

T13111 of 2008
20 MAR 2008

The Department of Infrastructure, Energy & Resources
Roads & Traffic Engineers

Industrial Agreement 2008



Tasmania
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1. TITLE

- 1.1 This Agreement shall be known as The Department of Infrastructure, Energy and Resources (DIER), Roads & Traffic Engineers Industrial Agreement 2008.

2. ARRANGEMENT

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3. APPLICATION

- 3.1 The Agreement applies to all Roads and Traffic Engineers employed in DIER and assigned classifications contained in this Agreement.

4. DATE AND PERIOD OF OPERATION

- 4.1 This Agreement is to take effect 30th March 2008 and will remain in force for a period of four years.

5. PARTIES BOUND

- 5.1 This Agreement is between the Minister administering the *State Service Act 2000* (the employer) and the Association of Professional Engineers, Scientists and Managers, Australia (APESMA).

6. DEFINITIONS



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- 6.1 **Agreement** means the Department of Infrastructure, Energy & Resources, Roads & Traffic Engineers Industrial Agreement 2008.
- 6.2 **DIER** means Department of Infrastructure, Energy and Resources.
- 6.3 **Employee** means a permanent or fixed-term employee appointed in DIER under the provisions of the *State Service Act 2000*; to a classification contained in this Agreement.
- 6.4 **Salary** means an employee's normal salary exclusive of all allowances.

7. FUTURE NEGOTIATIONS

- 7.1 The parties to this Agreement agree to commence discussions at least three months prior to the expiration of this Agreement.

8. RELATIONSHIP TO AWARDS AND AGREEMENTS

- 8.1 This Agreement replaces the Department of Infrastructure, Energy and Resources, Transport Division, Professional Engineers Extension (Extension No. 6) Enterprise Agreement 2004.
- 8.2 Employees covered by this Agreement are, except for this Agreement, subject to the General Conditions of Employment Award (GCOE), the Professional Employees Award and the Public Sector Union Wages Agreements however named up to and including 2007 only. Where any inconsistency occurs between this Agreement and the award, this Agreement will prevail to the extent of any inconsistency.

9. ENTRY LEVEL QUALIFICATIONS

- 9.1 The entry qualifications require satisfactory completion of a relevant 4 year (minimum) university degree in engineering that is accredited by Engineers Australia; or satisfactory completion of academic qualifications in Engineering that are recognised by Engineers Australia as being an equivalent qualification.

10. HOURS OF WORK

10.1 Hours of Attendance

The ordinary hours of work for employees covered by this Agreement are 73½ hours in each fortnight.

10.2 Spread of Hours

Ordinary hours of work are worked between the hours of 7.00am and 7.00pm, Monday to Friday, or an equivalent spread of hours agreed between DIER and employees.

10.3 Overtime

Roads and Traffic Engineers in Band A Levels 1 and 2 are eligible for payment of authorised overtime worked at the direction of their Manager. The payment of overtime is to be calculated by reference to the employee's current salary as detailed in this Agreement and the overtime rates as prescribed in the General Conditions of Employment Award (GCOE).

Roads and Traffic Engineers classified Band A Level 3 and above are not entitled to receive payment for overtime.



10.4 Availability & Recall

Roads and Traffic Engineers in Band A who are required by roster or direction outside the normal spread of hours to be available to resume duty are eligible for availability and recall as per the General Conditions of Employment Award (GCOE) and paid in accordance with recall provisions of that Award.

Roads and Traffic Engineers classified Band B and above are not entitled to receive payment for availability and recall.

11. CLASSIFICATION STANDARDS

Refer Attachment "A" – Classification Standards.

Band A

Progression through levels 1 to 5 is contingent on satisfactory performance and demonstrated competency attainment.

Band B

Progression into Band B is by entry into a vacant position based on merit selection. Progression through levels 6 to 8 is contingent on satisfactory performance and demonstrated competency attainment.

Band C

Progression into and through Band C is by entry into a vacant position based on merit selection.

12. SALARY INCREASE

Upon registration of this Agreement, the following increases will apply under this Agreement in accordance with Clause 17:

- (a) 5% increase from the first full pay period on or after 30 March 2008;
- (b) 3.5% increase from the first full pay period on or after 30 March 2009; and
- (c) 3.5% increase from the first full pay period on or after 30 March 2011.

