Attachment 2

ACT Public Service

WORK VALUE ASSESSMENT GUIDANCE AND TOOL

ACT Government

CONTENTS

INTRODUCTION

WHAT IS A WORK VALUE ASSESSMENT?

A work value assessment (WVA) is a method of assessing the work value of a role relative to other roles within the ACT Public Service (ACTPS).

A WVA is undertaken by assessing the nature, impact and accountabilities of the role. It is conducted in an evidence-based, structured and systematic way.

A WVA is not:

- An assessment of a staff member currently performing the role
- A performance management system
- A measure of workload
- A system for determining the number of jobs in an organisation
- A system for measuring market forces (i.e. supply and demand factors).

WHAT IS THE ACTPS WORK VALUE ASSESSMENT MODEL?

The ACTPS model (depicted below) focusses on the nature of work – the regular and enduring characteristics of the work.

The model is axiomatic, or principles based. It has been designed to be applicable to all jobs and focuses on four key features of work:

- Responsibility and accountability
- Social nature of work
- Physical nature of work
- Cognitive nature of work
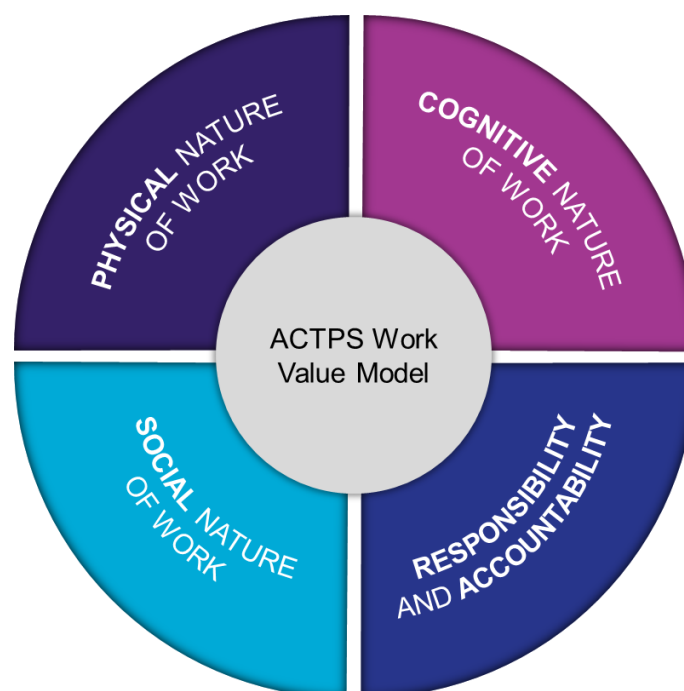
Each feature has several evaluation factors (as depicted below). Each evaluation factor is assessed against the nature of the environment in which work is conducted (from less to more difficult) and the nature of the work conducted by the individual (from simpler to more complex).

RESPONSIBILITY & ACCOUNTABILITY	PHYSICAL NATURE OF WORK	COGNITIVE NATURE OF WORK	SOCIAL NATURE OF WORK
ORGANISATION OF WORK The level of responsibility and complexity for coordinating, supervising, and managing both human and other resources	**PHYSICAL ENVIRONMENT** The level of exposure to physical and environmental factors which increase the risk of accident, ill health, or discomfort	**COGNITIVE COMPLEXITY** The type, variety and intricacy of tasks, process or methods in the work required in the role to solve problems and issues	**TEAM ENVIRONMENT** The contacts and relationships within a team environment that are typically required to carry out the responsibilities of the role
IMPLICATIONS OF FAILURE The potential consequences of not conducting work appropriately	**DEGREE OF PHYSICALITY** The level of physical effort and specific physical attributes required to perform the role and the impact it has on physical stress and fatigue	**APPLICATION OF KNOWLEDGE AND SKILLS** The breadth and depth of skills and knowledge required to do the work	**CUSTOMER AND CLIENT RELATIONSHIPS** The requirement for a role to effectively use persuasion, negotiation, explanation, tact, and discretion to achieve the desired outcome of interactions with customers, clients or other stakeholders.
AUTONOMY & DECISION MAKING The extent of autonomy and decision making required in the role		**MENTAL STRESS** The exposure to factors inherent in the work process or working environment which increase the risk of things such as tension or anxiety	
ACCOUNTABILITY The extent of responsibility for actions and in the achievement of results.			

For each evaluation factor there are work value descriptions which relate to different degrees of the factor with a corresponding scale for scoring roles.

USING THIS TOOL TO ASSESS A ROLE

Assessing a role involves objectively evaluating a role based on information and evidence gathering and mapping against the ACTPS work evaluation framework features.

Note this tool provides an assessment of work value only, to determine what classification a role best fits within then a review of relevant work level standards will need to be undertaken. Work level standards capture the way in which tasks, responsibilities, skills, and experience differ across classifications. Two examples of how this tool can be used to classify a role are provided below.

Example 1: assessing an existing role where it is expected that the work value of that role aligns to a different level within the classification group it sits within.

An ITO1 level role has significantly changes over time and it is expected that the role may need to be upgraded to an ITO2 level role.

The work value assessment tool can be used to determine the appropriate level for the role.

Compare the assessment score against the work level standards for the classification to check for alignment.

Example 2: a new role is being created and it is unclear which classification group it should be classified under

A new role is being created in a legal policy business unit. It is unclear if the role should be classified as a Legal Officer or as an Administrative Service Officer.

The work value assessment tool can be used to determine the initial work value of the role.

