities

Occupational Groups at the Level

These are provided to complement, but not override, the Stream Work Level Definitions and Characteristics.

Group 1: Financial Related	Group 2: Legal Related	Group 3: Administration	Group 4: Project and Policy	Group 5: Consultancy and Information
<p>Employees at this level are expected under broad direction to control and/or coordinate financial related projects/work programs within an agency requiring the assessment, development, implementation and evaluation of agency operations in accordance with corporate goals and government policies.</p> <p>Positions require significant levels of discipline knowledge and competence gained through experience,</p>	<p>Employees at this level are responsible for the management or administration of significant work programs/projects within an agency requiring the assessment, development, implementation and evaluation of agency operations in accordance with corporate goals and government policies.</p> <p>Work at this level is performed under broad direction and requires significant levels of legal related discipline knowledge and</p>	<p>Employees at this level are responsible for the management or administration of significant work programs/projects within an agency requiring the assessment, development, implementation and evaluation of agency operations in accordance with corporate goals and government policies.</p> <p>Work at this level is performed under broad direction and requires significant levels of discipline knowledge and</p>	<p>Employees at this level may be responsible for the management or administration of project or policy functions within an agency or may undertake projects and work in areas of policy that have wide ranging impact, and are considered complex and politically sensitive. This may require the assessment, development, implementation and evaluation of agency activities in accordance with corporate goals</p>	<p>Employees at this level work under broad direction and are responsible for the control or administration of significant work programs/projects within and/or across an agency or agencies requiring the assessment, development, implementation and evaluation of agency activities in accordance with corporate goals and government policies.</p>



<p>training or tertiary education.</p> <p>Scope of the position may influence financial related aspects of State, Regional, and/or local operations and demands a significant level of responsibility and decision making.</p> <p>Employees provide expert advice and contribute to the development of policy and undertake duties of a sensitive, innovative, critical or complex nature, and/or provide a consultancy service to a wide range of clients.</p>	<p>competence gained through experience, training and/or tertiary education.</p> <p>Scope of the position may demand a significant level of responsibility for aspects of State, regional and/or local programs.</p>	<p>competence gained through experience, training or tertiary education.</p> <p>Scope of the position may demand a significant level of responsibility for aspects of State, regional and/or local programs.</p> <p>Employees provide expert advice and contribute to the development of policy and undertake duties of a sensitive, innovative, critical or complex nature, and/or provide a consultancy service to a wide range of clients.</p>	<p>and government policies.</p> <p>Work at this level is performed under broad direction and requires significant levels of discipline knowledge and competence gained through experience, training or tertiary education.</p> <p>Scope of the position may demand a significant level of responsibility for aspects of State, regional and/or local programs.</p> <p>Employees provide expert advice, contribute to the development of policy, undertake duties of a sensitive, innovative, critical or complex nature, and/or provide a</p>	<p>Work at this level requires significant levels of discipline knowledge and competence gained through experience, training or tertiary education, has a wide scope of operation, and involves the exercise of judgement and delegated authority.</p> <p>Employees provide expert advice and contribute to the development of policy and undertake duties of a sensitive, innovative, critical or complex nature, and/or provide a consultancy service to a wide range of clients within and/or across agencies.</p>
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consultancy service to a
wide range of clients.

WORK LEVEL 7 (AS07)

Work Level Definitions

Duties at this level will be required to plan and implement agency objectives within the context of established corporate goals. They require a comprehensive discipline knowledge; significant expertise and competence; the ability to formulate, implement, monitor, and evaluate projects & programs within broad direction only.

Duties at this level will impact significantly upon agency objectives and goals, and may contribute towards the development of government policy. Work at this level may be distinguished by its focus which is directed to a particular community or agency program or objective and/or its impact on service wide program delivery. The level of the duties may also be affected by the perceived complexity and diversity of the operating environment in which it is located (that is, duties at Level 7 can be distinguished from Level 6 by reason of nature, scope and complexity of the function being greater).

Characteristics of the Level

To be considered in conjunction with the Work Level Definitions.

Knowledge/Experience	Responsibility	Environment
<ul style="list-style-type: none"> Detailed knowledge of government policy, agency procedures and practices Application of a high level of discipline knowledge 	<ul style="list-style-type: none"> Administer complex policy matters Devise and implement on-going plans and programs for significant government policy areas or agencies Plan and implement agency objectives within corporate goals Initiative and formulate agency programs Implement, co-ordinate and deliver agency programs to achieve agreed objectives 	<ul style="list-style-type: none"> Significant delegated authorities Scope of the duties maybe statewide or service wide Autonomy in determining methodology and responsibility for outcomes within broad parameters

Occupational Groups at the Level

These are provided to complement, but not override, the Stream Work Level Definitions and Characteristics.

