

<b>PART D: SCHEDULES AND APPENDICES STRUCTURES AND CLASSIFICATION STANDARDS</b>
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**Schedule 14 - Administrative Service Officers (including Senior Officers)****ADMINISTRATIVE SERVICE OFFICER CLASSES 1 - 6  
SENIOR OFFICER GRADES C, B & A  
(AND EQUIVALENT SEPARATE CLASSIFICATIONS)****STREAM DESCRIPTION**

These descriptions cover the classifications of Administrative Service Officer Classes 1-6 and Senior Officer Grades C, B and A and the equivalent separate classifications listed in Attachment A. Where current Position Classification Descriptions exist for any equivalent separate classification, this material should be used in conjunction with these descriptions.

The work of positions within this structure reflects the broadly integrated work environment in Australian Public Service employment.

**General Description**

The work involves the application of an appropriate level of skill, knowledge (including technical and professional knowledge) and experience necessary to undertake the role and function of administering ACT Government legislation, regulations, procedures, policies and programs. The group includes all positions undertaking clerical work.

The work includes:

- the operation and maintenance of office systems, including computer or keyboard operations;
- the provision of advice or services to clients;
- liaison, supervision, exercising of delegations, policy development, policy implementation, detection and investigation of breaches of legislation and the collection of Government revenue and/or payment of Government monies under appropriate legislation within the field of ACT Government administration; and
- related management functions.

It also includes all professional work performed within ACT Government employment for which no separate classification structures are established. Performance of the work may require the use of technical or professional knowledge, however (apart from those equivalent separate classifications listed in Attachment A) no formal mandatory qualifications are prescribed under legislation for occupancy of positions in this structure. Qualifications which may be required for the performance of the work include, amongst others, such fields as commerce, law, business or public administration, accountancy and economics.

**Terms Used**

**Under close direction** - staff working under close direction undertake a range of operational and administrative tasks which are routine in nature, with limited responsibility for the final outcome. The work is of such a nature that limited

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discretion is available to select the appropriate means of completing the task. Conformity with instructions is measured by satisfactory completion of allocated tasks.

**Under general direction** - staff working under general direction normally undertake a range of operational and administrative tasks, and may receive general instruction for each task. There may be discretion in selecting the most appropriate method and sequence of completing the tasks. Conformity with instructions is measured by satisfactory completion of allocated tasks.

**Under limited direction** - staff working under limited direction will normally be given a clear statement of objectives for an activity and will require little guidance during the performance of the work. Conformity with instructions is usually measured in terms of the achievement of stated objectives to agreed standards that have been established by senior management.

**Under broad direction** - staff working under broad direction will normally be given a statement of the most important overall continuing results which must be accomplished in a major category of work. Those working under broad direction are expected to develop and achieve objectives and standards for specific functions under their control that will ensure the attainment of the critical results required by senior management. Conformity with instructions is measured in terms of results obtained and the significance of the contribution to the achievement of critical objectives established by senior management.

**Senior Officer Grades C, B and A**

The work of positions for these classifications includes high level administrative and professional work which is not specifically covered in the Senior Professional Officer, Senior Officer (Technical) or Senior Information Technology Officer streams, or other classification structures.

**Qualifications**

Performance of the work of Senior Officer Grades C, B and A may require the use of technical or professional knowledge, however, no mandatory qualifications are prescribed under the Public Sector Management Act for these classifications. Qualifications which may be required for the performance of the work may be in such fields as commerce, law, business or public administration, marketing, accountancy and economics.

**Terms Used**

**Under limited direction** - staff working under limited direction will normally be given a clear statement of objectives for an activity and will require little guidance during the performance of the work. Conformity with instructions is usually measured in terms of the achievement of stated objectives to agreed standards that have been established by senior management.

**Under broad direction** - staff working under broad direction will normally be given a statement of the most important overall continuing results which must be accomplished in a major category of work. Those working under

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broad direction are expected to develop and achieve objectives and standards for specific functions under their control that will ensure the attainment of the critical results required by senior management. Conformity with instructions is measured in terms of results obtained and the significance of the contribution to the achievement of critical objectives established by senior management.

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**ADMINISTRATIVE SERVICE OFFICER CLASS 1  
(AND EQUIVALENT SEPARATE CLASSIFICATIONS)**

**WORK LEVEL DESCRIPTION**

**Work Level Description**

Positions at this level work under close direction and undertake a combination of keyboard, clerical and other duties. The work initially requires the application of basic office skills and routines such as:

- receiving and dealing initially with clients and members of the public;
- the straightforward operation of keyboard equipment;
- filing;
- photocopying;
- collating;
- collecting and distributing;
- carrying out routine checks by simple comparisons;
- simple coding;
- maintaining basic records;
- mail procedures;
- obtaining or providing information about straightforward matters; and
- routine user maintenance of office equipment.

Keyboard tasks may include the keying of data containing technical or unusual terms and/or non-standard complicated tables or diagrams which demand considerable judgement about layout, and the manipulation and interpretation of data before and during entry.

**Characteristics of the Work**

Initially the work is performed under close direction using established routines, methods and procedures and there is little scope for deviating from these. Tasks should be mixed to provide a variety of work experience; some may be of a routine operational nature.

Keyboard tasks undertaken at this level include:

- (a) entering text and data containing technical or unusual terms and/or non-standard complicated tables and diagrams which demand considerable

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judgement about layout (eg: statistical tables, computer generated graphics);

- (b) entering and manipulating text and data within a system's capabilities;
- (c) entering alpha/numeric data using an extensive range of formats and/or interpreting data before and during entry; and
- (d) reviewing and updating simple record-keeping systems (eg: computer-based indexes, information retrieval systems).

Problems can usually be solved by reference to procedures, well documented methods and instructions. Assistance is available if required when problems arise.

The work may involve giving technical and procedural advice to other staff (for example relating to the operation of office equipment used in the work area). It may require some knowledge and application of specific procedures, instructions, regulations or other requirements relating to general administration (eg: personnel or finance operations) and/or specific-departmental programs or activities.

Staff undertaking work at this level would normally become competent in individual tasks after a limited period of training or experience.

Staff at this level may assist more senior officers in the tasks being undertaken by them. Work may include drafting basic material for inclusion in reports and submissions, issuing form or routine letters and checking applications for benefits or grants.