Information obtained about the role requirements can be compared to the work level standards for Legal Officer and Administrative Service Officer classifications to determine the most suitable classification group for the role.

The classification level is determined using the initial work value for the role and mapping it to the relevant classification group levels.

ASSESSMENT PRINCIPLES

The principles for assessment build on the classification principle that work value is the basis for classifying a job.

1. **Analyse the role, not the person in the role** – analysis relates to a role and its requirements, not the qualities of the person performing it.
2. **Evidence based** – the quality, credibility and integrity of an assessment is dependent on an evidence-based assessment of a role. This includes using multiple inputs and validation where possible.

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3. **Pay no attention to the existing classification level** – the assessment is an opportunity to take a fresh look at a role.
4. **Significance and frequency of tasks is important** – assessment should consider both the significance and frequency of tasks undertaken.
5. **Workload is *not* an evaluation factor** – a role should not be classified based on workload or how busy the role is.

SELECTING WORK VALUE DESCRIPTIONS

Each of the evaluation factors have an overarching definition and a range of work value descriptions.

Sources of evidence gathered to undertake the assessment (i.e. position descriptions, interviews with role incumbents and supervisors) will inform the selection of a suitable work value description. In determining the description that best describes the role expectations, the following should be considered:

- Maintaining a balanced view by comparing descriptors which correspond with lower and higher levels to determine the most suitable one.
- A role needs to meet the full intent of a description for that description to be selected. If the role exceeds a particular description but fails to meet the full intent of the description of the next highest level, then the lower description should be selected.
- The value for the same input should not be attributed to more than one evaluation factor e.g. supervising staff should only be attributed to the 'organisation of work' factor and should not also be attributed to the 'accountability' factor.

RECORDING THE RESULTS

The analysis determining the results of the work value assessment should be recorded to support decision making and record keeping requirements. A form for recording the results is provided in *Appendix A* of this tool. It is important the assessor documents the rationale for the selection of each work value description, referring to specific responsibilities or elements of the role that relate to the factor and justify the selection.

SCORING

The tool includes a scale for scoring roles based on the work value descriptions selected. Scores correspond with each work value description. The combined total score indicates the suggested classification level.

Recommended work value scores for each classification group are provided in Appendix B. Noting that not all ACTPS classification groups currently have a set of recommended work value scores.

BORDERLINE SCORES

Some roles will score within the range for a proposed classification level. However, some roles may score on the borderline for example, the total score is just below the maximum or just above the minimum score for a classification level.

If this is the case, the evaluation should be re-visited to ensure all relevant information has been considered. This may include obtaining additional information or have another person undertake a subsequent assessment.

If the score remains on the borderline, this may suggest a need to consider job design e.g., reassigning or adding specific duties to better balance the role in alignment with a classification level.

VALIDATION

The assessment score should not be the only source of authority for the classification of a role. The initial assessment should be reviewed. The assessment outcome should also be compared against the relevant work level standards to check that responsibilities and capabilities required for the role are appropriately aligned.

1. RESPONSIBILITY AND ACCOUNTABILITY

1.1. ORGANISATION OF WORK

This evaluation factor measures the responsibility and complexity related to supervising staff and managing workplace resources.

Supervisory responsibility refers to the requirement of the role to direct and manage the activities of others in the workplace. Supervisory related activities include communicating workplace objectives, task allocation, managing employee performance and development, and providing guidance and support.

Resource management refers to the organisation of workplace resources including property, equipment, IT, security, and finances. Organisation of resources may include the purchasing, coordinating, tracking, maintaining, monitoring, and reporting on usage of the resources.

Level	Work Value Description	Score
Low responsibility	• The work involves little or no supervisory responsibilities. • The role is accountable for effective use of own resources with reference to established procedures and practices.	2
Limited responsibility	• The role involves limited supervisory responsibilities. There may be a requirement to provide advice and guidance on procedural matters. • There is some direct responsibility for resource management in-line with established procedures and practices.	4
Moderate responsibility	• The role is responsible for supervising and organising the day-to-day work of a small number of employees or a small team who carry out similar types of work or has team members undertaking similar tasks or who possess similar skill sets. • The role has direct responsibility for resource management including administering, monitoring, and reporting.	6
High responsibility	• The role is responsible for supervising and organising the day-to-day work of a team with diverse tasks. • Resource management is required at the business unit level including planning and management of resource allocation, develop appropriate controls, and monitor and adjust plans.	8

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Level	Work Value Description	Score
Very high responsibility	• The role is responsible for supervising and organising multiple teams or independent work groups. • There is a requirement to bring a broader perspective to the team, encouraging the team to focus on different ways of meeting business objectives, building cooperation, promoting unity and a common direction. • The role has overall responsibility for the organisation, allocation, and re-allocation of areas of work and the evaluation of activities and working methods. • Resource management is required at the organisational level including strategic business planning.	10

1.2. IMPLICATIONS OF FAILURE

This evaluation factor measures the potential consequences of not conducting work appropriately.

Failure refers to circumstances in which the work required is not conducted appropriately (i.e. lack of application of relevant processes and procedures, errors or oversights in undertaking tasks, or occurrences of intentional damage or disruption).

Consequences/implications – refer to the impact that the failure has on operations, resources, reputation and people. These may include loss or damage of physical or financial resources, reputational damage through poor customer or client outcomes, or potential physical safety risks to others.