13. MARKET ALLOWANCE

- 13.1 A Market Allowance in addition to clause 12(a) will be applied as at Clause 17 as follows:

The Market Allowance is a market-based salary loading of 5% for engineers in Band A Level 2 to Band C Level 11.

14. MARKET REVIEW

- 14.1 A Market Review of national and local industry average salaries will be conducted prior to 30 March 2010 and the outcome will be implemented from the first full pay period on or after 30th March 2010.

15. CHANGE MANAGEMENT

Where the employer is planning the introduction of changes in work arrangements or practices that are likely to have significant effects on employees, the employer will notify the employees who may be affected by the proposed changes, and the relevant union(s), prior to the implementation or trialling of the change(s).



The employer will consult with the employees affected and the relevant union(s), and discuss the introduction of any changes, the effects the changes are likely to have on employees, measures taken to avoid or lessen any adverse effects on employees, and will give prompt consideration to matters raised by employees or their union(s) in relation to the change(s). These discussions will commence as soon as practicable after the employer believes that the change(s) may be necessary. For the purposes of such discussion, the employer will provide in writing to the employees concerned and to their union(s) all relevant information including the nature of any change(s) and the anticipated effects on employees, and any other matters likely to affect employees.

16. REASONABLE WORK HOURS

- 16.1 DIER encourages employees to raise any workload management or unreasonable working hour concerns with their manager. This includes observing any negative affects a colleague or peer may be experiencing.
- 16.2 Employees should seek advice through raising any issues with their manager to identify possible solutions and a mutually beneficial way forward for both parties. The manager will then make an assessment and advise the appropriate action.
- 16.3 A process of ongoing consultation between employees and management is essential to ensure work/life balance is achieved.

17. TRANSLATION

Translation will be point to point with an initial 5% salary increase as at clause 12(a). Where an employee translates across at a lower rate, salary maintenance will be paid.

Previous Structure	Current Salary – effective 1/12/07	New Structure	Translated Salary effective 30/03/08	+ 5% Salary Increase effective 30/03/08	+ 5% Market Allowance effective 30/03/08	Total Salary effective 30/03/08	+3.5% Salary Increase 30/03/09	+3.5% Salary Increase 30/03/11 (based on 2009 salary)
Band A								
Professional Employees Award								
Level 1 – 1 st year to 4 th year of service	\$40,547 - \$48,606	Level 1	\$45,852	\$2,293	0	\$48,145	\$49,830	\$51,574
Level 1 – 5 th year of service to 7 th year of service	\$51,357 - \$56,854	Level 2	\$51,357	\$2,568	\$2,696	\$56,621	\$58,603	\$60,654
Level 1 – 8 th year of service	\$59,573	Level 3	\$59,573	\$2,979	\$3,128	\$65,680	\$67,979	\$70,358
Level 2 – 1 st year of service	\$62,286	Level 4	\$62,286	\$3,114	\$3,270	\$68,670	\$71,073	\$73,561
Level 2 – 2 nd year of service	\$65,000	Level 5	\$65,000	\$3,250	\$3,413	\$71,663	\$74,171	\$76,767
Band B								
Level 2 – 3 rd year of service	\$67,714	Level 6	\$67,714	\$3,386	\$3,555	\$74,655	\$77,268	\$79,972
Level 3 – 1 st year of service	\$71,331	Level 7	\$71,343	\$3,567	\$3,746	\$78,656	\$81,409	\$84,258
Level 3 – 2 nd year of service to 3 rd year of service	\$74,957 - \$76,763	Level 8	\$74,957	\$3,748	\$3,935	\$82,640	\$85,532	\$88,526
Level 4 – 1 st year of service to 2 nd year of service	\$80,381 - \$83,095	Level 9	\$80,381	\$4,019	\$4,220	\$88,620	\$91,722	\$94,932
Band C								
Level 4 – 3 rd year of service	\$85,813	Level 10	\$85,813	\$4,291	\$4,505	\$94,609	\$97,920	\$101,347
Level 5	\$93,050	Level 11	\$93,050	\$4,653	\$4,885	\$102,588	\$106,179	\$109,895

18. MORE RESPONSIBLE DUTIES ALLOWANCE

More Responsible Duties Allowance is payable to employees as determined and administered in accordance with the General Conditions of Employment Award (GCOE).



