

## **Attachment 21**

ACT Public Service

# **WORK LEVEL STANDARDS**

**Classification: Horticultural  
Workers (Test group)**



**ACT**  
Government

## INTRODUCTION TO ACTPS WORK LEVEL STANDARDS

---

Work level standards (WLS) describe the distinctive elements of work at each classification level. They are a statement of the broad job requirements and operating context, the typical duties, and the qualifications, skills and experience required of each classification level.

WLS are not supposed to be a comprehensive list of responsibilities and duties for each classification level. Roles will not necessarily involve all of the examples listed in the WLS.

The current WLS have been developed using multiple sources of information to ensure they suitably reflect and are relevant to the operating context within which the classification group is currently operating within.

The descriptions of the functions and characteristics consider the wide-ranging nature of work that occurs within the ACTPS. They should be considered as general in nature and will require some interpretation based on the broad job context and conditions within which the functions and characteristics are performed.

The WLS consist of the following three elements:

- 1. Characteristics** contain general statements about the broad job requirements and operating context for each classification level. They are described in *work value* terms, using the four key elements of the ACTPS Work Value Framework:
  - Responsibility and accountability
  - Physical nature of work (where applicable)
  - Cognitive nature of work
  - Social nature of work
- 2. Functions** detail the typical duties and provides examples of the types of tasks and/or functions performed at each classification level.
- 3. Qualifications, skills, and experience** detail the general type and extent of the qualifications, skills and experience expected at each classification level.

## HOW ARE WORK LEVEL STANDARDS RELEVANT?

The ACTPS WLS:

- Provide a common language across work areas and Directorates within the ACTPS.
- Support sound decision-making for role design and classifications.
- Help employees understand what is expected of them in their role.

The main uses for WLS include:

- **Role classification** – for example, a new role is being created and the WLS are used to determine what classification the role should be.
- **Role design or re-design** – for example, the operating context a role is working within has changed and the role needs to be re-designed to reflect the changes.
- **Evaluation of work value** – for example, when the requirements of a role have changed they should be assessed using the *ACTPS Work Value Assessment Framework* to determine the most suitable classification level.
- **Developing a position description or job advertisement** – for example, when advertising to recruit for a role, the WLS can be used to describe the key requirements associated with the role.

- **Learning and development** – for example, an employee who wants to progress to a higher classification level can use the WLS to identify the areas where they need to gain more experience.
- **Performance management** – for example, a manager can use the WLS to set performance expectations related to the role and classification level with their team members.

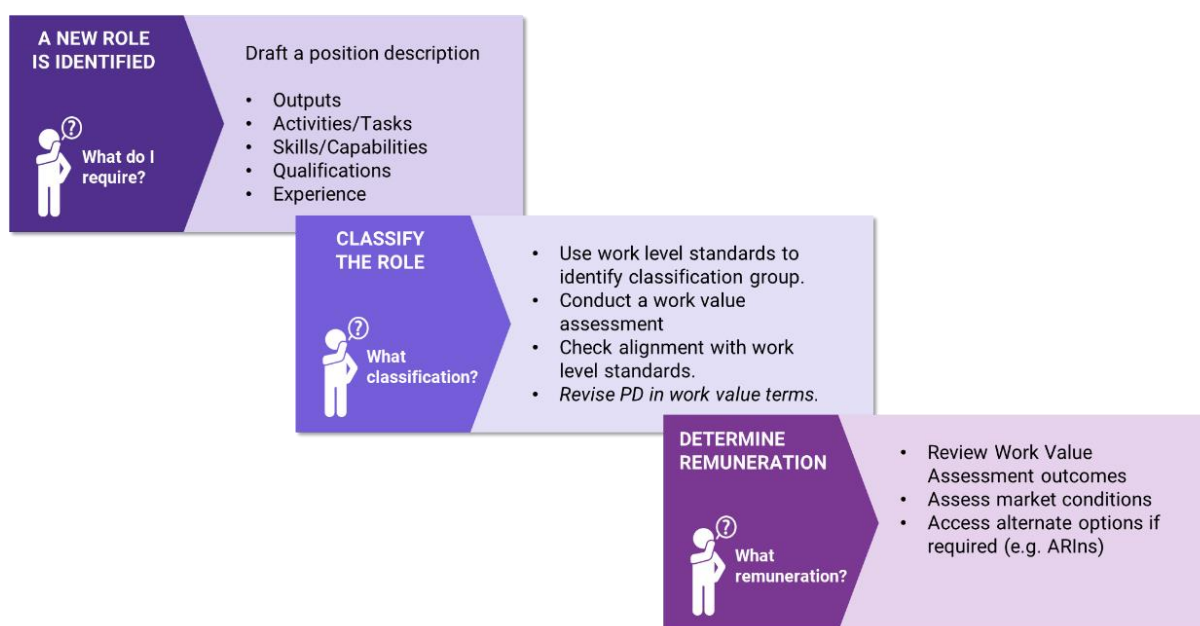
## USING WORK LEVEL STANDARDS AND WORK VALUE ASSESSMENT TOOL FOR CLASSIFYING A ROLE