Level	Work Value Description	Score
Negligible	There are negligible consequences related to the failure to effectively undertake the required work. The implications of failure are likely to have a negligible adverse effect on organisational operations and reputation, assets, individuals, and other organisations.	2
Minor	There are minor consequences related to the failure to effectively undertake the required work. The implications of failure are likely to have a minor adverse effect on organisational operations and reputation, assets, individuals, and other organisations. A minor adverse effect might mean, for example, that the failure: • causes a degradation in capability to an extent and duration that the organisation can perform its primary functions, but the effectiveness of the functions is reduced • results in minor damage to organisational assets • results in minor financial lost • results in elevated health and safety risk to others.	4
Moderate	There are moderate consequences related to the failure to effectively undertake the required work. The implications of failure are likely to have a moderate adverse effect on organisational operations and reputation, assets, individuals, and other organisations. A moderate adverse effect might mean, for example, that the failure: • causes a significant degradation in capability to an extent and duration that the organisation can perform its primary functions, but the effectiveness of the functions is significantly reduced • results in significant damage to organisational assets • results in significant financial loss • results in a significantly elevated health and safety risks to others.	6

Level	Work Value Description	Score
Major	There are major consequences related to the failure to effectively undertake the required work. The implications of failure are likely to have a major adverse effect on organisational operations and reputation, assets, individuals, and other organisations. A major adverse effect might mean, for example, that the failure: • causes an extensive degradation in capability to an extent and duration that the organisation can perform its primary functions, but the effectiveness of the functions is extensively reduced • results in extensive damage to organisational assets • results in extensive financial loss • results in major health and safety risks to others involving serious injury.	8
Severe	There are severe consequences related to the failure to effectively undertake the required work. The implications of failure are likely to have multiple severe or catastrophic adverse effects on organisational operations and reputation, assets, individuals, and other organisations. A severe adverse effect might mean, for example, that the failure: • causes a severe degradation in capability to an extent and duration that the organisation is unable to perform one or more of its primary functions • results in major damage to organisational assets • results in major financial loss • results in a severe or potentially catastrophic health and safety risk to others involving loss of life or serious life-threatening injuries.	10

1.3. AUTONOMY AND DECISION MAKING

This evaluation factor relates to the extent of autonomy and decision making required in the role.

Autonomy refers to the level and degree of **supervision** and **direction** provided through policies, regulations, and objectives and the requirement to follow clearly defined procedures including whether the employee is allowed the freedom to operate within broad parameters.

Supervision refers to the control and guidance provided by a supervisor/manager or through prescribed rules and procedures.

Direction refers to situations where the work requirements are prescribed but there is greater individual discretion of how the work is performed.

Decision making refers to the authority that the role has to make decisions or determinations that affect the agency or the outcomes of the business, what advice or recommendations are given to others to support their decision making.

Level	Work Value Description	Score
Routine Supervision	• The works requires close or routine supervision. Minimal personal initiative is required as methods and objectives are closely defined within standard procedures and instructions. • Very few independent decisions are required, and they will relate to own work and have a low impact on the work area or specific function.	2
General Supervision	• The work requires working under general supervision. It may involve working independently to manage specific tasks, processes, or activities against stated objectives with supervision generally limited to complex tasks or unfamiliar situations. • Work is conducted within established procedures and guidance, with some latitude in selecting the most appropriate method to complete tasks and how procedures and guidelines are interpreted and applied. • Administrative decisions are within defined parameters and related to an area of responsibility.	4
Limited Supervision	• The work requires working under limited supervision. It follows well defined and detailed policies, technical or professional guidelines and accepted practice or precedents to achieve specific end results. • Decisions require evaluative judgement and may involve tailoring work methods, interpreting and adapting existing procedures and practices to achieve results. • Decisions concern a variety of matters and in some cases concern complex or escalated issues and have a medium to high impact on the work area, however the impact on the agency operations is usually limited.	6

Level	Work Value Description	Score
Limited Direction	• The work requires working under limited direction. It involves using discretion and initiative over a broad area of activity with autonomy in interpreting policy and applying practices and procedures. • There is some latitude in determining how objectives are achieved and in interpreting, applying, and modifying policies, practices, and procedures. • Decisions concern a broad variety of matters with a significant impact on own work area and may affect other parts of the agency. • Decisions are based on professional judgement and evaluating risk in the context of a complex and changing environment.	8
Broad Direction	• The work requires operating under broad direction. There is a high level of autonomy with responsibility for setting priorities, developing work programs, and determining how work is done. • The role influences the development of policy, procedures, and guidelines. • Significant judgement is required to select a course of action to manage highly complex or sensitive issues consistent with established legislation, principles, and guidelines. • Decisions will be of major significance to the agency and may include the framing and shaping of policies or the setting of long-term objectives. • Options and choices are diverse and multiple, and the outcomes of decisions will often be unclear. • Decisions require the use of professional judgement, evaluating ambiguous and incomplete information, factoring risks and being sensitive to the context.	10

1.4. ACCOUNTABILITY

This evaluation factor identifies how accountable the role is in the achievement of results.

Accountability refers to the obligations and responsibilities related to the role. The level of accountability is based on the type and significance of actions taken by the role and the level of input to meeting own or team outcomes.