Positions at this level have no supervisory responsibilities although more experienced staff may assist new staff by providing guidance and advice.

**Skills and Attributes**

Staff at this level will have an aptitude for clerical work and the capacity to develop a knowledge of departmental functions and activities and ACT Public Service operational procedures, together with a basic knowledge of the operational procedures of the work area.

As experience is gained, staff would be expected to be capable of operating a wide range of office equipment and to undertake the difficult operational aspects of routine office work.

Experienced staff would be expected to have communication skills to enable them to undertake limited liaison and co-ordination, and make enquiries to obtain and compile information.

**Task Descriptions**

Tasks detailed below are only examples of the types of tasks performed at this level and should not be used in isolation as justification for selecting the classification level.

Co-ordinate

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- Control stationery, furniture and equipment stores and arrange the distribution of stationery and stores requirements to Sections.
- Arrange interviews for the staff of a work group providing client services.
- Arrange the funding of movement requisitions.

Liaise

- Establish and maintain despatch and delivery procedures with cargo and mail carriers.

Maintain, Update and Operate Recording/Information Systems

- Perform straightforward data processing and manipulation tasks to produce final documents in the form required.
- Code text and data for entry into a computer application.
- Enter text or alphanumerical data on a storage medium from drafts, precoded forms or other material.
- Maintain the computer and manual filing/records systems of a work area.
- Operate and maintain office machines such as photocopiers, enveloping or facsimile machines.

Prepare

- Prepare furniture inventories and/or acquittances for receipts of surplus items into the furniture pool.
- Prepare requisitions for supplies and services.
- Prepare required documents by transcribing from drafts or dictation.

Review/Examine

- Assess appropriate postal charges for all outward mail and operate a franking machine.
- Examine newspapers and journals and extract press cuttings of interest to a work area.
- Examine unemployment benefits income statements and assess - eligibility for continuing entitlements.

Collect

- Assemble, collate and/or file documents used and produced by a Section.

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- Calculate entitlements for leave, increments, higher duties allowances or overtime in straight forward cases.

Check

- Check computer print-out for non-receipt of acquaintance copies of vouchers and take necessary follow up action.
- Undertake post action file checks to ensure that correct procedures have been followed.
- Reconcile routine accounts or other records of payments/deductions.

Receive/Distribute

- Operate a small outposted Sub-registry.
- Despatch and receive telexes.
- Deliver, receive or collect messages, documents and other material, including classified material.
- Receive, distribute and record the movement of files within a Section.

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**ADMINISTRATIVE SERVICE OFFICER CLASS 2  
(AND EQUIVALENT SEPARATE CLASSIFICATIONS)**

**WORK LEVEL DESCRIPTION**

**Work Level Description**

Positions at this level usually work under general direction and the work is subject to regular checks. Detailed instruction is not always necessary and there is scope for staff to exercise initiative in applying established work practices and procedures.

This level encompasses a range or combination of operational, supervisory and administrative activities which require the application of skills and experience in office work and a general knowledge of the work to be performed.

This is the first level which may include positions with a supervisory role. Supervisory positions involve the exercise of basic skills in personnel management and interpersonal communication.

**Characteristics of the Work**

Work is usually performed under general direction and may require the interpretation of rules, regulations, guidelines, instructions and procedures and the ability to undertake a range of duties requiring judgement, liaison and communication within an agency and with other interested parties. Tasks may include the preparation of straightforward reports and the provision of data for casework decisions.

The solution of problems may require the exercising of limited judgement, though guidance would be available in precedents, guidelines, procedures, regulations and instructions. The understanding of the information should allow decisions or policies relating to specific circumstances to be explained. Liaison within the agencies or with other interested parties may be necessary.

Work at this level may involve the supervision of lower level positions .

This is the first level at which formal delegations may be exercised in the work area (eg approval of recreation, sick and special leave, examination of accounts).

Positions involving a range of secretarial/administrative support functions may be included in this level provided that:

- the range of knowledge and skills required;
- the degree of independence and responsibility assumed in undertaking tasks; and
- the degree of direction given by the supervisor, are consistent with the standard for this level.

The level of the position for whom the secretarial/administrative support services are being performed is not a factor in classifying such positions.

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Positions where there is a frequently recurring need to take and transcribe verbatim the proceedings of conferences, deputation's or enquiries are included in this level.

#### **Skills and Attributes**

Knowledge required is usually related to guidelines, instructions, procedures and certain provisions of Acts and Regulations relevant to the function of the position. The understanding of this information should allow decisions or policies relating to specific circumstances to be explained.

Where positions include supervisory responsibilities, the occupant would be expected to provide individual on-the-job training and guidance based on work performance. The occupants would also be expected to have a general knowledge of, and be involved in, personnel related tasks such as orientation of staff and monitoring work practices, staff attendance and leave arrangements.

Where positions involve the use of guideline material, which is extensive at this level, familiarity with the functions of related work areas and of relationships between organisational elements may be required. This familiarity could also assist staff in undertaking any supervisory responsibilities associated with the work of the area, including setting priorities and deadlines, and providing advice and information to clients and staff as necessary.

Occupants of positions at this level may be expected to resolve problems by minor modification to operational systems or by reference to procedures. Staff at this level may have input into, or undertake tasks associated with, improvements to office systems or operations.

#### **Task Descriptions**

Tasks detailed below are only examples of the types of tasks performed at this level and should not be used in isolation as justification for selecting the classification level.

##### Arrange and Oversee

- Arrange and oversee the maintenance and control of various office systems used in the work area, eg: statistical registers, staffing and financial documents.
- Oversee the implementation and updating of input instructions for new and existing computer data bases.
- Oversee data input to computerised recording and statistical systems.
- Arrange and oversee minor repairs and maintenance of buildings and equipment.
- Supervise the registration of Ministerial correspondence and Parliamentary Questions received in a Division. Check and report on outstanding replies.
- Estimate, requisition and manage office supplies for an office/department.

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- Establish appropriate systems for recording and storing information.

Supervise

- Supervise staff engaged on clerical, switchboard or stores recording and charging activities.
- Supervise staff engaged in receiving and dealing initially with clients and members of the public.
- Supervise the day-to-day operations of a work area within a Registry.