19. HIGHER DUTIES ALLOWANCE

- 19.1 Where an employee acts in and performs the duties of a position higher than their current classification a Higher Duties Allowance may apply, as follows:
- 19.2 A Higher Duties Allowance is payable to employees as determined and administered in accordance with the Professional Employees Award.
- 19.3 Roads and Traffic Engineers classified up to and including Level 3 are entitled to a Higher Duties Allowance when the employee acts in and performs the duties of a higher classified position for a minimum period of ten (10) consecutive working days and the acting position is two (2) or more levels higher than the employee's current classification.
- 19.4 Roads and Traffic Engineers classified at Level 4 and above are entitled to a Higher Duties Allowance when the employee acts in and performs the duties of a higher classified position for a minimum period of twenty (20) consecutive working days and the acting position is two (2) or more levels higher than the employee's current classification.
- 19.5 Roads and Traffic Engineers classified between Levels 1 and 10 are entitled to a Higher Duties Allowance when the employee acts in and performs the duties of a higher classified position for a minimum period of forty (40) consecutive working days and the acting position is one (1) level higher than the employee's current classification.

20. GRIEVANCE PROCEDURE

- 20.1 The following procedure must be observed if a grievance or dispute arises out of the operation of this Agreement:
- 20.2 In the first instance any grievance or dispute should be raised directly with the employee(s) concerned or their immediate Manager (if possible), as soon as practicable after the grievance or dispute arises and follow the process set out in DIER's Grievance Policy and Guidelines.
- 20.3 Where discussions between the parties cannot resolve the issue, further discussions will be held between the parties, an authorised union official (if appropriate) and DIER Management representatives.
- 20.4 If the issue remains unresolved, either party may refer it to the Tasmanian Industrial Commission for conciliation and/or arbitration.
- 20.5 Without prejudice to either party, work should continue as usual while this grievance procedure is being followed.

21. NO EXTRA CLAIMS

The parties to this Agreement undertake that, for the life of this Agreement, they will not initiate additional claims regarding any matter including classification standards and structure, conditions of employment, allowances and related issues which are the subject matter of this agreement.



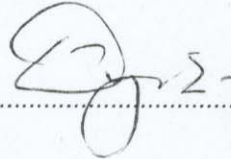
22. SIGNATURES

Signed for and on behalf of the Minister Administering *State Service Act 2000*.

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Date: 26.3.08

Signed for and on behalf of the *Association of Professional Engineers, Scientists and Managers, Australia*.

.....


Date: 20/3/08



This Agreement is registered pursuant to Section 56(1) of the Industrial Relations Act 1984

Appendix "A" - Classification Standards

Band A

Focus:

Band A is the foundation Band for roads and traffic engineers in DIER. This is the band where experience and expertise across the Department's engineering requirements is developed, where the skills required for relationships with stakeholders starts and grows, and where professional judgment, influencing and negotiation skills will be acquired and developed. Engineers positioned in this band will be supervised, directed and mentored by senior engineers and will work as increasingly effective members of teams.

Context:

At Levels 1-3, engineers work under **direct supervision**. At level 1, engineers undertake basic engineering tasks, requiring limited professional judgment and discretion and the application of standard practices within existing guidelines, legislation, systems and processes. By Level 3, application of professional judgment is required in the exercise of delegated activities, but work is still completed in accordance with established practice, methods and standards with derivations from agreed plans being discussed with supervisors.

At Level 4, work is undertaken under **general supervision** where work is completed in accordance with established practice, methods and standards, and guidance is provided by legislation, professional standards, Departmental policy and supervisor direction. The exercise of limited discretion is required.

At Level 5 work is undertaken under **general direction** and engineers exercise discretion and a substantial degree of independence, applying professional judgment and legislative interpretation to resolve complex/novel engineering issues in consultation with relevant internal and external stakeholders.

Expertise:

Satisfactory completion of a relevant 4 year (minimum) university degree in engineering that is accredited by Engineers Australia; or satisfactory completion of academic qualifications in Engineering that are recognised by Engineers Australia as being an equivalent qualification. This is the entry level for Graduate engineers commencing employment with the Department and extends out to professional engineers.