Level	Work Value Description	Score
Low	• The role is accountable for the setting of own priorities for completion of allocated tasks and compliance with set procedures. • The role is accountable to an immediate supervisor for their own work. • There is responsibility for the basic administration of the work area and identifying and managing risks that affect day-to-day tasks. • There may be responsibility 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.	2
Limited	• The role is accountable for setting priorities for the work area, monitoring workflow, and reviewing work of less experienced employees. • The role is accountable to an immediate supervisor and for team outcomes to some extent. • There is accountability for monitoring emerging issues to identify impact on tasks and identifying and mitigating risks that will impact on own and team outcomes. • There is a responsibility for managing competing requests, demands, and priorities, and for planning for the achievement of personal or team results.	4
Moderate	• The role is accountable for developing plans and objectives for short-term tasks and contributing to business improvement strategies. • The role is accountable to immediate supervisor and for team outcomes. There is accountability for monitoring related emerging issues, identifying impact, and conducting risk management activities within a sphere of responsibility. • The role may contribute to strategic planning for longer-term initiatives. • There is responsibility for providing expertise and technical knowledge across a range of activities, providing technical advice, and ensuring knowledge of and compliance with relevant legislation and policy frameworks. • There is a responsibility for setting priorities and ensuring quality of outputs for the work area.	6

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Level	Work Value Description	Score
High	• The role is accountable for developing plans and objectives for short-term tasks and contributing to strategic planning for longer-term initiatives. • The role is 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. • There are responsibilities for setting priorities and ensuring quality of outputs for the work area. • These may include contributing to business improvement strategies and to change in workplace practices. • The role is accountable for monitoring related emerging issues, identifying impact, and conducting risk management activities within sphere of responsibility. • The role is held accountable to an immediate supervisor and technical or other authority.	8
Very High	• The role is accountable for determining the strategic direction for the work area and aligning longer-term planning with agency goals and objectives. • The role is responsible for providing expertise across a broad range of activities potentially relating to work of different program areas and ensuring an in-depth knowledge of and compliance with relevant legislation and policy frameworks. • This includes the responsibility for the achievement of own and team outcomes, monitoring team progress, and following through to deliver quality outcomes. • The role is accountable for monitoring emerging issues in a field and for identifying impact on agency priorities as well as engaging with risk and undertaking risk management activities for area of responsibility. • The role is accountable for multiple business outcomes, and accountable to multiple authorities including immediate supervisor.	10

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2. PHYSICAL NATURE OF WORK

2.1.   PHYSICAL ENVIRONMENT

This evaluation factor identifies the level of exposure to physical and environmental factors which increase the risk of accident, ill health, or discomfort.

Physical environment refers to the working space in which the work is conducted. The working space includes the tangible and material objects and conditions that exist within the space, some of which may expose employees to varying levels of risk of accident, injury, and negative health conditions.

Level	Work Value Description	Score
Low	• The operational work environment is comfortable, stable, and consistent. • Any exposure or risk from physical and environmental factors in the working environment is incidental, insignificant, and preventable.	2
Limited	• The operational work environment is stable and mostly consistent. Any exposure or risk to from physical and environmental factors in the working environment is preventable.	4
Moderate	• The work involves operating in a changing working environment. • The work involves exposure to physical and environmental factors which could cause accident, health, or discomfort if not mitigated successfully.	6
High	• The work involves operating in a working environment subject to regular change, requires a need to be adaptive, or is spread across multiple disparate locations. • The work involves some exposure to unavoidable physical and environmental factors which increase the risk of accident, health, or discomfort.	8
Very High	• The work involves operating in a changing, adaptive, or uncertain working environment and there is consequent exposure to an unknown level of risk. • The work involves a high exposure to unavoidable physical and environmental factors which increase the risk of accident, health, or discomfort.	10

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2.2. DEGREE OF PHYSICALITY

This evaluation factor identifies the level of physical effort and specific physical attributes required to perform the role and the impact it has on physical stress and fatigue.

Physical attributes refer to physical characteristics or activities required to undertake the work and may include:

- hand-eye coordination
- sensory skills (sight, hearing, touch, taste, smell)
- dexterity
- manipulation
- requirements for speed and accuracy
- strength or the ability to lift heavy objects
- driving skills.

Level	Work Value Description	Score
Low	• Work performed in this role does not require, or only rarely requires, the use of specific physical skills to perform the job requirements. • The physical condition of the worker has a minimal correlation to performance of the job requirements in this role.	2
Limited	• Work performed in this role requires, on occasion, the use of specific physical skills to perform the job requirements. • The physical skills required to perform the role are obtained through practice over a period of time or during practical training e.g. driving, lifting, use of tools and equipment. • The physical condition of the worker has some correlation to performance of the job requirements.	4
Moderate	• Work performed in this role requires, on a regular basis, the use of specific physical skills and/or physical exertion to perform the job requirements. • The physical skills required to perform the role are well developed and obtained through extensive training and practice. • The physical condition of the work has a correlation to performance of the job requirements and is required for the role. • The completion of allocated tasks is dependent on specific physical attributes needed to undertake work activities where there is a requirement for speed or accuracy.	6
High	• Work performed in this role requires constant use of specific physical skills or physical exertion to perform the job requirements. • The physical skills required are highly developed and obtained through extensive training and practice. • The role requires the worker to maintain a specific physical condition to effectively perform the job requirements. • The completion of allocated tasks and ability to comply with relevant standards is reliant on specific physical attributes (including sensory attributes).	8

Level	Work Value Description	Score
Very High	• Work performed in this role requires constant use of specific physical skills and significant physical exertion to perform the job requirements. • The use of significant physical effort in this role is likely to produce physical stress or fatigue. • The role has an essential requirement to maintain a specific physical condition in order to perform the job requirements. • The completion of allocated tasks and ability to comply with relevant standards is significantly reliant on specific physical attributes (including sensory attributes).	10

3. MENTAL NATURE OF WORK

3.1. COGNITIVE COMPLEXITY

This evaluation factor covers the type, variety and intricacy of tasks, process or methods in the work performed and the requirements for a role to solve problems and issues.