Co-ordinate

- Obtain nominations, approvals and ensure registration of departmental officers at courses or conferences.
- Manage the office of a senior officer, perform document production services, arrange appointments, travel and meetings.
- Resolve complex appointment scheduling problems and liaise with service providers to ensure the efficient functioning of an appointment system.

Advise/Train

- Advise staff on the most appropriate use of keyboard equipment and associated systems in an area.
- Furnish information and advice on saleable and project material.
- Provide assistance to electors in respect of their electoral obligations.
- Resolve difficult document production and data entry problems.
- Train staff in the use of the office equipment of a work area

Maintain, Update and Operate Recording/Information Systems

- Maintain and update information system (eg: a Section's specialised work records or filing system).
- Maintain and compile records of receipts, roll issues and other saleable materials.
- Run editing and file maintenance jobs on a large scale system.
- Monitor and transcribe audio recording of court and tribunal proceedings.

Prepare

- Prepare Gazette notices for vacancies, promotions, confirmations,

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corrigenda and retirements.

- Prepare documentation associated with salary variations.

Review/Examine

- Examine claims and accounts for payment, obtain relevant information and make routine recommendations for payment or recovery action.
- Examine and prepare sub-vouchers for payments of, for example, Review Officers, Polling Officials.
- Check that full effect has been given to Benefit and Allowance determinations and refer for corrective action where error or omission is detected.
- Classify new papers and ensure files are correctly titled and indexed under correct headings; select items for sighting by senior officers.

Collect

- Perform the duties of Collector of Public Moneys.
- Undertake recovery action where government cheques have been fraudulently or irregularly negotiated.

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**ADMINISTRATIVE SERVICE OFFICER CLASS 3  
(AND EQUIVALENT SEPARATE CLASSIFICATIONS)**

**WORK LEVEL DESCRIPTION**

**Work Level Description**

Positions at this level usually work under general direction and require relevant experience combined with a broad knowledge of the agency's functions and activities and a sound knowledge of the major activity performed within the work area. Positions with supervisory responsibilities may undertake some complex operational work and may assist with, or review, the work undertaken by subordinates or team members.

Problems faced may be complex yet broadly similar to past problems. Solutions generally can be found in documented precedents, or in rules, regulations, guidelines, procedures and instructions, though these may require some interpretation and application of judgement. There is scope for exercising initiative in the application of established work practices and procedures.

**Characteristics of the Work**

Work is usually performed under general direction and may involve preparing papers, briefing notes, correspondence or other written material and general administrative support to senior officers.

Decisions made or delegations exercised at this level may have an impact on the relevant agency's operations (eg: on financial resources), but are normally of limited procedural or administrative importance.

Positions at this level may have responsibilities for training operational and administrative staff. Functions may include organising training courses, assisting in the preparation of training material and, where courses are short and involve procedural or administrative subject matter, presenting those courses.

Positions with supervisory responsibilities may be involved in working with staff to develop work performance; planning and co-ordinating tasks and work flow perhaps across a number of areas or activities and may involve the use of keyboard skills to perform supervisory, clerical or other operational duties.

Positions requiring the use of keyboard skills may be included in this level only if the supervisory and/or other duties performed are consistent with the Description for this level.

**Skills and Attributes**

Work at this level requires a sound knowledge of the tasks or activities usually performed within the work area and may require a knowledge of computer applications or keyboard operations.

For some positions the work requires a sound knowledge of the agency's functions and activities and of the agency's relationship with other organisations. Where occupants

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do not have a background in the specific work area they should have been involved in work which requires the application of similar administrative processes or should have skills and knowledge which could be quickly adapted to work in the area.

Where positions at this level have responsibility for the supervision of staff, these supervisory responsibilities include on-the-job training and staff assessment and performance counselling in relation to the work area. Occupants should have a sound knowledge of work practices, procedures, guidelines and instructions relevant to the work area. Positions with supervisory responsibilities may require the ability to plan and co-ordinate work across a number of areas or activities and the application of personnel management, communication and liaison skills.

Where the work of a position at this level involves liaison and communication with clients and other interested parties and the resolution of enquiries, the ability to use tact and discretion in seeking co-operation or requesting information from a variety of sources would be required.

#### **Task Descriptions**

Tasks detailed below are only examples of the types of tasks performed at this level and should not be used in isolation as justification for selecting the classification level.

#### Arrange and Oversee

- Oversee the examination, registration and batching of material for processing.
- Arrange for the transfer and disposal of records.
- Oversee the examination of files returned to Registry for storage.
- Oversee the implementation of requisitioning, purchasing and issuing procedures in an office.
- Oversee the collection and banking of public moneys.
- Oversee a program to ensure early placement of requisitions. Follow up outstanding work with relevant bodies.
- Undertake secretariat, administrative support and/or other duties associated with committee servicing.
- In consultation with senior officers, organise staff selection committees.

#### Supervise/Co-ordinate

- In a small office, co-ordinate and supervise the provision of office services, including purchasing, registry and keyboard services.
- Supervise staff engaged in the payment of accounts and petty cash systems.

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- Supervise staff performing a range of work within a personnel work group.
- In a 'processing' unit, check completed work and ensure that standards and directions are observed. Where necessary, investigate causes of error and take corrective action.
- Oversee the flow of data through the various phases of computer processing.

Liaise

- Maintain contact with welfare agencies and other organisations to facilitate referral of individual cases.
- Maintain regular contact with Section Heads in respect of Registry services.

Advise/Recommend

- Provide user support to equipment users encountering difficulties. Advise users on systems equipment availability.
- In accordance with Finance Regulations, recommend and/or undertake action for the recovery of outstanding financial amounts.
- Recommend modifications and alterations to procedures and/or equipment used in a work area.

Maintain Update and Operate Recording/Information Systems

- Maintain an Information Centre, including an information library of printed matter, video tapes and audio tapes.
- Maintain accounts relating to the operation of an office.
- Manipulate data to enable the production of accurate and informative management information reports.
- Provide data and document production services to a work area.
- Resolve computer edit failures.
- Register, classify and index security classified files and correspondence.

Prepare

- Consolidate and summarise computer fault reports and prepare equipment maintenance registers.
- Arrange for the preparation and lodging of Departmental Statements for the Promotion Appeals Committee.
- Prepare reports on disputed claims for payments.

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- Prepare complex salary variations.
- Code complex text and data for entry onto computer applications.