The expertise required for satisfactory performance at each of the 5 Levels of Band A are set out in the Competency Framework which will be amended from time to time in line with DIERs business needs. Progression across the 5 Levels is based on satisfactory performance and demonstration of the relevant competencies.

Judgement:

Identifies and deals with risk, investigates and researches problems, identifies and evaluates feasible solutions and makes recommendations.

At Levels 1-3 emphasis is on identifying and assessing risk, and exercising problem solving skills within frameworks established by standard engineering approaches, legislation and direction from supervisors.

At Levels 4-5 increasing independence, discretion and professional judgement is applied to risk assessment and problem solving around more complex or novel issues, with stakeholder consultation providing input to decision making processes and reviewing the work of others. Reports on risk and implements mitigation strategies.

Interpersonal Skills:

Actively and with increasing influence, works with stakeholders, participate in team activities, accept constructive advice, support, guidance and direction, and demonstrate ethical professional behaviour that is consistent with DIERs Charter and Values.

Engineers at Level 1-3 work effectively as a member of a team and gain exposure to working effectively with stakeholders to build relationships, and determine and report on stakeholder needs. Works with team members to present technical information in appropriate formats.



At Level 4 engineers work independently to build relationships, influence, negotiate communicate and report back on the needs of internal and external stakeholders. At this level engineers deliver persuasive oral and written professional recommendations in a format that suits the target audience.

At Level 5, engineers model professional behaviour in communication with internal and external stakeholders and successfully contributes to team problem solving processes. They work independently to build relationships, influence, negotiate and communicate effectively with stakeholders, and may lead communication processes. Delivers persuasive oral and written professional recommendations on general and specialist engineering issues in a format that suits the target audience.

Engineers in this Band are team members, and by Levels 4-5 may lead work groups and teams for specific purposes.

Responsibility & Accountability:

At Levels 1-2, engineers will work as members of project teams and assist senior engineers with contract management, procurement and budget management. Engineers are expected to manage own time effectively, demonstrate initiative and flexibility and assist their team to identify OH&S risks, and achieve objectives as directed, with engineers at Level 2 expected to have a greater understanding of the wider work context.

At Level 3, engineers are competent and active members of project teams, able to manage limited budgets under supervision; work with senior engineers to identify risk (including OH&S risk); implement project plans and manage quality assurance systems; work with senior engineers to administer procurement processes and contracts. At this level engineers manage their own time effectively, complete tasks within agreed time frames and demonstrate initiative and flexibility, and successfully contribute to team problem solving processes.

At Level 4, engineers may manage small sized projects including professional services procurement and OH&S risk assessment; manage limited budgets; and administer small sized contracts. At this level engineers are expected to manage own time effectively to establish and achieve time frames for achievement of business objectives, demonstrate initiative and flexibility and recognise and support other team members.

At Level 5 engineers manage medium sized projects within established procedures, including professional services procurement, OH&S risk assessment, reporting and monitoring, managing limited budgets and administering medium sized contracts. Engineers at this level exercise independence, initiative, flexibility and discretion to manage their own time to achieve business objectives, and recognise, support and collaboratively lead other team members.

Band B

Focus:

Band B is an experienced engineering level where experience and expertise across the Department's engineering requirements is applied in a technical specialist, project manager, contract or procurement manager and/or a supervisor/manager context. The skills required for effective relationships with stakeholders are routinely exercised, and professional judgmental and negotiation skills are used in a day-to-day context.

Context:

Work is undertaken under **broad direction** where guidance is provided by legislation, professional standards and Departmental policies and direction. In this Band, specific instruction is only provided in relation to highly critical, complex, novel or unusual matters which require the application of a significant body of general or specialist knowledge.

Establishes regulatory frameworks; manages compliance with regulatory frameworks and ensures activities meet regulatory controls. At Levels 6-7 the focus is on exercising professional judgment, autonomy and discretion to develop appropriate frameworks, policies processes and regulatory controls, and at Levels 8-9 there is an increase in the complexity, size of activities, and a greater requirement to exercise strategic judgement to define frameworks, policies and processes and develop compliance measures.