Complexity levels refer to the extent and diversity of the activities which must be performed or coordinated by the role and the requirement for analysis to diagnose a problem and understand complex situations or issues and the judgement necessary to formulate solutions and recommend or decide on the best course of action.

Level	Work Value Description	Score
Low complexity	• The work in this role is straightforward in which tasks involve related steps, processes, or methods. • Tasks in this role are clearly defined, discrete and directly related. • Actions or responses performed in this role address familiar circumstances and involve choices between easily recognisable alternatives. • There is minimal or no choice required in deciding what is to be done.	2
Procedural complexity	• The work in this role is generally straightforward and relates to a broad range of tasks. • Tasks in this role are complex, the work is completed via the application of well-established principles, practices, and procedures in combination. • Problems faced in this role may have some complexity yet are broadly similar to past problems. Issues faced in this role, requiring resolution, are normally minor in nature and either have clear choices between options or are referred to more senior employees. • 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.	4
Moderate complexity	• The work in this role is moderately complex to complex in nature and relates to a range of activities. • The actions or responses made in this role can generally be related to past experience or using available information. • Interpretation, analysis and some judgement is required in this role to select an appropriate course of action. • There may be occasions where unfamiliar circumstances may require some judgement or technical assistance sought.	6

Level	Work Value Description	Score
High complexity	- The work in this role is complex and involves various activities involving different, unrelated processes/methods. - The work performed deals with unfamiliar circumstances, variations in approach and/or sudden changes. - Circumstances or data involved in this role must be analysed to identify inter-relationships. - What needs to be done in this role depends on analysis of the issues and the selection of an appropriate course of action from a number of options requiring sound and evaluative judgement.	8
Very high complexity	- The work in this role is highly complex and includes a broad range of activities of substantial depth involving significant detail. - The role operates with reference to organisational objectives that are clear although specific guidelines, strategies or tactics are sometimes ill-defined or incomplete. - Work performed in this role requires establishing or developing new information or techniques. - The work regularly addresses major areas of uncertainty and demands critical choices between options.	10

3.2. APPLICATION OF KNOWLEDGE AND SKILLS

This factor measures the type and level of specific knowledge (breadth and depth) that is required and applied to perform the responsibilities of the role. This includes broader management and environmental knowledge but may also include trades, scientific, professional and/or technical knowledge which has been acquired through both formal learning and work experience.

Skills are abilities acquired through deliberate, systematic, and sustained effort, through training and/or experience.

Knowledge refers to the information and understanding about a specific work topic.

Level	Work Value Description	Score
Basic	- The role requires knowledge of a small range of routine work procedures and tasks and the operation of associated tools and equipment. - The knowledge required is applied to established practice, procedures, processes and set ways of working. - A basic understanding of relevant statutory, regulatory and policy frameworks is also required.	2
Intermediate	- The role requires practical and procedural knowledge across a technical or specialist area. - Basic knowledge of theoretical or practical tasks are applied to one function or area of activity in this role. - An understanding of relevant statutory, regulatory and policy frameworks to draw conclusions, interpret and apply guidance material and resolve recurring problems is also required.	4
Substantial	- The role requires professional, technical or management knowledge in a specialised area across a range of areas. - A substantial knowledge and understanding of related principles, techniques, and practices is necessary to perform the role requirements. - A well-developed understanding of relevant statutory, regulatory and policy frameworks is necessarily applied to a variety of interrelated activities and solutions to a range of problems in this role.	6
Highly developed	- This role requires highly developed specialist, professional, technical and/or management knowledge across a broad range of areas. - A corresponding understanding of related principles, concepts and practices is also required. - Extensive knowledge of statutory, regulatory and policy frameworks relevant to a field of work, discipline or functional area is necessary to provide comprehensive and authoritative advice on specialist and very complex issues. - To perform at the required level, the role owner must be acknowledged as an authority in a field of work or specialised discipline.	8

Level	Work Value Description	Score
Advanced	• This role requires advanced specialist, professional and/or management knowledge and a corresponding understanding of related principles, theories, concepts, and practices. • Extensive and detailed knowledge of statutory, regulatory and policy frameworks relevant to the area of responsibility is required, along with an ability to apply this knowledge to situations involving a high level of complexity and sensitivity. • The role owner must act as a principal professional or technical advisor in an area of expertise.	10

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3.3. MENTAL STRESS

This evaluation factor identifies the exposure to factors inherent in the work process or working environment which increase the risk of mental stress.

Mental stress refers to mental or emotion strain, tension, or anxiety.

Examples of work factors that increase the risk of mental stress include:

- Exposure to customer/client hostility or occupational violence and aggression
- Exposure to stressful events and trauma – death, grief, accident, physical injury, or mental illness
- Repetitive work
- Regular workplace change
- Tight deadlines

Level	Work Value Description	Score
Very low exposure	- The work performed in this role is stable in terms of effort and the role is not exposed to high pressure or extreme demands. - The work environment is consistent, calm, and steady. - The role does not require operation in tense or volatile conditions, or encroachment into life outside work.	2
Low exposure	- The work performed in this role is mostly stable in effort. - There is occasional exposure to high pressure or extreme demands. - Any periods of high mental effort experienced in this role is known in advance and can be prepared for. - The work environment is mostly consistent, calm, and steady and operation in tense or volatile conditions or encroachment into life outside work is rarely required. - The work may involve a high degree of repetition.	4
Moderate exposure	- The work performed in this role is pressured and demanding, and high consequence decision-making, extensive mental efforts, intense concentration, acute attention to detail, a wide breadth of responsibilities, or frequent deadlines is often required. - The work performed in this role must be completed in a stressful environment, often requiring operation in tense conditions, an adaptive environment or encroachment into life outside work.	6

