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# Work Level Standards – APS6

## About the Work Level Standards

Work level standards describe the distinctive features of work at each classification level. They are a statement of:

- the broad job requirements, key duties and responsibilities
- the knowledge and skills required of the role
- the operating context and characteristics that describe effective performance at each classification level.

The principal purpose of work level standards is to describe the essential characteristics of the work to be performed, at both a conceptual and a practical level.

## About the APS6

The APS6 is accountable under limited direction to undertake complex work that is guided by legislation, policies, procedures, standards, methodologies and precedents. The position will perform various activities using different, unrelated, but established processes and methods.

The position is a team leadership position within the NDIA and will have delegated authority and responsibility to resolve issues and risks across a range of activities. It will provide the leadership, control, planning, resource management, performance management and decision making for the Team Membership within the positions assigned Work Area.

OR (if they are not a team leader)

The position is a team membership position that may be required to perform work that involves team leadership and management responsibilities requiring the setting of priorities and managing workflows of a team.

The position has reasonable autonomy and accountability to exercise both initiative and judgment to interpret legislation and policy, in the application of practices and procedures to achieve outcomes within the functions.

The APS6 will provide detailed technical, professional, policy, operational support and advice in relation to complex problems. It may be required to coordinate and assist in the strategic planning, program and project management and policy development that support the NDIA's objectives to 'build a world-leading National Disability Insurance Scheme'.

The APS6 will have a considerable level of public contact in relation to complex, difficult or sensitive issues. It may liaise with a range of internal and external stakeholders in a representational role on behalf of the branch/division/NDIA.

## Leadership and Accountability

Roles at this level may:

- Provide expertise and technical knowledge in specialist area across a range of programs or activities for the agency.
- Provide accurate and specialised advice including anticipating problems and contributing to issues management.
- Ensure knowledge of and compliance with legislative, financial and administrative frameworks, government decision-making processes and agency guidelines and regulations.
- Set priorities for the work area, maintain team cohesion, and ensure quality of outputs for the work area.
- Contribute to the development of team objectives for short term tasks and strategic planning for longer-term initiatives.
- Contribute to managing change and uncertainty in the workplace.
- Propose and facilitate innovation initiatives and contribute to business improvement strategies and to change in workplace practices.
- Evaluate the effectiveness of risk management and risk assessment activities within sphere of responsibility.

### **Knowledge application:**

- Professional, technical or management knowledge in a specialised area across a range of activities.
- A thorough understanding of related principles, concepts, methods and practices.
- In-depth knowledge of relevant statutory, regulatory and policy frameworks in order to provide objective advice and resolve problems of a specialised or complex nature.

### **Accountability:**

- Accountable for developing plans and objectives for short-term tasks and contributing to strategic planning for longer-term initiatives.
- Responsible for providing expertise and technical knowledge across a range of programs or activities, providing accurate and specialised advice and ensuring knowledge of and compliance with relevant legislation and policy frameworks.
- Responsible for setting priorities and ensuring quality of outputs for the work area.
- Responsible for contributing to business improvement strategies and to change in workplace practices.
- Accountable for monitoring related emerging issues, identifying impact and conducting risk management activities within sphere of responsibility.

## Management Diversity and Span

Roles at this level may:

- Supervise a team performing related roles.
- Ensure quality outputs for a team including the development of specialist, professional and/or technical expertise. Conduct regular quality assurance of work area processes and manage identified risks.
- Assist in strategic planning, program and project management and/or policy development for the work area.
- Implement work plans for the work area including setting tasks and priorities, managing work flow and allocating resources.
- Have significant responsibility for the supervision and development of lower classification levels; build team capacity through coaching, performance feedback; and encouraging career development.

## **Management Responsibility and Resource Accountability:**

- Supervise a team performing related roles.
- Coordinate a team working on a specific project or supply professional/technical oversight for specialist activities.
- Coordinate and facilitate team performance against specific objectives/outcomes.
- Responsible for implementing work plans, setting tasks and priorities and managing work flow.
- Reviews performance and provides performance assessment, feedback and development and assists in guiding, coaching, mentoring and developing employees.
- Involves encouraging and gaining cooperation among team members.
- Accountable for managing resources within a defined area of responsibility. The role is responsible for implementing and monitoring resource controls and managing reporting and analysis activities.

## **Job Context and Environment**

Roles at this level may:

- Have an in-depth knowledge of the role and functions of the agency and an understanding of how these relate to a work area.
- Maintain awareness of the longer-term strategic, political or operational outcomes for the agency/program and possible impacts on the work area.
- Monitor changes in the broader work environment that may impact on work objectives.
- Monitor work area performance with an in-depth understanding of relevant legislative and policy frameworks.