Review/Examine

- Examine and/or determine complex claims for payment. Take follow-up action on outstanding claims or invoices.
- Examine computer print-out generated by edit and verification checks and carry out amendments as necessary.
- Undertake the examination of statistical returns and resolve queries by liaison with appropriate corporations.
- In a Regional Office, conduct general inquiries and, as directed, undertake special investigations into social security benefit cases.
- Conduct regular reviews of benefits to determine continuation, suspension, cancellation or variation of a social security benefit.
- Examine and analyse complex inwards correspondence by subject and register it on a computerised data base
- Examine and certify claims for allowances or payment.

Calculate and Check

- Check that full effect has been given to benefit determinations and arrange for corrective action where error or omission is detected.
- Conduct quality checks on all accounts processed and ensure that the desired standard of eligibility testing is carried out.
- Calculate and check variations affecting salary and leave entitlements.
- Check claims for payment of allowances, calculate allowance payable and complete necessary forms for cash reimbursement.

Administer

- Undertake work associated with the administration of bankrupt estates such as investigations of financial transactions, the realisation of assets, and dealing with proofs of debt lodged in estates.

Train

- Prepare, conduct and assist in the evaluation of a range of in-house staff training and development programs.
- Train staff engaged in handling counter and telephone enquiries.

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**ADMINISTRATIVE SERVICE OFFICER CLASS 4  
(AND EQUIVALENT SEPARATE CLASSIFICATIONS)**

**WORK LEVEL DESCRIPTION**

**Work Level Description**

Positions at this level usually work under general direction within clear guidelines and established work practices and priorities, in functions which require the application of knowledge, skills and techniques appropriate to the work area.

Work at this level requires a sound knowledge of program, activity, policy or service aspects of work performed within a functional element or a number of work areas. The work may cover a range of tasks associated with program, activity or service delivery to clients or other interested parties or administrative support to senior officers.

Positions at this level are found in a wide variety of operating environments throughout the Service. With the exception of some specialist groups, this is the first level where technical or professional qualifications may be required or desirable.

**Characteristics of the Work**

The work is usually performed under general direction. Tasks may include providing administrative support to staff within technical or professional structures. This may include collecting and analysing data and information and preparing reports, publications, papers and submissions, including findings and recommendations.

Direction of positions at this level is usually more detailed than at higher levels and is related to work priorities, practices and task technicalities.

Decisions taken or delegations exercised at this level may have an impact on agency operations but they are of limited management significance.

Positions at this level may have supervisory responsibilities over staff operating a wide range of office equipment or undertaking a variety of tasks in the area of responsibility which may include planning and co-ordinating work across a number of work areas or activities. Staff in supervisory positions would be expected to facilitate a participative decision making process and participate in decision making on issues relating to their work area.

In some cases the difficult aspects of the work in an area will be undertaken by a position at this level with responsibility for supervising staff at lower levels doing work of a similar but less difficult nature. The extent to which staff with supervisory duties become involved in the operational work of an area will depend on such factors as priorities, the complexity of the work and the number of staff supervised.

Positions providing administrative support to senior officers may be classified in this level provided the complexity of the operational or administrative tasks performed is comparable to tasks typical of this level.

**Skills and Attributes**

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Managerial ability, including the ability to monitor work practices and work flow, set priorities within the work area, develop local procedures and supervise staff, may be a requirement of positions at this level.

Where positions at this level have supervisory responsibilities, they would include the assessment of training needs for the work area, staff assessment and performance counselling in relation to an individual's development. Positions at this level would be expected to be involved in the application of equal employment opportunity, industrial democracy and occupational health and safety principles and guidelines.

Good liaison and communication skills and the ability to communicate with clients within parameters decided by senior management may be needed for some positions.

Work at this level requires sound general knowledge of the agency's operations applicable to the work area.

Work at this level requires a sound knowledge of documented work practices, procedures, guidelines and instructions and the ability to interpret legislation, regulations and other guideline material relating to the operations of the work area.

**Task Descriptions**

Tasks detailed below are only examples of the types of tasks performed at this level and should not be used in isolation as justification for selecting the classification level.

Arrange and Oversee

- Oversee the work of teams engaged on the maintenance of standard personnel records and the checking of salary allowance records.
- Oversee all recruitment activities in a Region. Resolve the more difficult problems relating to the recruitment process.
- Oversee the training of processing staff and specialist support staff.
- Arrange and oversee the control and issue of accountable forms throughout a State or Region.
- Arrange for salaries adjustments following the issue of determinations and awards.
- Arrange payment of accounts and sundry debtor action.

Supervise/Co-ordinate/Manage

- Co-ordinate and direct the staff of a team engaged in personnel and recruitment or finance and accounts or office service activities. Resolve complex issues.
- In a Regional Office, co-ordinate and direct all matters relating to revenue and expenditure.

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- Monitor the registration and processing of formal requests for information, including under the Freedom of Information Act.

Liaise

- Liaise with Central Office, other agencies, staff and applicants on access and procedural matters relating to the Freedom of Information Act.
- Conduct complex and sensitive enquiries in relation to pensions and benefits determinations.

Advise

- In relation to statistical surveys, make recommendations for the resolution of complex unit and data availability problems.

Maintain Data

- Maintain salaries and related votes expenditure control data.

Prepare/Collate

- In a central policy area, draft replies to straightforward representations, parliamentary questions and general correspondence. Undertake associated research as necessary.
- Co-ordinate and prepare final, revised and forward financial estimates for a functional element.

Review/Investigate

- Conduct regular expenditure reviews against approved allocations and prepare statements/returns to show trends.
- In a processing area, continually review staff performance reports to ensure output standards are achieved.
- Inspect and report on accommodation matters in a Regional Office.
- Assess the suitability of office equipment for use in executive support services.

Analyse

- Analyse survey data and compile statistical information. Draft related reports.

Plan

- Plan, direct and co-ordinate the overall operations of a work area performing, for example, document production, registry or office services

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functions.

- In a Regional Office, assist with the forward planning of staffing and finances.

Develop

- Undertake projects and duties associated with the development and implementation of a Department's equal employment opportunity program.
- In conjunction with other officers, develop, refine and maintain a comprehensive training program for the staff of a Section.
- In a Regional Office, develop and maintain procedures and guidelines for handling Freedom of Information enquiries.