Assessing a role for the purposes of classification involves objectively evaluating a role based on information and evidence gathering and mapping against the ACTPS Work Value Assessment framework features which can be found in the *ACTPS Work Value Assessment Tool*. Information and evidence gathering includes activities such as reviewing position descriptions and interviewing or surveying individuals within a role and those supervising the role.

It is important to note the *ACTPS Work Value Assessment Tool* provides an assessment of work value only. To determine what classification a role best fits within, a review of relevant work level standards will also need to be undertaken. Work level standards capture the way in which tasks, responsibilities, skills, and experience differ across classifications.

There are also additional considerations, such as market conditions, that are important when it comes to determining remuneration for a role.

An example of how the work value assessment, work level standards, and other considerations all form part of determining the classification for a role is depicted below.



Appendix A of this document provides a set of recommended work value scores for this classification group that should be used in line with the guidance provided in the *ACTPS Work Value Assessment Tool*.

## SUMMARY

### Characteristics

The following table outlines the differences between the Horticulture Worker levels in terms of the work value factors (*refer to the ACTPS Work Value Assessment Framework for further details*).

WORK VALUE FACTORS	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
Organisation of work	Low responsibility	↑ Limited responsibility	↑ Moderate responsibility	→ Moderate responsibility
Implications of failure	Minor consequences	→ Minor consequences	→ Minor consequences	↑ Moderate consequences
Autonomy and decision making	General Supervision	↑ Limited supervision	→ Limited supervision	↑ Limited direction
Accountability	Low	↑ Limited	→ Limited	↑ Moderate
Physical environment	High	→ High	→ High	→ High
Degree of physicality	Moderate	→ Moderate	→ Moderate	→ Moderate
Cognitive complexity	Low complexity	↑ Procedural complexity	→ Procedural complexity	↑ Moderate complexity
Application of knowledge and skills	Intermediate	→ Intermediate	↑ Substantial	→ Substantial
Mental Stress	Very low exposure	→ Very low exposure	↑ Low exposure	→ Low exposure
Team environment	Low interaction	↑ Moderate interaction	→ Moderate interaction	↑ High interaction
Customer and client relationships	Basic customer service	↑ Routine customer service	→ Routine customer service	↑ Moderately complex and sensitive interaction

↑ Higher work value than the lower Classification level → Equivalent work value than the lower Classification level

## Functions

There are many typical functions which are similar across the levels, with the key differences relating to the additional supervisory activities for the higher-level roles. Whilst many of the duties are the same description between levels, the differences are evident when overlaid with the characteristics of the classification level i.e., the complexity of the issues being managed, or the technical skill and knowledge required to implement solutions will be higher as levels increase.

Horticulture workers cover a range of work areas including: nursery work, cemetery work, sportsground maintenance, and urban treescapes.

## Qualification, skills, and experience

All levels require a qualification in horticulture and/or arboriculture. For Level 1 and Level 2 roles, relevant practical experience can be applied in the absence of a qualification. Level 3 and 4 roles specify the need for a Certificate III in horticulture or arboriculture.

