



ASSOCIATES ACN 083 481 298

**WORK LEVEL STANDARDS ASSESSMENTS**

**FOR**

**A SPECIFIED POSITION:  
CHIEF OPERATING OFFICER**

**FAIR WORK BUILDING AND CONSTRUCTION**

January 2015

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## EXECUTIVE SUMMARY

This report summarises the findings of an evaluation of a proposed new Senior Executive Service (SES) position in Fair Work Building and Construction (FWBC), that of Chief Operating Officer. The proposed position is being evaluated by Workplace Research Associates at the request of the Director, FWBC. The passage of a new National Building Code through Parliament is expected in the first half of 2015 and it will confer on the FWBC (or its likely successor, the Australian Building and Construction Commission) new powers and responsibilities in line with Government contemporary policy in relation to the building and construction industry.

Based on an analysis of the proposed role using the APSC's SES job evaluation methodology, the review finds and recommends the following:

**Recommendation 1:** That the proposed position be classified at the level of SES Band 1:

- Chief Operating Officer

The review is presented to FWBC for consideration.

## BACKGROUND

This report summarises the findings of an evaluation of a proposed new Senior Executive Service (SES) position in Fair Work Building and Construction (FWBC), that of Chief Operating Officer. The proposed position is being evaluated by Workplace Research Associates at the request of the Director, FWBC. The passage of a new National Building Code through Parliament is anticipated in the first half of 2016 and it will confer on the FWBC (or its likely successor, the Australian Building and Construction Commission) new powers and responsibilities in line with Government contemporary policy in relation to the building and construction industry.

Details of those who participated in the review are presented at Attachment A.

## METHODOLOGY

[REDACTED]

<sup>1</sup> Corporate documentation may include (and is not limited to) any or all of the following: Budget and Cabinet papers ; delegations held by the role; performance agreements; Annual Reports; Business Plans; role descriptions; Government/Ministerial statements, press releases etc ; new policy proposal documentation; organisation charts—existing and proposed.

**WORK LEVEL ASSESSMENT: CHIEF OPERATING OFFICER****KEY RESPONSIBILITIES**

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The key responsibilities of the role will be:

- As a member of the Executive, support the Director in the effective management of the agency
- Provide an organisation-wide perspective on business priorities and support the Director in the implementation of widespread strategic and operational change across the agency
- Lead strategic planning, including the Corporate Plan and the Business Planning Framework
- Manage corporate services, including corporate functions such as human resource management and workforce planning
- Oversee a range of reporting functions, including organisational performance reporting, and compliance reporting
- Develop and oversee a robust management reporting system to provide timely and accurate information on resource performance and service delivery that meets internal and/or statutory, government requirements, Australian standards and best practice
- Oversee high level contract negotiations and contract management for the agency
- Act as Chief Finance Officer, lead and manage strategic and operational finance functions for FWBC, provide expert financial advice, undertake corporate reporting and develop budgets
- Oversee the production of financial reports, payments and accounts, financial management, asset accounting, shared service management and procurement activities
- Analyse FWBC resource information and make recommendations to the Director to influence resource distribution strategies
- Establish and manage a Program Management Office which provides strategic planning and co-ordination of major projects and supports project management capability across the agency
- Develop support systems and processes to provide information supporting FWBC's claim for funding
- Engage senior executives and key stakeholders in innovative performance improvement initiatives that are based on financial and operational information
- Build relationships with external professional organisations and institutions, particularly the CPA, to identify opportunities for improved service delivery
- Maintain partnerships and alliances with other agencies such as the Department of Finance, and the Department Employment and with stakeholder organisations
- Appear with the Director at Senate Estimate Hearings and brief FWBC's Audit Committee
- Engender a culture within the Chief Operating Officer Division that is committed to service and is ethical, respectful, accountable and impartial.

## **KEY CLIENTS AND STAKEHOLDERS**

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The key clients and stakeholders associated with the role are:

### Internal

- Director, Fair Work Building and Construction
- All members of the FWBC Executive Board

### External

- Minister and Senior advisors in the Minister's Office
- External stakeholders including external professional organisations and institutions, particularly the CPA
- Other intra-Government stakeholders such as the Department of Employment, Department of Finance, Fair Work Ombudsman, the Fair Work Commission, the Australian Public Service Commission, the Australian Taxation Office, Comsuper, Heads of Corporate Services / CFOs in other APS agencies.

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**ANALYSIS OF THE WORK VALUE OF THE ROLE**

CRITERION	SCORE	RATIONALE
Leadership: Knowledge	8	<p>[Redacted Rationale for Leadership: Knowledge]</p>
Leadership: Accountability	7	<p>[Redacted Rationale for Leadership: Accountability]</p>

Diversity / Span	7	
Stakeholder Management	7	
Job Context and Environment	7	



Judgement and Independence	7	[REDACTED]
<b>TOTAL SCORE</b>	<b>43</b>	<b>BAND: SES Band 1</b>

**RECOMMENDED CLASSIFICATION**

In forming a judgement about the recommended classification level for the position, information from all the sources accessed in the review was taken into account in determining its work value. An assessment of work value was made by considering the requirements of the role relative to the standards articulated in the APS-wide SES Work Level Standards.

Taken together, the data for the position support a recommended classification at the **SES Band 1 level.**

## SUMMARY OF FINDINGS AND RECOMMENDATIONS

The review finds and recommends the following:


**Recommendation 1:** That the proposed position be classified at the level of SES Band 1:

- Chief Operating Officer

The review is presented to FWBC for consideration.

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**ATTACHMENT A: DETAILS OF THOSE WHO PARTICIPATED IN THE REVIEW**

<b>Position</b>	<b>Interviewee</b>	<b>Analyst</b>
Chief Operating Officer	Mr Nigel Hadgkiss, Director	

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**ATTACHMENT B: CORPORATE DOCUMENTATION PROVIDED AS PART OF THE REVIEW**

<b>Position</b>	<b>Documentation</b>
Chief Operating Officer	Proposed Duty Statement Proposed organisation chart for the Division Information provided by Mr Nigel Hadgkiss, Director on the proposed budget and staffing for the Division

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**ATTACHMENT C: WORK LEVEL STANDARDS CRITERIA**

The SES Work Level Standards describe five key criteria that define work value at the three classification levels. The criteria are:

Criterion	Definition
<ul style="list-style-type: none"> <li>▪ Leadership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Measures two factors: the depth and scope of knowledge required and the effect of a role on agency outcomes.               <ul style="list-style-type: none"> <li>– <u>Knowledge</u> means knowledge essential to the role—both management and environmental knowledge or professional knowledge using specific professional qualifications or a combination thereof.</li> <li>– <u>Accountability</u> means the impact of the role on agency outcomes measured by making two judgements in tandem—<i>scale</i> and <i>nature of impact</i>. <i>Scale</i> measures the impact of the role—within or beyond an agency. <i>Nature of impact</i> defines the nature of the action taken by the role.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Diversity / Span</li> </ul>	<ul style="list-style-type: none"> <li>▪ Measures the resource management responsibilities of a role along two dimensions—the size of the management role as well as the diversity and complexity of those responsibilities.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Stakeholder Management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Measures the nature of interaction and the degree of authority to enter into arrangements with critical stakeholders.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Job Context and Environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Measures the complexity and diversity of the operating environment.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Judgement and Independence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Measures the degree of guidance provided by operating frameworks—policy, statutory, etc—and the scope for judgement and discretion to act, to approve or to make decisions.</li> </ul>

SES CLASSIFICATION	SCORE
SES Band 1	34-44 points
SES Band 2	45-53 points
SES Band 3	54-60 points