Level	Work Value Description	Score
High exposure	• The work performed in this role is pressured and demanding, and high consequence decision-making, extensive mental efforts, intense concentration, acute attention to detail, a wide breadth of responsibilities, or frequent deadlines is required. • The work performed is completed in a stressful environment, often requiring operation in tense conditions, an adaptive environment or encroachment into life outside work. • The work may include exposure to traumatic incidents, high levels of personal risk, a high level of public attention, high level of personal accountability, significant personal/patient issues, violence, abuse, or inappropriate behaviour.	8
Very high exposure	• This role frequently requires high consequence decision-making, unforeseen activities, extreme attention to detail, a wide breadth of responsibilities, and strenuous deadlines. • Operating in a tense working environment, adaptive environment, or significant encroachment on life outside work is frequently experienced in this role. • The role is also frequently exposed to traumatic incidents, very high levels of personal risk, a very high level of public attention, very high level of personal accountability, significant personal/patient issues, violence, abuse, or inappropriate behaviour.	10

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4. SOCIAL NATURE OF WORK

4.1. TEAM ENVIRONMENT

This evaluation factor covers the contacts and relationships within a team environment that are typically required to carry out the responsibilities of the role. It measures the requirement for a role to communicate, establish and maintain relationships within a team.

Interaction refers to the reciprocal action or influence that occurs across team members within the workplace. The level of interaction is dependent on the type, frequency and intensity of interconnectivity required to undertake the work.

Level	Work Value Description	Score
No interaction	• The role does not operate within a team. Work is undertaken independently of a team and has no interaction with other teams.	2
Low interaction	• The role exists within a team, but work is undertaken independently. • There is a low level of interaction with and reliance on other team members to undertake the work. • Interaction with team members is primarily related to the exchange of information on straightforward matters. • Tasks can be completed with a low level of reliance on other team members. • The role may require occasional interaction with other teams within the organisation.	4
Moderate interaction	• The role exists within a team, some interaction with and reliance on other team members is required to undertake the work. • Interaction with team members is generally in terms of providing advice and support. • Occasionally reliance on other team members will be required to complete simple and straightforward tasks. • The role may require some interaction with other teams within the organisation.	6
High interaction	• The role exists within a team, a significant level of interaction with and reliance on other team members is required to undertake the work. • Interaction with team members involves cooperation and negotiation to solve problems. • Reliance on other team members is required to complete complex tasks. • The role may require a high-level of regular interaction with other teams within the organisation.	8

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Level	Work Value Description	Score
Very high interaction	• The role exists within a team, and interaction with and reliance on other team members is essential to undertaking the work. • Interaction with team members involves a high-level of cooperation, influencing and negotiation to solve complex problems. • Reliance on other team members is essential to complete complex tasks. • The role may require a high-level of constant interaction with other teams within the organisation.	10

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4.2. CUSTOMER AND CLIENT RELATIONSHIPS

This factor measures the requirement for a role to effectively use persuasion, negotiation, explanation, tact, and discretion to achieve the desired outcome of interactions with customers, clients, or other stakeholders.

Complexity level is based on the type of customer information and advice that the role is required to provide (ranging from basic or routine advice through to handling complex customer and client issues). It is also based on the variety of customer and client relationships that the role engages with (i.e. the role requires engagement with a range of stakeholders, customer groups and clients).

Sensitivity level is based on the requirement of the role to handle sensitive, delicate, controversial, or profound client and customer issues.

Level	Work Value Description	Score
Basic customer service	- This role provides a basic customer service in relation to a specific area of work. - Work performed includes liaising with stakeholders in relation to a specific area of work or on routine matters. - The role requirements include providing routine information, advice and guidance based on clearly defined practices and procedures.	2
Routine customer service	- This role is required to communicate with and provide information and advice to a range of stakeholders. - Applying standard procedures to meet stakeholder requirements and solve stakeholder problems is a requirement of this role. - Work performed includes delivering an effective customer service on routine matters and provide quality accurate and consistent advice. - Role requirements include representing the work area at internal meetings and external meetings.	4
Moderately complex and sensitive customer service	- This role is required to communicate with and provide 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 is a requirement of this role. - Work performed includes consulting and advising internal and external stakeholders, anticipating, and responding to their needs and expectations. - Role requirements include representing 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. - Providing customer or client service on routine matters and more complex issues is required in this role.	6

Level	Work Value Description	Score
Complex and sensitive customer service	• This role is required to develop and manage relationships with stakeholders, engaging and collaborating to achieve outcomes and facilitate cooperation. • Presenting the agency's position in the context of very complex or sensitive issues to key stakeholders within and outside the agency is a requirement of this role. • Work performed includes representing and explaining the views of the agency at cross-agency meetings and other forums. • The role is also required to provide direct customer or client service and support on complex matters and handle customer complaints and problems.	8
Highly complex and sensitive customer service	• The role is required to initiate, establish, and maintain strong relationships with a broad range of stakeholders, promoting the agency's business objectives and communicating the strategic vision of the agency. • Work includes presenting the agency's position in the context of highly complex or sensitive issues or contentious information with a range of audiences. • Providing a high level of responsiveness and resolving complex stakeholder issues is a necessary requirement of this role. • Work performed also includes representing the agency in cross-agency, inter-jurisdictional, international, and other forums. • Engaging and managing stakeholders through change, resolving conflict, and managing sensitivities is a necessary activity in this role. • The role is also required to provide support to customers or clients with particularly difficult or complex issues or complaints.	10

APPENDIX A – WORK VALUE ASSESSMENT FORM

This form should be used alongside the ACTPS Work Value Assessment Tool and Guidance document which describes the method and approach that should be used to undertake an assessment.