All levels require technical skill and/or practical experience in a relevant field (i.e. horticultural maintenance, landscaping, or tree maintenance operations). The amount/degree of skill, and experience increases by level.

All levels require the ability to operate plant & equipment, hand tools and carry out basic equipment maintenance and a valid Driver's Licence (C-Class).

# LEVEL 1

---

## CHARACTERISTICS

### Responsibility and accountability

A role at this level would typically:

- Have little or no supervisory responsibilities.
- Have responsibility for use of own resources in line with established procedures and practices.
- Incur minor consequences arising from failure to effectively undertake the required work because there are mitigations in place to prevent major consequences occurring.
- Work under general supervision
- Conduct work independently within established procedures and guidelines.
- Be accountable for the setting of own priorities for completion of allocated tasks and compliance with set procedures.
- Be accountable to an immediate supervisor for their own work.
- In some circumstances be responsible for providing advice to other employees on procedural and less technical issues related to the immediate work area and identifying and managing risks that affect day-to-day tasks.

### Physical nature of work

Work at this level would typically require:

- Operating in a working environment subject to regular change, requires a need to be adaptive, or is spread across multiple disparate locations.
- Being exposed to unavoidable physical and environmental factors which increase the risk of accident, ill health, or discomfort.
- The use of specific physical skills and/or physical exertion, on a regular basis, to perform the job requirements.

### Cognitive nature of the work

Work at this level would typically:

- Be generally straightforward and relate to a broad range of tasks.
- Be completed via the application of well-established principles, practices, and procedures in combination.
- Involve problems that may have some complexities yet are broadly similar to past problems with solutions generally being found in documented precedents, or in rules, regulations, guidelines, procedures, and instructions.
- Be stable in terms of effort and the role is not exposed to high pressure or extreme demands.

### Social nature of the work

Work at this level would typically involve:

- Work being undertaken independently with a low level of interaction with and reliance on other team members to undertake the work.
- Interaction with team members to exchange information and occasionally to complete simple and straightforward tasks.
- Providing a basic customer service in relation to a specific area of work.
- Liaising with stakeholders in relation to a specific area of work or on routine matters.

- Providing routine information, advice and guidance based on clearly defined practices and procedures.

## FUNCTIONS

The following functions are examples of the typical duties performed at this work level. They are illustrative of those which may be undertaken for this level. They should also not be considered in isolation from the characteristics described above.

- Undertake general horticultural activities including propagation, planting, cultivation, weeding, watering, irrigation, mowing, edging, weed spraying, and pruning.
- Undertake landscape maintenance activities and landscape construction duties.
- Undertake tree maintenance tasks including chainsaw operation, elevated work platform operation, chipper operation, and general pruning.
- Operate and carry out basic maintenance on various types of machinery and equipment.
- Liaise with management, staff, and members of the public regarding work being carried out.

These functions are conducted in a range of settings including outdoor public areas, nurseries, cemeteries, sportsgrounds, and public facilities such as the arboretum.

## QUALIFICATIONS, SKILLS AND EXPERIENCE

A person in a role at this level is expected to have:

- A qualification in horticulture, turf management, and/or arboriculture or relevant practical experience.
- The ability to operate plant & equipment, hand tools and carry out basic equipment maintenance.
- A valid Driver's Licence (C-Class).

## LEVEL 2

---

### CHARACTERISTICS

#### Responsibility and accountability

A role at this level would typically:

- Have limited supervisory responsibilities. There may be a requirement to provide advice and guidance on procedural matters.
- Have some direct responsibility for resource management in-line with established procedures and practices.
- Incur minor consequences arising from failure to effectively undertake the required work because there are mitigations in place to prevent major consequences occurring.
- Work under limited supervision.
- Follow well defined and detailed policies, technical or professional guidelines and accepted practice or precedents to achieve specific end results.
- Make decisions and achieve results based on evaluative judgement and the tailoring of work methods, interpreting, and adapting existing procedures and practices.
- Make decisions on a variety of matters and in some cases handle complex or escalated issues that have a medium to high impact on the work area.
- In some circumstances, be accountable for setting priorities for the work area, monitoring workflow, and reviewing work of less experienced employees.
- Be accountable to an immediate supervisor for personal and team outcomes to some extent.
- Be accountable for monitoring emerging issues, identifying their impact on tasks and identifying and mitigating risks that will impact on personal and team outcomes.
- Be responsible for managing competing requests, demands, and priorities.
- Be responsible for planning for the achievement of personal or team results.