Group 1: Financial Related	Group 2: Legal Related	Group 3: Administration	Group 4: Project and Policy	Group 5: Consultancy and Information
<p>Employees at this level are expected under broad parameters to initiate, plan, implement, co-ordinate and deliver agency financial related programs in accordance with corporate goals and government policy, but these services will be more complex, diverse or strategically important than level 6.</p> <p>Employees require comprehensive discipline knowledge and significant expertise, competence and delegated authorities.</p> <p>Scope of the position may impact on financial related</p>	<p>Employees at this level are expected under broad parameters to initiate, plan, implement, co-ordinate and deliver significant agency programs in accordance with corporate goals and government policy.</p> <p>Work requires the application of extensive administrative and legal related knowledge and expertise. The scope of the position may impact on statewide/service wide operations and demands and a significant level of decision making.</p>	<p>Employees at this level are expected under broad parameters to initiate, plan, implement, co-ordinate and deliver significant agency programs in accordance with corporate goals and government policy.</p> <p>Work requires the application of extensive administrative knowledge and expertise. The scope of the position may impact on statewide/service wide operations and demands and a significant level of decision making.</p> <p>Employees provide expert advice and contribute to</p>	<p>Employees at this level may be expected under broad guidelines to initiate, plan, implement, co-ordinate and deliver significant agency programs in accordance with corporate goals and government policy.</p> <p>Work in project or policy areas will be for areas of high significance to government programs and- with high levels of inherent complexity and high levels of potential political or financial ramifications. Work at this level may require ongoing responsibility for agency or</p>	<p>Under broad guidelines employees at this level are expected to initiate, plan, implement, co-ordinate and deliver significant programs in accordance with corporate goals and government policy across agencies or in large, complex and diversified agencies.</p> <p>Work requires the application of extensive knowledge and expertise. The scope of the position may impact on statewide/service wide operations and demand a significant</p>



<p>aspects of statewide/service wide operations and demands a significant level of responsibility and decision making.</p> <p>Employees provide expert advice and contribute to the development of agency and/or government policy and undertake duties of a more sensitive, innovative, critical or complex nature as an extension of those of Level 6.</p>	<p>Employees provide expert advice and contribute to the development of agency and/or government policy and undertake duties of a sensitive, innovate, critical or complex nature. Regular exercise of significant resource delegations may be a feature of this level.</p>	<p>the development of agency and/or government policy and undertake duties of a sensitive, innovate, critical or complex nature. Regular exercise of significant resource delegations may be a feature of this level.</p>	<p>government programs of significance.</p> <p>Work requires the application of extensive administrative and/or specialist subject knowledge and expertise. The scope of the position may impact on statewide/service wide operations and demand a significant level of decision making.</p> <p>Employees provide expert advice and contribute to the development of agency and/or government policy and undertake duties of a sensitive, innovative, critical or complex nature. Regular exercise of significant resource delegations may be a feature of this level.</p>	<p>level of decision making.</p> <p>Employees provide expert advice and contribute to the development of agency and/or government policy and undertake duties of a sensitive, highly innovative, critical or complex nature within and/or across agencies.</p>
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WORK LEVEL 8 (ASO8)

Work Level Definitions

Duties at this level are responsible for a major program or programs which are at the statewide level or which are of critical importance to the agency operating within broad policy guidelines.

There is a demand for very high levels of discipline expertise and experience combining elements of planning, organising, directing and evaluating to determine goals and priorities within the framework of the corporate objectives of the agency or of other agencies.

This level requires a capacity for original thinking, creativity, the exercise of significant levels of independent judgement, and the exercise of delegated authority as required.

Characteristics of the Level

To be considered in conjunction with the Work Level Definitions.

Knowledge/Experience	Responsibility	Environment
<ul style="list-style-type: none"> Detailed knowledge of government policies and procedures, and their application in relation to agency operations Very high level of discipline knowledge 	<ul style="list-style-type: none"> May be responsible for service wide function Management of significant resources Broad direction only Significant role in the development of policies and setting objectives for work area May provide a technical consulting service within or across agencies Interpret, review and implement policy instructions Undertake complex project work Monitor the appropriateness of organisational design 	<ul style="list-style-type: none"> Impact of decisions is significant within the operations of the work area and the agency Significant delegated authorities



- Formulate policies and plans for staff and organisational development
- Evaluate the results of program activities against stated objectives

Occupational Groups at the Level

These are provided to complement, but not override, the Stream Work Level Definitions and Characteristics.

