



COMMERCIAL-IN-CONFIDENCE

PROPOSAL TO EVALUATE

SPECIFIED SES POSITIONS

for

FAIR WORK BUILDING & CONSTRUCTION

October 2013

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PROPOSAL: REVIEW OF SPECIFIED SES POSITIONS

OUR UNDERSTANDING OF THE REQUIREMENTS

This proposal has been prepared in response to an invitation by Fair Work Building & Construction (FWBC) to undertake job assessment and evaluation activities in relation to specified SES positions. We have prepared our response based on our understanding of the agency's requirements outlined in email correspondence and in recent discussions with Glyn Cryer Executive Director – Prevention, Performance & Innovation.

In undertaking the review, we propose to:

- Evaluate the position(s) against work value dimensions that incorporate relativities within and across classifications, spans of control, complexity of issues etc. The dimensions will be those incorporated in the new SES service-wide Work Level Standards
- Undertake an evaluation of the specified positions to ensure appropriate relativities and classifications against the Work Level Standards.

We believe that we are very well placed to undertake the job evaluation work. We have completed a number of projects that are of direct relevance to the agency's requirements including our recent evaluations of SES positions in the Fair Work Ombudsman and the Fair Work Commission. Our experience in related areas is provided in the section, *Our Technical Capability and Experience*, later in the proposal.

OUR APPROACH

Workplace Research will apply a **job analysis and evaluation framework** to review the role. We have extensive experience in **tailoring** job analysis techniques for a range of different job analysis and design purposes. We propose to follow closely the Job Analysis and Design methodology that has been developed by the Australian Public Service Commission (APSC) and that we have applied previously.

Our approach gathers both **qualitative** and **quantitative** data that can be used to comprehensively describe the skills, knowledge, capabilities and attributes **required** of staff at each level to enable the department to meet its business objectives.

Our approach is based on job dimensions underpinning the service-wide SES Work Level Standards, including:

- Leadership Capabilities
- Diversity/Span
- Stakeholder Management
- Job Context and Environment
- Judgements and Independence

UNDERTAKE AN EVALUATION OF THE RELATIVITIES AND CLASSIFICATION OF THE POSITION

For this assignment, we suggest employing three key data collection techniques to analyse the capability and technical requirements of the role(s) and to assess these against business needs and against expected Work Level Standards:

- Review of Current Job Documentation
- Structured Job Analysis Interview
- APSC's SES Role Analysis Tool.

Review of Current Job Documentation

Workplace Research would review any available job documentation for the identified role and any relevant corporate documentation. This documentation would then be considered in conjunction with the information collected through the job analysis techniques described below.

Structured Job Analysis Interview

A Structured Job Analysis Interview will be conducted with the role's incumbent and/or manager. The interview will take approximately 1 hour.

The purpose of the interview(s) will be to investigate the core requirements of the role. The interview will be conducted in three parts. First, a series of interview questions will be asked that are targeted to the key responsibilities, key skills and capabilities and key stakeholders for the job. Second, a critical incidents component of the interview will ask the participant to identify both positive and negative aspects of actual job performance and follow-up questions, which target requirements that determine success or failure in the role. Third, an interview process will contrast the job role with other job roles within the work area. This activity will be used to explore the distinguishing features of specific job roles.

SES Role Analysis Tool

The SES Role Analysis Tool is a questionnaire that has been developed by the APSC to provide a systematic way of assessing the alignment of jobs with the SES Work Level Standards. The Tool is based on a number of key job dimensions that both **describe** and **differentiate** jobs at various levels. The Tool is completed by Workplace Research job analysts following the data collection mentioned above. Ratings against key work value dimension are analysed to produce an indicative **classification level** for the target position.

REPORTING

At the conclusion of the project, Workplace Research will produce:

A Review Report that:

- Describes the key responsibilities, skills, technical knowledge, capabilities and attributes required for the position
- Reports the results of the analysis undertaken using the SES Role Analysis Tool
- Makes an appropriate recommendation about the classification level against the relevant Work Level Standards.

ABOUT WORKPLACE RESEARCH ASSOCIATES

Workplace Research Associates Pty Ltd was established in 1996 as a management consultancy specialising in organisational psychology, research and analysis services.

Our consultants are tertiary trained and highly experienced in all facets of job and organisational analysis. In these areas, we provide both consulting services and professional training and development for internal staff so that we can build internal capability in our client organisations where required.

We bring to each assignment extensive experience in the study and evaluation of people's learning, behaviour and performance in the workplace.

We combine our practical experience and our strong focus on research to inform project directions and to enhance final recommendations. A particular strength of the company is our high level of expertise in qualitative and quantitative data gathering and analysis.

Our consultants have worked in the public and private sectors and have specialised in a select number of areas.

Workplace Research Associates has practitioners based in Canberra, Wollongong/Sydney and Brisbane who are highly experienced and we are able to deliver services both nationally and internationally.

OUR SERVICES

We are able to provide specialised services in:

- ✔ Job analysis
- ✔ Competency and capability development
- ✔ Organisational restructuring
- ✔ Organisational and work performance reviews
- ✔ Design of recruitment approaches
- ✔ Organisational analysis
- ✔ Program evaluation
- ✔ Survey design and analysis
- ✔ 360° assessment and feedback
- ✔ Training for panel members and job applicants
- ✔ Psychometric testing and profiling
- ✔ Design and facilitation of assessment centres and other innovative selection techniques
- ✔ Design of development centres

OUR CODE OF PROFESSIONAL PRACTICE

[Redacted text block]

PERSONNEL

Our consultants have worked in the public and private sectors and have specialised in a select number of areas.

Consultant	Role	Level of Involvement
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

[REDACTED]

TIMEFRAME

We understand that FWBC requires seven roles to be evaluated in the next few months. The Commission has indicated that, ideally, it would like interviews to be conducted by the end of the year, with reports finalised by January 2014.

The roles to be evaluated are as follows:

- SES Band 2 x 2 in Melbourne
- SES Band 1 x 2 in Melbourne
- SES Band 1 x 2 in Perth
- SES Band 1 x 1 in Sydney

It is the FWBC’s preference for these to be conducted face-to-face and Workplace Research is happy to accommodate this request and possibly link in with other interstate travel we have booked in Sydney and Melbourne to save on travel costs (if appropriate).

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[REDACTED]

[REDACTED]

Travel

Workplace Research is located in Canberra. For travel interstate, the following rates will apply:

For all consultants:

Air travel

Accommodation, meals, incidental

Transfer and Taxi Fares

Economy Class

Applicable non-SES rate

By receipt

ATTACHMENT A: CONSULTANT PROFILE

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

ATTACHMENT B: CONTRACTUAL DETAILS

Date of Proposal: 31 October 2013

Identity of Offerer: Workplace Research Associates Pty Ltd
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ACN 083 481 298
ABN 11 083 481 298

Offer Validity Period: Six months from date of proposal submission

Insurance Details:

[REDACTED]

Company Accountant:

[REDACTED]

Cancellation Policy:

Less than 24 hours - 100%
24 – 48 hours - 50%