#### Physical nature of work

Work at this level would typically require:

- Operating in a working environment subject to regular change, requires a need to be adaptive, or is spread across multiple disparate locations.
- Being exposed to unavoidable physical and environmental factors which increase the risk of accident, ill health, or discomfort.
- The use of specific physical skills and/or physical exertion, on a regular basis, to perform the job requirements.

#### Cognitive nature of the work

Work at this level would typically:

- Be moderately complex to complex in nature and relates to a range of activities.
- Use interpretation, analysis, and some judgement to select an appropriate course of action.
- Occasionally involve encountering unfamiliar circumstances which may require some judgement or technical assistance.
- Be stable in terms of effort and the role is not exposed to high pressure or extreme demands.

#### Social nature of the work

Work at this level would typically involve:

- Some level of interaction with and reliance on other team members



- Providing advice and support to team members
- Occasional reliance on other team members to complete simple and straightforward tasks.
- Occasional interaction with other teams within the organisation.
- Communication with and provision of information and advice to a range of stakeholders.
- Applying standard procedures to meet stakeholder requirements and solve stakeholder problems.
- Delivering an effective customer service on routine matters and provide quality accurate and consistent advice.
- Representing the work area at internal meetings and external meetings.

## FUNCTIONS

Typical duties for this work level include:

- Undertake general horticultural activities including propagation, planting, cultivation, weeding, watering, irrigation, mowing, edging, weed spraying, pest control, and pruning.
- Undertake landscape maintenance activities and landscape construction duties.
- Supervise and work as part of a team of employees engaged in horticultural or urban tree maintenance activities.
- Carry out tree maintenance tasks including chainsaw operation, elevated work platform operation, chipper operation, and general pruning.
- Assign operational tasks and coordinate the use of resources required to carry out work programs and projects.
- Operate and carry out basic maintenance on various types of machinery and equipment.
- Carry out site specific risk assessments and implement site specific traffic control plans.
- Liaise with management, staff, and members of the public regarding work being carried out.
- Assist in staff training and provide induction training for new and temporary staff.
- Undertake nursery tasks including stock production, propagation, and stock control.

These functions are conducted in a range of settings including outdoor public areas, nurseries, cemeteries, sportsgrounds, and public facilities such as the arboretum.

## QUALIFICATIONS, SKILLS AND EXPERIENCE

A person in a role at this level is expected to have:

- A qualification in horticulture, turf management, and/or arboriculture or relevant practical experience.
- The ability to operate plant & equipment, hand tools and carry out basic equipment maintenance.
- A valid Driver's Licence (C-Class).

## LEVEL 3

---

### CHARACTERISTICS

#### Responsibility and accountability

A role at this level would typically:

- Supervise and organise the day-to-day work of a small number of employees or a small team who carry out similar types of work or have team members undertaking similar tasks or who possess similar skill sets.
- Have direct responsibility for resource management including administering, monitoring, and reporting.
- Incur minor consequences arising from failure to effectively undertake the required work because there are mitigations in place to prevent major consequences occurring.
- Work under limited supervision.
- Follow well defined and detailed policies, technical or professional guidelines and accepted practice or precedents to achieve specific end results.
- Make decisions and achieve results based on evaluative judgement and the tailoring of work methods, interpreting, and adapting existing procedures and practices.
- Make decisions on a variety of matters and in some cases handle complex or escalated issues that have a medium to high impact on the work area.
- In some circumstances, be accountable for setting priorities for the work area, monitoring workflow, and reviewing work of less experienced employees.
- Be accountable to an immediate supervisor for personal and team outcomes to some extent.
- Be accountable for monitoring emerging issues, identifying their impact on tasks and identifying and mitigating risks that will impact on personal and team outcomes.
- Be responsible for managing competing requests, demands, and priorities.
- Be responsible for planning for the achievement of personal or team results.