Approve

- Approve the purchase of goods and services to a specified value.

Certify

- In a Regional Office, certify accounts in accordance with the Audit Act and Finance Regulations. Perform the duties of Alternate Authorising Officer.

Train

- Train staff in the operations and techniques of processing work areas, for example, salaries, allowances, leave, compensation, superannuation and retirements.

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**ADMINISTRATIVE SERVICE OFFICER CLASS 5  
(AND EQUIVALENT SEPARATE CLASSIFICATIONS)**

**WORK LEVEL DESCRIPTION**

**Work Level Description**

Positions at this level work under general direction in relation to established priorities, task methodology and work practices to achieve results in line with the corporate goals of the agency.

The work may include preparing preliminary papers, drafting complex correspondence for senior officers, undertaking tasks of a specialist or detailed nature, assisting in the preparation of procedural guidelines, providing or interpreting information for clients or other interested parties, exercising specific process responsibilities, and overseeing and co-ordinating the work of subordinate staff.

Positions at this level are found throughout the Service in a variety of environments and may undertake the management function of a small local office within a State or Regional Office structure.

**Characteristics of the Work**

Work is performed under general direction as to work priorities and may be of a technical or professional, project, procedural or processing nature, or a combination of these.

Direction exercised over positions at this level may be less direct than at lower levels and is usually related to task methodologies and work practices. Staff would be expected to set priorities and to monitor work flow in the area of responsibility.

Independent action may be exercised at this level, particularly in State, Regional or Local Office situations, for example, developing local procedures, management strategies and guidelines. Operating guidelines, procedures or resource allocation will usually be determined by senior management.

Any decisions taken or delegations exercised would be limited by the application of rules, regulations, guidelines or procedures. While the decisions may have a minor impact on agency resources they are of limited management significance.

The extent of supervisory responsibility would depend on the operational work of the area and factors such as work priorities, complexity of the work and the number of subordinate staff.

**Skills and Attributes**

Managerial ability, including the ability to supervise staff, set priorities, monitor work flow and to develop local strategies or work practices, may be required.

Where positions at this level have supervisory responsibilities, these would include responsibility for the development of appropriate training programs related to group

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development in the functional area. Positions at this level would be expected to be involved in the application of equal employment opportunity, industrial relations principles, and an awareness of occupational health and safety guidelines and principles. Staff assessment and counselling may involve providing advice in relation to the personal and career development relating to work requirements.

Sound liaison and communication skills and the capacity to negotiate may be required, particularly for positions involving liaison or communication with clients or other interested groups.

Work at this level requires general knowledge of the agency's operations, combined with a specialist knowledge of major activities within the work area and a specialised knowledge of computer or keyboard applications may be appropriate to the position.

In program, activity or service delivery areas, staff should have the knowledge to interpret and apply standard policies, procedures and regulations or other guideline material to specific situations. They should be able to disseminate information about an agency's operations, particularly in relation to policy aspects or program, activity or service delivery to clients.

The work at this level may require the ability to investigate, interpret or evaluate information where legislation, regulations, instructions or procedural guidelines do not give adequate or specific answers.

#### **Task Descriptions**

Tasks detailed below are only examples of the types of tasks performed at this level and should not be used in isolation as justification for selecting the classification level.

- Supervise the work of a processing group and, where necessary, assist with the complex aspects of the work.
- Prepare draft replies to difficult representations, Parliamentary Questions and correspondence within a subject matter field or in a policy area.
- Arrange for the publication of departmental manuals and amendment to departmental manuals.
- Carry out the duties of Central Office Authorising Officer.
- Organise and conduct training courses and conferences in accordance with approved programs.
- Examine and report regularly on expenditure trends in relation to estimate provisions.
- In complex cases, undertake examinations of the appropriate books and records of employers or payers and obtain evidence and other information to determine and substantiate the employer's or payer's liability to deduct tax; make recommendations and conduct research into areas of non-compliance.

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- Individually, or as a member of a team, undertake audits of the financial affairs of taxpayers (as prescribed) to obtain information necessary to determine and substantiate taxpayer income tax and, where appropriate, fringe benefits tax liability; prepare reports and recommendations relating to audits undertaken.
- Direct and co-ordinate Occupational Health and Safety staff in a State Office and undertake a preventive role in regard to the health of staff.
- Undertake research and investigations associated with the development and implementation of limited statistical collections.
- Write programs using generalised software packages.
- Undertake work related to the development of micro-based application systems including preparation of systems documentation.
- As a member of a team, undertake reviews of/or consultancy assignments on administrative matters. Individually undertake less demanding reviews.

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**ADMINISTRATIVE SERVICE OFFICER CLASS 6  
(AND EQUIVALENT SEPARATE CLASSIFICATIONS)**

**WORK LEVEL DESCRIPTION**

**Work Level Description**

Positions at this level may manage the operations of an organisational element usually under limited direction. Positions at this level undertake various functions, under a wide range of conditions, to achieve a result in line with the corporate goals of the agency. Management of a program or activity in a State, Regional or Local Office may be a feature of the work undertaken at this level. Immediate subordinate positions may include staff in technical or professional structures, in which case supervision relates to administrative purposes only. In all other circumstances, supervision may involve the exercising of technical or professional skills or judgement.

Positions at this level are found in a variety of operating environments and structural arrangements. The primary function may be

- (a) managing the operations of a discrete organisational element, program or activity; or
- (b) supervising the operations of an organisational element which is a part of a larger office within a State or Regional Office environment; or
- (c) under limited direction in relation to priorities and work practices, providing administrative support to a particular program, activity or administrative function: or
- (d) providing subject matter expertise or policy advice, including technical or professional advice, across a range of programs or activities undertaken by the agency.

Positions at this level may:

- undertake the preparation of papers;
- investigate and present information with recommendations for decision by senior officers;
- draft responses to complex correspondence;
- undertake tasks of a technical nature;
- undertake liaison and co-ordination within and across functions, including representing the agency at meetings, conferences and seminars;
- oversee and co-ordinate the work of other staff assisting with these tasks.

**Characteristics of the Work**

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Work is usually performed under limited direction as to work priorities and the detailed conduct of the task. Tasks may require technical knowledge, and may involve some co-ordination within or across agency functions.

Direction exercised over positions at this level includes, depending on the functional role of the position, the provision of advice, guidance and/or direction in relation to a Project, detailed processing, or other work practices.