1. Assessor details

Full name	
Title and organisation	
Evaluation date	

2. Position details

Position title	
Position number	
Role status – new or existing	
Primary purpose/ objectives of the role	
Sources of information used to undertake this assessment (i.e., Position Description, Interview with role occupant, Interview with supervisor.	

3. Evaluation Factors

Factor	Score	Rationale/Evidence
Organisation of work		
Implications of failure		
Autonomy and decision making		
Accountability		
Physical environment		
Degree of physicality		
Cognitive complexity		
Application of knowledge and skills		
Mental stress		
Team environment		
Customer and client relationships		
TOTAL SCORE		

ACTPS Classification Review – Work Value Assessment Model
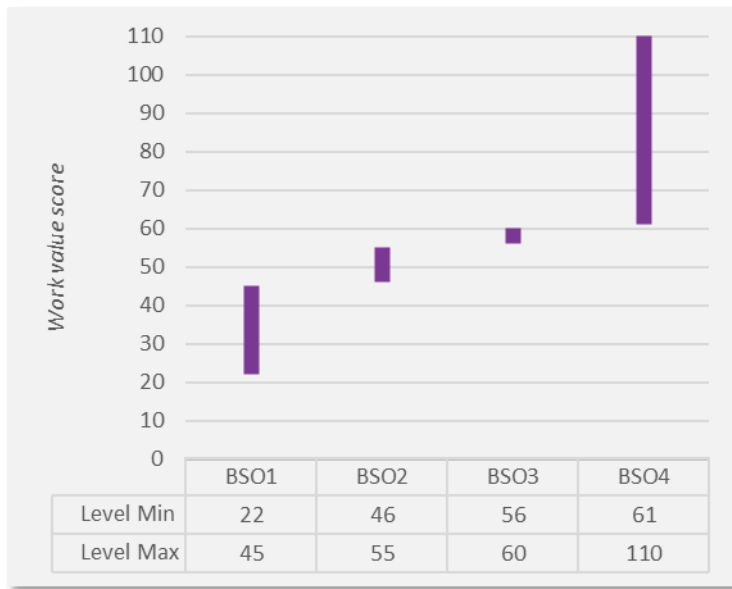
APPENDIX B – RECOMMENDED WORK VALUE SCORES

The following graphs show the optimal range of work value scores for a 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.

The optimal work value scores were developed by considering the range of work value scores for each classification level and, where there was overlap between the range of scores for two adjacent levels, identifying the midpoint of the overlap as the cut point between the two levels. In cases where there was no overlap, the midpoint of the gap between the scores between the two levels was identified as the cut point between the two levels.

Capital Linen Service classification

	CLS1	CLS2	CLS3	CLS4	CLS5	CLS6	CLS7	CLS8	CLS9	CLS10
Level Min	22	36	41	46	51	56	61	66	71	81
Level Max	35	40	45	50	55	60	65	70	80	110

Building Service Officer classification

	BSO1	BSO2	BSO3	BSO4
Level Min	22	46	56	61
Level Max	45	55	60	110

Park Ranger and Sportsground Ranger classifications

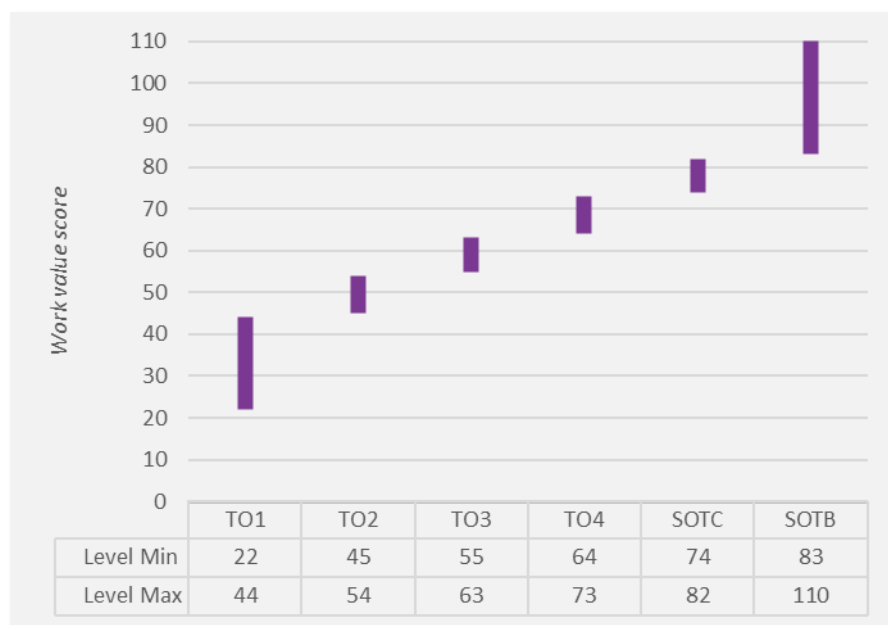|	Park Ranger 1	Park Ranger 2	Senior Park Ranger 3
Level Min	22	46	66
Level Max	45	65	110

The optimal range of work value score for the *Sportsground Ranger* classification aligns to the *Park Ranger 1* classification.