#### Physical nature of work

Work at this level would typically require:

- Operating in a working environment subject to regular change, requires a need to be adaptive, or is spread across multiple disparate locations.
- Being exposed to unavoidable physical and environmental factors which increase the risk of accident, ill health, or discomfort.
- The use of specific physical skills and/or physical exertion, on a regular basis, to perform the job requirements.

#### Cognitive nature of the work

Work at this level would typically:

- Be moderately complex to complex in nature and relates to a range of activities.
- Use interpretation, analysis, and some judgement to select an appropriate course of action.
- Occasionally involve encountering unfamiliar circumstances which may require some judgement or technical assistance sought.
- Be mostly stable in effort with occasional exposure to high pressure or extreme demands.

#### Social nature of the work

Work at this level would typically involve:

- Some level of interaction with and reliance on other team members
- Providing advice and support to team members
- Occasional reliance on other team members to complete simple and straightforward tasks.
- Occasional interaction with other teams within the organisation.
- Communication with and provision of information and advice to a range of stakeholders.
- Applying standard procedures to meet stakeholder requirements and solve stakeholder problems.
- Delivering an effective customer service on routine matters and provide quality accurate and consistent advice.
- Representing the work area at internal meetings and external meetings.

## FUNCTIONS

Typical duties for this work level include:

- Supervise staff and manage day-to-day operations within a business unit.
- Assign operational tasks and coordinate the use of resources required to carry out work programs and projects.
- Lead a team in the delivery of tree maintenance or horticultural activities.
- Liaise with management, staff, and members of the public regarding work being carried out.
- Supervise and monitor the performance of contractors.
- Prepare basic reports and undertake other administrative tasks such as records management.
- Assist in staff training and provide induction training for new and temporary staff.
- Carry out tree maintenance tasks including chainsaw operation, elevated work platform operation, chipper operation, and general pruning.
- Undertake landscape maintenance activities and landscape construction duties.
- Undertake general horticultural activities including propagation, planting, cultivation, weeding, watering, irrigation, mowing, edging, weed spraying, pest control, and pruning.
- Operate and carry out basic maintenance on various types of machinery and equipment.
- Carry out site specific risk assessments and implement site specific traffic control plans.
- Undertake nursery tasks including stock production, propagation, and stock control.

These functions are conducted in a range of settings including outdoor public areas, nurseries, cemeteries, sportsgrounds, and public facilities such as the arboretum.

## QUALIFICATIONS, SKILLS AND EXPERIENCE

A person in a role at this level is expected to have:

- A Certificate III in horticulture, turf management, or arboriculture.
- Extensive practical experience in a relevant field (i.e., horticultural maintenance, landscaping, or tree maintenance operations).
- The ability to operate plant & equipment, hand tools and carry out basic equipment maintenance.
- A valid Driver's Licence (C-Class).

## LEVEL 4

---

### CHARACTERISTICS

#### Responsibility and accountability

A role at this level would typically:

- Supervise and organise the day-to-day work of a small number of employees or a small team who carry out similar types of work or have team members undertaking similar tasks or who possess similar skill sets.
- Have direct responsibility for resource management including administering, monitoring, and reporting.
- Incur moderate consequences arising from their failure to effectively undertake the required work.
- Work under limited direction, using discretion and initiative over a broad area of activity with autonomy in interpreting policy and applying practices and procedures.
- Make decisions based on professional judgement and evaluating risk in the context of a complex and changing environment.
- Make decisions on a broad variety of matters with a significant impact on own work area and may affect other parts of the agency.
- Be accountable for developing plans and objectives for short-term tasks and contributing to business improvement strategies.
- Be accountable to immediate supervisor and for team outcomes.
- Be accountable for monitoring related emerging issues, identifying their impact, and conducting risk management activities within a sphere of responsibility.
- Contribute to strategic planning for longer-term initiatives.
- Provide expertise and technical knowledge across a range of activities, providing technical advice, and ensuring knowledge of and compliance with relevant legislation and policy frameworks.
- Be responsible for setting priorities and ensuring quality of outputs for the work area.