Independent action may be exercised in State, Regional or Local Office situations, within constraints set by senior management. The operating guidelines, procedures or resource allocation may be determined by senior management.

Any decision taken or delegation exercised tends to be governed by the application of rules, regulations or agency operating instructions or procedures. While such decisions may impact on agency operations and resources, they are usually limited to the specific work area involved.

Supervisory responsibilities would usually depend on the role of the position in the organisation. Staff at this level would be expected to set and achieve priorities, monitor work flow and/or manage staffing resources to meet objectives.

Liaison and communication with agency clients may be a requirement for positions at this level especially in a State or Regional Office environment.

**Skills and Attributes**

Significant managerial ability, including the ability to supervise staff, set priorities, monitor work flow, develop local strategies, procedures and work practices, and allocate resources, is often a requirement of positions at this level.

Supervisors at this level should have demonstrated personnel management skills and the ability to apply equal employment opportunity principles and procedures, industrial relations management and occupational health and safety guidelines. Responsibility for the identification of training needs and the development of appropriate training programs for the work unit may be undertaken at this level. A knowledge of the training resources available would therefore be required.

Well developed liaison and communication skills and the ability to negotiate with clients or other interested parties, within parameters decided by senior management, are required for some positions.

Work at this level requires a knowledge of agency operations and the ability to interpret legislation, regulations and other guideline material relating to the operations and functions of the work area, and a knowledge of computer or keyboard applications appropriate to the work area.

The ability to investigate, interpret or evaluate information for the guidance of staff or clients, or undertake research in relation to technical matters, may also be required.

**Task Descriptions**

Tasks detailed below are only examples of the types of tasks performed at this level

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and should not be used in isolation as justification for selecting the classification level.

- Review and make recommendations on publication content, format and layout.
- Undertake investigations and research, or take charge of discrete aspects of work associated with the development and review of policies and procedures throughout the agency.
- Monitor and analyse regular agency management information, such as staffing and financial resource usage; ensure that associated information systems are maintained and that regular reports are provided to management.
- Lead a small team designing, developing and maintaining systems using generalised software packages.
- Individually, or as a member of a team, undertake audits of the financial affairs of taxpayers (as prescribed) to obtain information necessary to determine and substantiate taxpayer liability: prepare reports and recommendations relating to the audits undertaken.
- Individually, or as a member of a team, make enquiries and prepare reports and recommendations relating to tax avoidance/evasion matters.
- Interpret and apply tax laws, principles and procedures arising in the work of an area and interview individual taxpayers or their representatives on matters of significance or consequence.
- Determine cases of limited financial or precedent setting significance within delegated and discretionary powers.
- Individually, or as a member of a team, administer the estates of bankrupts and deceased debtors, including the identification, seizure and realisation of substantial real and personal property and the conduct of business in appropriate cases.
- Undertake work associated with the preparation of reports for the Court on a bankrupt's conduct, dealings and transactions and the causes of bankruptcy. Conduct public examinations before a Registrar in Bankruptcy, and instruct Counsel engaged to represent the Official Receiver in proceedings before the Court.

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**SENIOR OFFICER GRADE C  
(AND EQUIVALENT SEPARATE CLASSIFICATIONS)**

**WORK LEVEL DESCRIPTION**

This Work Level Description should be read in conjunction with the Senior Officer Structure Generic Description.

**Work Level Description**

Positions at this level work under limited direction, usually:

- manage the operations of an organisational element;
- undertake a management function; or
- provide administrative, technical or professional support to a particular program, activity or service;

to achieve a result in line with the corporate goals of the agency. The supervisor or subordinates may be, or include, technical, professional or administrative staff.

The work includes:

- providing advice which could include policy, administrative, technical or professional advice;
- undertaking tasks related to the management or administration of a program or activity;
- service delivery or corporate support functions, including marketing, project work, policy development;
- preparation or co-ordination of research papers, submissions on policy, technical, professional or program issues, or administrative matters.

Liaison and negotiation with other elements of the organisation, other government agencies State and Local authorities or business or community organisations is usually a feature. It includes, for example:

- the preparation, or overseeing the preparation of, correspondence and replies to Parliamentary Questions, Ministerial representations and other briefing material;
- tenders and the development of contracts; and
- representing the agency at meetings, conferences or seminars.

**Characteristics of the Work**

Work is undertaken at this level under limited direction as to work priorities and the

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detailed conduct of the task. The tasks undertaken may be of a complex or specific nature encompassing a major area of agency operations.

Directions exercised over positions at this level may, depending on the functional role of the position within the organisation, be by way of providing general guidance and advice or business plans.

Positions at this level may have independence of action, including responsibility for results achieved through the use and allocation of resources within the constraints laid down by senior management.

Decisions taken or delegations exercised at this level may have major impact on the day to day operations of the work area. The impact of such decisions on agency operations is likely to be limited to the work area or function in which the position is located. Delegations exercised may, depending on the role and function of the position, involve making determinations, instigating another course of action or reviewing decisions.

Supervisory responsibilities may be an important function of a position at this level, but this can vary widely depending on factors such as functional role, work area, location, priorities, work load, operational deadlines and the availability of staff resources to assist.

Guidelines, rules, instructions or procedures for use by other staff and interested parties may be developed at this level.

**Skills and Attributes**

Management skills and abilities necessary to undertake the allocation and monitoring of resources, and to contribute to the development and implementation of policy initiatives or corporate strategies are usually required for positions at this level. A knowledge of financial program management techniques related to the activity or corporate goal of the work area in which a position is located is usually required for positions at this level.

Positions at this level in quasi commercial organisations require a sound understanding of commercial accounting principles, marketing techniques and a service delivery orientation.

Supervisors at this level should recognise the importance of sound human resource management and have demonstrated personnel management skills and the ability to apply equal employment opportunity principles, occupational health and safety procedures and industrial democracy guidelines. An awareness of training principles and a knowledge of the training resources available are also usually required at this level. Identification of programs appropriate to the work area may be undertaken at this level.

Well developed liaison and communication skills and the ability to negotiate or communicate, under limited direction, on behalf of the agency with clients or other interested parties may be needed.

Work at this level requires a knowledge and awareness of agency operations, as related to government initiatives or policies, and an understanding of computer or

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keyboard applications appropriate to the functions of the position.