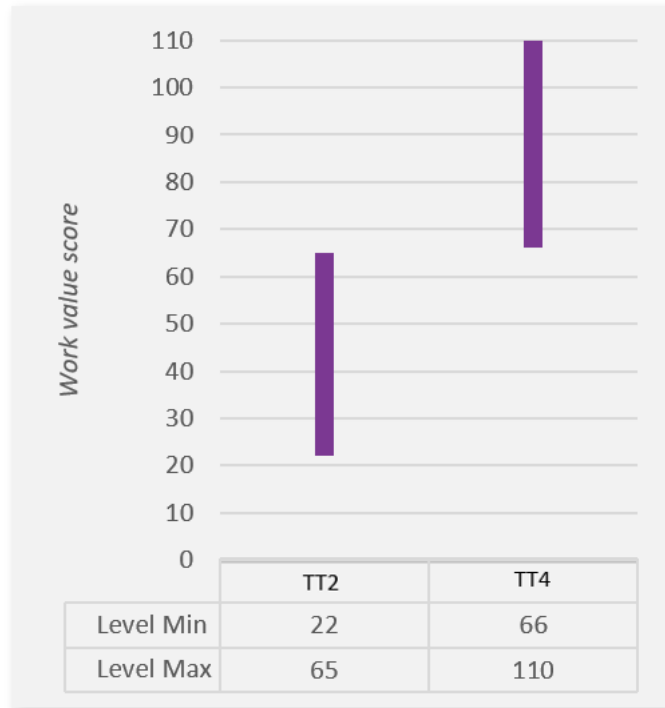*Information Technology Officer classification*

ACTPS Classification Review – Work Value Assessment Model

	ITO1	ITO2	SITOC	SITOB	SITOA
Level Min	22	41	51	61	74
Level Max	40	50	60	73	110

Level Min   Level Max
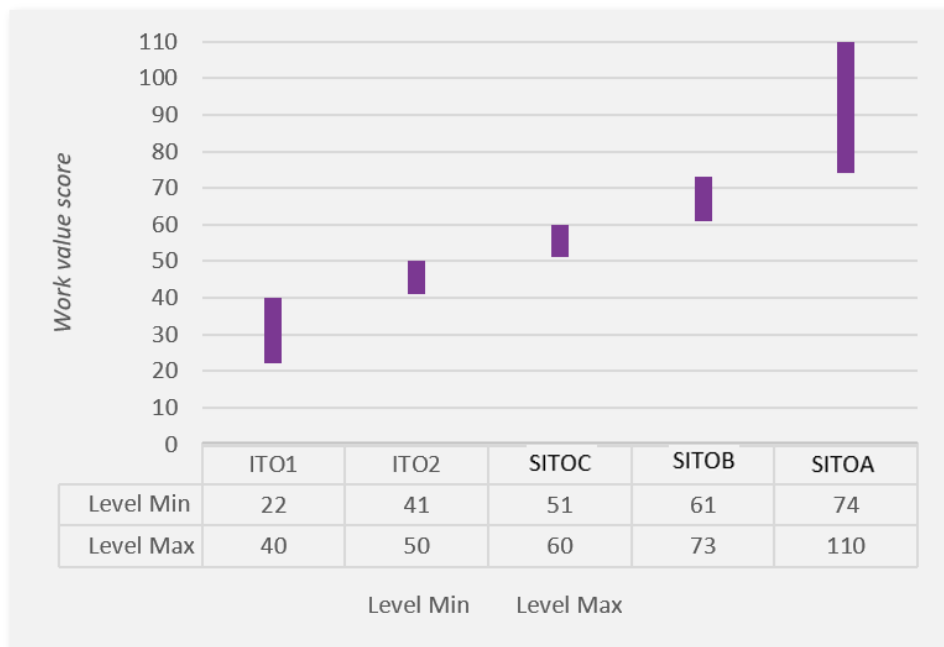
Technical Officer classification

	TO1	TO2	TO3	TO4	SOTC	SOTB
Level Min	22	45	55	64	74	83
Level Max	44	54	63	73	82	110

Theatre Technician 2 and 4 classification

	TT2	TT4
Level Min	22	66
Level Max	65	110

Legal Officer classification

	LG1	LG2
Level Min	22	56
Level Max	55	110
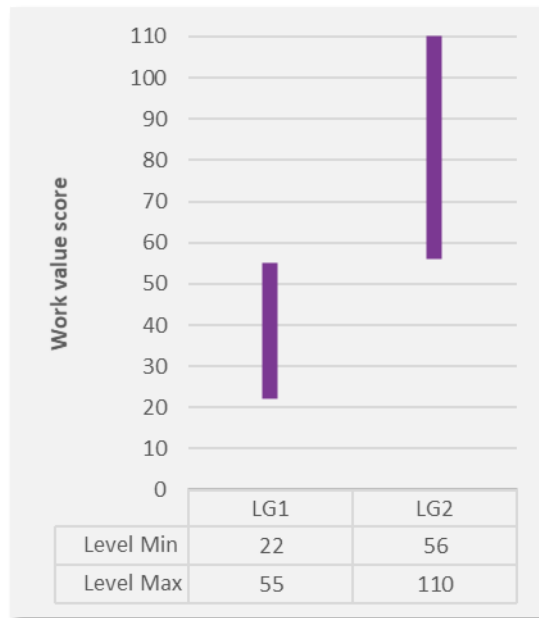
Prosecutor classification

	PRO12	PRO3	PRO4	PRO5
Level Min	22	56	61	71
Level Max	55	60	70	110

ACTPS Classification Review – Work Value Assessment Model