## **Scope and Complexity**

### **Scope (direction):**

- Works with a level of independence, subject to limited direction and is guided by policies, procedures, standards, methodologies and precedents.
- Work produced requires little or no revision before finalisation.
- Work involves using discretion and initiative over a range of activities.
- Decisions are based on sound judgement, expertise and knowledge with expected results are less tightly defined and there is discretion about how they are best achieved.
- Decisions are governed by the application of regulations or the agency's operating instructions and procedures.
- Make decisions, with direction from more senior staff, on tasks/assignments with considerable complexity and sensitivity.
- Make decisions that have a medium to high level of impact on the work area; however, the impact on agency operations and resources is usually limited.

### **Complexity:**

- Work is complex and involves various activities involving different, unrelated, but established processes/methods.
- Interpret policy and apply practices and procedures with some latitude in modifying practices and procedures where necessary.
- Perform research and analysis to make decisions that involve complex or escalated issues.
- Provide accurate and specialised advice ensuring knowledge of and compliance with relevant legislation and policy frameworks.
- Analyse issues and select the appropriate course of action from a number of options.
- Provide expertise and technical knowledge across a range of programs or activities including anticipating problems and contributing to issues management.
- Contribute to business improvement strategies and to change in workplace practices.

- Monitor related emerging issues, identifying impact and conducting risk management activities within sphere of responsibility.
- Develop plans and objectives for short-term tasks and contributing to strategic planning for longer-term initiatives.
- Set priorities for the work area, maintain team cohesion, and ensure quality of outputs for the work area.
- Contribute to the development of team objectives for short-term tasks and strategic planning for longer-term initiatives.

## Independence and Decision-Making

Roles at this level may:

- Work with independence, subject to limited direction against established priorities, practices, and methodologies to deliver quality outcomes.
- Produce work requiring little or no revision before finalisation.
- Make decisions, with direction from more senior staff, on tasks/assignments with considerable complexity and sensitivity.
- Make decisions using good judgement, expertise and knowledge, under limited guidance. Ensure decisions are governed by the application of regulations, best practice principles or the agency's operating instructions and procedures.
- Make decisions that have a medium to high level of impact on the work area; however, the impact on agency operations and resources is usually limited.
- Perform research and analysis to make decisions that involve complex or escalated issues, longer-term planning and liaison with other sections on policy, project or operational issues.

### Guidance:

- Works under limited direction and is guided by policies, accepted standards and precedents.
- The work involves using discretion and initiative over a broad area of activity with autonomy and accountability in interpreting policy and applying practices and procedures with some latitude in modifying practices and procedures where necessary.
- Expected results are less tightly defined and there is discretion about how they are best achieved.
- Work produced requires little or no revision before finalisation.

### Decision-Making:

- Select the appropriate course of action from a number of options.
- Decisions concern complex or escalated issues and have a medium to high impact on the work area however the impact on agency operations is usually limited.
- Decisions are based on sound judgement, expertise and knowledge.
- Decisions are governed by the application of regulations or the agency's operating instructions and procedures.
- Information, advice and recommended actions are provided which has influence on the decision maker.
- The actions of the role may have a significant impact with regard to objectives such as operations, output, quality and service which extend beyond the immediate work area. The role influences external relationships which are of importance to the work area and its reputation. Actions may have medium to long term effects.

### Problem-Solving:

- Work involves complex issues and the range of solutions is more varied.
- Problems arise relatively frequently and require detailed information gathering, analysis and investigation.

- Different innovative techniques and methods are applied or a range of imaginative solutions/responses developed.
- Initiative and originality are required in developing and modifying existing approaches to tackle new issues and situations.
- Identify problems or issues and resolve or establish treatments to mitigate.

## **Stakeholder Management**

Roles at this level may:

- Manage relationships with stakeholders to achieve work area and agency goals.
- Anticipate and respond to stakeholder needs and expectations.
- Develop and support complex relationships with internal and external stakeholders.
- Maintain internal and external networks.
- Represent the agency by promoting its interests at community and cross-agency levels.
- Support stakeholders through change.

### **Contacts and Relationships:**

- Manage relationships with stakeholders to achieve work area goals.
- Liaise with a range of stakeholders in relation to difficult or sensitive issues.
- Consult and advise internal and external stakeholders, anticipate and respond to their needs and expectations.
- Represent the agency by promoting its interest at community and cross-agency levels and undertake a representation or presentation role on behalf of the immediate work area.

### **Negotiations and Cooperation:**

- Deals with complex and contentious matters requiring persuasion and sensitivity.
- Required to communicate and negotiate with clients or stakeholders under limited direction, to minimise oppositions and maximise acceptance and cooperation.