Positions may require the ability to apply or interpret legislation, regulations, corporate objectives, instructions or other guideline material relating to the operations, policies or functions of the work area, and the capacity to undertake high level research, reviews or investigations, including the preparation of reports and associated papers.

Work undertaken at this level could be performed by suitable staff whose background may be professional, technical or administrative.

#### **Task Descriptions**

Tasks detailed below are only examples of the types of tasks performed at this level and should not be used in isolation as justification for selecting the classification level.

- Either individually or as team leader, undertake major consultancy or review assignments, for example, on Divisional staff usage and organisation design.
- Undertake involved research and complex project work on matters associated with the functions of a Branch/Division.
- Analyse agency activities and workload and recommend staffing level distribution in accordance with objectives and priorities.
- Co-ordinate Branch or Divisional inputs to the development of new policy proposals, savings options and other financial investigations, prepare submissions for senior management.
- In a Central Office, undertake work related to the financial management and control of resources at the national level.
- Co-ordinate the preparation of the national appropriation of funds for
  - acquisition of land and buildings;
  - leasing of new premises and fitout;
  - major and minor new works proposals;
  - repairs and maintenance; and
  - vehicles and associated equipment.
- Research, advise and prepare briefs on complex industrial and staff related matters in an agency.
- Advise on agency training needs and develop policies and strategies for the implementation of development programs.
- Oversee the work of a Sub-section co-ordinating the development of policies and practices relating to the control, co-ordination and preparation of, for example, Ministerial and Parliamentary documentation, Freedom of Information requests and Ombudsman matters.
- Assist in the planning of, and participate in, audits of ADP systems of

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significance to the agency, including user development systems.

- Draw up and maintain a program for the review of legislation administered by the agency and prepare drafting instructions as appropriate. Liaise with Branches and Attorney General's Department in relation to draft legislation.
- Prepare and argue less complex matters before the Administrative Appeals Tribunal on behalf of the agency and the Minister responsible.
- Market and manage delivery of services to client agencies in a full cost recovery environment.
- Undertake audits of the financial affairs of taxpayers (as prescribed) to obtain information necessary to determine and substantiate taxpayer liability.
- Individually, or as a member of a team, undertake audits in connection with sales tax and/or miscellaneous taxes (as prescribed) to obtain information to determine and substantiate taxpayer liability; prepare reports and recommendations relating to the audits undertaken.
- Determine complex questions of principle, procedure and interpretation of the law arising in the work of the section and interview taxpayers or their representatives in matters of major significance or consequence.
- Individually, or as a team leader, make enquiries and prepare reports and recommendations relating to tax avoidance/evasion matters involving significant amounts.

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**SENIOR OFFICER GRADE B  
(AND EQUIVALENT SEPARATE CLASSIFICATIONS)**

**WORK LEVEL DESCRIPTION**

This Work Level Description should be read in conjunction with the Senior Officer Structure Generic Description.

**Work Level Description**

Positions at this level, usually under broad direction of a Senior Executive or comparable officer, control an organisational element involved in the administration or co-ordination of a specific program, activity or corporate support function at either the Section or Branch Head level, to achieve a result in line with the corporate goals of the agency. The supervisor or subordinates may be, or include, technical, professional or administrative staff.

The work may include:

- developing policy and/or providing policy, financial, specific subject matter or administrative advice, including technical or professional advice or undertaking high level project work;
- developing, implementing and reviewing policy instructions and administrative, technical or professional procedures for the guidance of functional elements of the agency;
- processing representations to the Minister, overseeing preparation of replies to Parliamentary Questions, preparing Ministerial Briefing notes, drafting Cabinet Submissions and correspondence;
- liaising with other government bodies and business and community organisations, including the provision of public information on programs, activities or services; and
- representing the agency at meetings, conferences, seminars, or in proceedings.

**Characteristics of the Work**

Work is undertaken at this level under broad direction in relation to priorities and the detailed conduct of the task. The tasks undertaken would be of a complex or specific nature encompassing a significant element of total agency operations.

Positions at this level may have, depending on the role and function, significant independence of action with accountability and responsibility for outcomes arising from the use or allocation of resources within the constraints or guidelines laid down by senior executives. Positions at this level in quasi-commercial organisations may be required to generate business opportunities and meet expenditure and revenue targets.

Decisions taken at this level may, depending on the degree of autonomy of function,

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have significant impact on the day-to-day operations of the work area and significant effects elsewhere within the agency. Delegations exercised at this level may, depending on the role and function of the position, involve being the final authority in the process of approving the expenditure of funds, undertaking specific action in line with the policy of the agency, or reviewing any previous action or decisions in the work area.

Management responsibilities are usually a significant function of positions at this level. The percentage of the total work taken up in management functions and the character of the direction given to subordinates would depend on the nature of the work area, location, workload factors, priorities and staff resources allocated.

The development of guidelines, rules, regulations, procedures or instructions for either staff or other interested parties may be co-ordinated at this level.

#### **Skills and Attributes**

Management skills and the abilities necessary to monitor resource allocations, manage staff and resources, formulate and implement policy initiatives and develop corporate strategies are usually required at this level. A knowledge of financial program management practices appropriate to the program or activity or corporate goal of the organisational element in which a position is located are usually required at this level.

Supervisors at this level should possess sound human resource management skills and be able to effectively plan, develop and implement programs associated with equal employment opportunity, industrial democracy, occupational health and safety, and staff development and counselling within the functional area of responsibility.

Liaison and communication skills of a high order, including the capacity and ability to interrogate, negotiate or communicate on behalf of the agency with clients or other interested groups, often to finality, may be needed.

Work at this level requires a detailed knowledge of both government policies and procedures and an appreciation of their application in relation to agency operations.

Positions may require the ability to interpret and provide advice on legislation, regulations, corporate objectives, instructions or other guideline material relating to the policies, operations or functions of the work area, and the capacity to undertake specific or major research, investigations or reviews and prepare associated papers-and reports.

Work undertaken at this level could be performed by suitable staff whose background may be professional, technical or administrative.

#### **Task Descriptions**

Tasks detailed below are only examples of the types of tasks performed at this level and should not be used in isolation as justification for selecting the classification level.

- Decide on important matters relating to agency accounting, estimating, procurement and expenditure control.