Group 1: Financial Related	Group 2: Legal Related	Group 3: Administration	Group 4: Project and Policy	Group 5: Consultancy and Information
<p>Employees at this level are responsible for a major financial related program or programs (may include complex project work) at a statewide level of area of critical importance to the agency operating within broad agency and government policy guidelines. This includes the interpretation, review and implementation of policy instructions.</p> <p>Employees require very high levels of discipline</p>	<p>Employees at this level are responsible for a major program or programs (may include complex project work) at a statewide level which are of critical importance to the agency. Employees operate within broad government and agency directions.</p> <p>Employees at this level may be required to exercise management or administrative responsibility for a major program of Government</p>	<p>Employees at this level are responsible for a major program or programs (may include complex project work) at a statewide level which are of critical importance to the agency. Employees operate within broad government and agency directions.</p> <p>Employees at this level may be required to exercise management or administrative responsibility for a major program of government</p>	<p>Employees at this level are responsible for a major program or programs (may include complex project work) at a statewide level which are of critical importance to the agency. Employees operate within broad government and agency directions.</p> <p>Employees may be required to exercise management or administrative responsibility for a</p>	<p>Employees at this level are responsible for a major program or programs (may include complex project work) which are of critical importance to the agency or state. Employees operate within broad government and agency directions.</p> <p>This level requires a capacity for original thinking, creativity, the exercise of significant levels of independent</p>



<p>knowledge, expertise and experience to determine goals and priorities within the framework of the corporate objectives of the agency or of other agencies.</p> <p>Employees exercise original thinking, independent judgement, and significant delegated authority. They may provide a specialist consultancy service within or across agencies.</p> <p>The impact of decisions is critical within the operation of the work area and the agency.</p>	<p>activity involving the exercise of significant resource delegations and meeting agreed performance outcomes or objectives.</p> <p>The work requires very high levels of discipline knowledge, expertise and experience to determine goals and priorities within the framework of the corporate objectives of the agency or other agencies.</p> <p>The impact of decisions is critical to the operations of the work area and has significant effect on the achievement of government and agency objectives.</p>	<p>activity involving the exercise of significant resource delegations and meeting agreed performance outcomes or objectives.</p> <p>The work requires very high levels of discipline knowledge, expertise and experience to determine goals and priorities within the framework of the corporate objectives of the agency or other agencies.</p> <p>The impact of decisions is critical to the operations of the work area and has significant effect on the achievement of government and agency objectives.</p>	<p>major program of government activity involving the exercise of significant resource delegations and meeting agreed performance outcomes or objectives.</p> <p>The work requires very high levels of discipline knowledge, expertise and experience to determine goals and priorities within the framework of the corporate objectives of the agency or other agencies.</p> <p>The impact of decisions is critical to the operations of the work area and has significant effect on the achievement of government and agency objectives.</p>	<p>judgement, and the exercise of delegated authority as required.</p> <p>The work requires very high levels of discipline knowledge, expertise and experience to determine goals and priorities within the framework of the corporate objectives of the agency or other agencies.</p> <p>The impact of decisions is critical to the operations of the work area and has significant effect on the achievement of government and agency objectives.</p>
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MANAGEMENT

Managerial Responsibilities

Employees with managerial responsibilities primarily:

- Have specific responsibility and accountability for either a major agency function or a series of significant agency functions, which requires managers to:
 - Determine operational policy and procedures for their work unit within the framework of agency requirements
 - Ensure the timelines, effectiveness, quality and efficiency of their work unit
 - Have significant independence of action including the use, allocation and management of both financial and human resources within the constraints or guidelines laid down by executive management.
 - Undertake personnel management functions including planning, developing and implementing programs associated with equal employment opportunity, occupational health and safety, and staff development and counselling within the functional area of responsibility as per Section 8 of the PS Act.
- Report directly to a SAES executive or to the chief executive and work under broad direction while exercising significant levels of independent judgement.
- Have responsibilities that warrant classification at or above the sixth level (ASO6) in the Administrative Services Stream.

Level 1 (MAS1)

Duties at this level report to an executive and are normally required to manage a small to medium sized Branch or Unit responsible for a major agency function or a series of smaller agency functions.

Work at this level is undertaken under limited direction and requires a high degree of discipline knowledge. The work may influence State, regional or local office operations and there would also be a requirement for the exercise of significant levels of decision making, judgement and the exercise of delegated authority.

LEVEL 2 (MAS2)

Duties at this level report to an executive and are normally required to manage a large Branch or Unit responsible for a major agency function or a series of large agency functions.

Work at this level is undertaken with limited direction in relation to priorities and the detailed content of the task. In addition, this level requires a high degree of discipline knowledge, a detailed knowledge of both Government policies and procedures and of their application to agency operations.

LEVEL 3 (MAS3)

Duties at this level report to an executive or in some cases to a chief executive and have responsibility for managing a very large scale operation and or a function of critical importance to the agency and the public sector.

Work at this level requires original thinking, creativity, the exercise of significant levels of independent judgment and the exercise of delegated authority. In addition, work at this level is usually undertaken under very broad direction only and would involve responsibility for a major program or programs which have a significant impact beyond the agency itself.