#### Physical nature of work

Work at this level would typically require:

- Operating in a working environment subject to regular change, requires a need to be adaptive, or is spread across multiple disparate locations.
- Being exposed to unavoidable physical and environmental factors which increase the risk of accident, health, or discomfort.
- The use of specific physical skills and/or physical exertion, on a regular basis, to perform the job requirements.

#### Cognitive nature of the work

Work at this level would typically:

- Be moderately complex to complex in nature and relate to a range of activities.
- Require interpretation, analysis, and some judgement to select an appropriate course of action. There may be occasions where unfamiliar circumstances may require some judgement or technical assistance to be sought.
- Be mostly stable in effort with occasional exposure to high pressure or extreme demands.

## Social nature of the work

Work at this level would typically involve:

- A significant level of interaction with and reliance on other team members.
- Cooperation and negotiation with team members to solve problems.
- Reliance on other team members to complete complex tasks.
- The potential need to engage in a high-level of regular interaction with other teams within the organisation.
- Communicating and providing advice and recommendations to a wide variety of customers and external stakeholders to achieve work area goals.
- Liaising with a range of stakeholders in relation to difficult or sensitive issues, and on moderately complex to complex policy, project, or operational issues.
- Consulting and advising internal and external stakeholders, anticipating, and responding to their needs and expectations.
- Representing the agency by promoting its interest at community and cross-agency levels and undertaking a representation or presentation role on behalf of the immediate work area.
- Providing customer or client service on routine matters and more complex issues.

## FUNCTIONS

Typical duties for this work level include:

- Supervise staff and manage day-to-day operations within a business unit.
- Assign operational tasks and coordinate the use of resources required to carry out work programs and projects.
- Lead a team in the delivery of tree maintenance or horticultural activities.
- Liaise with management, staff, and members of the public regarding work being carried out.
- Supervise and monitor the performance of contractors.
- Assist in staff training and provide induction training for new and temporary staff.
- Undertake assessments of trees on public land and provide advice on urban tree management issues.
- Conduct regular inspections of assigned outdoor areas (i.e., garden or turf area) to inform maintenance requirements.
- Ensure that all tree maintenance work is prioritised according to relevant requirements and carried out safely and efficiently.
- Contribute to the development of seasonal renovation programs for designated areas (i.e., garden or turf area).
- Monitor, identify and control garden and turf pests and disease.
- Assist with the development of irrigation programs specific to cultural requirements, soil type and environmental factors.
- Assist with operation and ensure maintenance of irrigation infrastructure is undertaken.
- Conduct regular inspections of plant and equipment and schedule required maintenance.
- Prepare reports and undertake other administrative tasks such as records management.

These functions are conducted in a range of settings including outdoor public areas, nurseries, cemeteries, sportsgrounds, and public facilities such as the arboretum.

## QUALIFICATIONS, SKILLS AND EXPERIENCE

A person in a role at this level is expected to have:

- A Certificate III or higher-level qualification in horticulture, turf management, or arboriculture.
- Extensive practical experience and technical knowledge in a relevant field (i.e., horticultural maintenance, landscaping, or tree maintenance operations).
- The ability to operate plant & equipment, hand tools and carry out basic equipment maintenance.
- A valid Driver's Licence (C-Class).

## APPENDIX A – RECOMMENDED WORK VALUE SCORES

The following graph shows the recommended range of work value scores for the classification group. The vertical axis indicates the work value score range (with the minimum work value score being 22 and maximum 110). The horizontal axis displays each classification level, with the table specifying the minimum and maximum work value score for each classification level. Note these scores should be used in conjunction with the guidance provided in the *ACTPS Work Value Assessment Tool*.