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- Liaise with Department of Finance in relation to the development of financial and staffing programs to accord with the corporate plan.
- Monitor the appropriateness of organisational design, classification profiles and staffing levels throughout the agency and recommend or implement variations where necessary.
- Formulate policies and plans for the efficient operation of training and personnel development practices throughout the agency.
- Oversee, plan and program the preparation of legislation administered by the agency, including the preparation of drafting instructions and the finalisation of draft substantive and subordinate legislation.
- Oversee preparation of draft Cabinet Submissions and material for Second Reading Speeches and Explanatory Memoranda.
- Provide advice or service to Branches on legal and legislative matters affecting the agency.
- Represent the Minister and the agency in major complex matters before the Administrative Appeals Tribunal and other external administrative review bodies.
- Develop and maintain a strategic intelligence capability; liaise with other functional elements of the agency and other interested parties and provide advice to management for the setting of priorities and resource planning.
- As national program or activity manager, evaluate the results of programs or activities and achievements against stated objectives.
- Formulate proposals and advice for the Secretary, or other senior executives, on matters which are the responsibility of the program element.
- Direct, oversee and review responses relating to action initiated under, for example:
  - Administrative Appeals Tribunal Act;
  - Ombudsman Act;
  - Administrative Decisions (Judicial Review) Act; and
  - Freedom of Information Act.
- Development of business plans and marketing strategies.
- Direct or control the administration of a group of programs or activities in a State Office of a large department.
- Plan, co-ordinate and monitor the various Taxation Audit and Examination Programs and provide overall guidance on their progress.
- Direct and control or undertake the analytical and research activities of a Division, including detailed financial analyses, and the preparation of

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associated reports and submissions.

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**SENIOR OFFICER GRADE A  
(AND EQUIVALENT SEPARATE CLASSIFICATIONS)**

**WORK LEVEL DESCRIPTION**

This Work Level Description should be read in conjunction with the Senior Officer Structure Generic Description.

**Work Level Description**

Positions at this level operate under broad direction of a Senior Executive or comparable officer and would be expected to make a major contribution to the formulation of objectives and policies for the work area. They would operate with a high degree of independence in the execution and adaptation of work plans and the determination of priorities.

Positions placed in this Grade are characterised by:

- the management of a major function or work area involving a considerable variety of activities, extensive co-ordination, and unusually significant responsibilities for human/financial resources;
- co-ordination of complex projects involving unusually large numbers of staff (including professional, technical and other staff) and accountability for associated human and financial resources;
- responsibility for initiating, planning and conducting research projects of considerable breadth which contribute significantly to the development of agency or government policy or are highly complex in terms of problem definition and methodology;
- for specialists, there is a requirement for a high degree of originality and analytical and conceptual skills in the resolution of particularly complex "technical" or policy issues. The work requires expert knowledge in professional or "technical" field and in most cases a comprehensive knowledge of relevant legislation and policies. In some circumstances, specialists would also have a management and/or co-ordination role. The work requires constant adaptation of existing principles to new and unusual problems and involves frequent changes in policy, program or technological requirements.

Classification of a job as Grade A would require careful judgement in comparison with Grade B positions in an agency. Critical factors to be applied in determining whether a position is appropriately classified at this level are:

(a) Accountability

- Management of a significant organisational element or project involving
  - unusually large numbers of staff and/or unusually significant financial resources; and

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- a major function involving a considerable variety of activities; a major segment of a specialised substantive program of agency-wide scope; or a major project which is complex in terms of the variety and intricacy of activities requiring co-ordination and integration and the range of diversity of professional and technical disciplines involved.
- Delegated authority to determine resource needs and allocate resources and direct accountability for their effective use.
- Decisions taken would have direct and significant impact on the outcome of the program or major project in key areas or components of a number of programs in a major region.
- Advice or recommendations provided would be technically authoritative and influence the work of a major function or segment of the agency's operations or have an effect beyond the agency. Such advice or recommendations may involve the exercise of expert specialised professional or technical knowledge.
- The purpose of contacts at this level would be to negotiate, justify, defend, or settle matters involving significant or contentious issues with officials from outside the organisation.

(b) Judgement

- Positions at this level would require the exercise of judgement in
  - interpreting and adapting guidelines such as agency policies and precedents to specific situations or problems that arise in the execution of work plans; and
  - in devising solutions to complex policy or operational problems where guidelines are lacking.
- New and/or ill defined issues would be a constant feature of the work.
- Specialist positions would be required to resolve particularly complex "technical" or policy issues which would necessitate constant adaptation of existing principles to new and unusual problems involving frequent changes in policy, program or technological requirements.

(c) Competencies

- Positions at this level would require either an unusually high order of professional or technical expertise in a specialised field or broad and substantial knowledge of policies, legislation and technical requirements associated with the function or program in which they operate.

**Bench Job Descriptions**

The benchmark job descriptions which follow are useful illustrative examples of the

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work undertaken at this level and should be read and applied in conjunction with the Work Level Description.

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**ATTACHMENT A**

**Administrative Service Officer**

**EQUIVALENT SEPARATE CLASSIFICATIONS**

Company Inspector Grade 1	[ASO 3]
Company Inspector Grade 2	[ASO 5]
Company Inspector Grade 3	[ASO 6]
Supervising Company Inspector	[SOG C]
Insolvency and Trustee Officer Grade 1	[ASO 6]
Insolvency and Trustee Officer Grade 2	[SOG C]
Insolvency and Trustee Officer Grade 3	[SOG B]
Insolvency and Trustee Officer Grade 4	[SOG A]
Interpreter/Translator Grade 1	[ASO 2]
Interpreter/Translator Grade 2	[ASO 3]
Interpreter/Translator Grade 3	[ASO 4]
Interpreter/Translator Grade 4	[ASO 5]
Interpreter/Translator Grade 5	[ASO 6]
Research Officer Grade 2	[ASO 4]
Senior Research Officer Grade 1	[ASO 5]
Senior Research Officer Grade 2	[ASO 6]
Principal Research Officer	[SOG C]

Note: The above classifications have mandatory qualifications, as gazetted by the Public Service Commission.

Where Work Level Descriptions exist for any equivalent separate classification, this material should be regarded as supplementary to, and used in conjunction with, the appropriate Administrative Service Officer and Senior Officer Grade Work Level Descriptions.