Expertise:

A pre-requisite for entry to Band B is the satisfactory completion of a relevant 4 year (minimum) university degree in engineering that is accredited by Engineers Australia; or satisfactory completion of academic



qualifications in Engineering that are recognised by Engineers Australia as being an equivalent qualification.

The expertise, including the technical expertise, required for satisfactory performance at each of the 4 levels of Band B are set out in the Competency Framework which will be amended from time to time in line with DIERs business needs. Progression across Levels 6-8 inclusive is based on satisfactory performance and demonstration of the relevant competencies. Progression to Level 9 will be by promotion.

Judgement:

Identifies and assesses risk via analysis of information from a variety of sources; develops, implements and monitors risk mitigation strategies and appraises senior management of risk status of activities. Application of professional judgment, discretion and autonomy increases from Levels 6-8 as does the size of activities for which engineers are accountable. At Level 9 the exercise of strategic judgment in the management and mitigation of risk is required.

Uses professional judgment to identify and assess team-generated solutions to problems and supervises and guides problem solving activities. At Level 6 –7 the focus is on exercising professional judgment in the supervision and guidance of less experienced staff, whereas at Levels 8-9 the focus is on applying a strategic approach to managing, developing and assisting staff to solve complex or critical problems in situations of uncertainty. At Level 9 problem solving is of a nature that contributes significantly to the achievement of Departmental and Government outcomes.

Interpersonal Skills:

Models and communicates integrity and ethical professionalism that is consistent with DIER Charter and Values in interactions with stakeholders and staff.

Identifies and builds effective relationships and networks with key internal and external stakeholders, and negotiates with, influences and persuades stakeholders to achieve Departmental outcomes. At Levels 8-9, there is an increased focus on building relationships and applying wider strategic considerations to more complex negotiating processes. Negotiating agility is required.

Produces persuasive technical and general written documentation and verbal messages in a format that suits the target audience, and is able to communicate complex and difficult messages to stakeholders with discretion and tact. At Levels 8-9 there is emphasis on exercising strategic professional judgment and drawing on relationships and networks to communicate verbally and in writing so as to influence stakeholders in relation to strategic issues and the achievement of business outcomes.

Reporting outcomes to stakeholders and managers is required.

At Level 6-7, engineers select, supervise and direct multi-skilled teams of staff and contractors, define and effectively communicate the purpose and objectives of activities, monitor and effectively manage team and individual performance and give feedback. At Levels 8-9 the emphasis is on managing and leading staff and contractors to define and effectively communicate Departmental priorities and objectives and manage staff performance. At Level 9, engineers apply strategic judgement to define activity outcomes that align with Departmental and Government priorities.

Responsibility & Accountability:

Responsible at level 6-8 for managing, monitoring and reporting on budgets and contracts of increasing size, and at Level 9 for exercising strategic judgement to define and manage the contracts and budgets for large sized and complex activities.

Responsible for projects and procurement processes of increasing size, complexity and significance. At Level 6 engineers may manage smaller projects; at Level 7 engineers manage medium to large sized projects and be assigned as Superintendent on smaller projects; and at Level 8 engineers manage large and complex projects, whilst still working as Superintendents on smaller projects. At Level 9 Senior Project Managers are responsible for large, complex and significant projects and may be assigned the role of Superintendent.

As specialists, engineers in this Band exercise a high degree of autonomy in applying technical knowledge and judgement and work independently and with teams to provide technical analysis, deliver quality solutions to technical problems and provide policy recommendations. At Levels 6-7, engineers exercise discretion, autonomy and professional judgement and may supervise others in the performance of technical functions.



At Levels 8-9 engineers also exercise strategic judgement in the provision of technical analysis and policy recommendations and may manage others in the performance of technical functions.

At Level 6, applies professional judgement to OH&S assessment, monitoring and reporting; at Level 7, utilises discretion and independent professional judgement to undertake OH&S risk assessment, monitoring and reporting and develops intervention strategies where necessary; and at Level 8-9 applies high level professional judgement to OH&S risk assessment, monitoring and reporting for large sized projects and contracts, and develops intervention strategies.

Band C

Focus:

Band C is where significant experience, expertise and professional judgment are progressively applied in shaping and managing Branch, Divisional and Departmental strategic direction; directing large-scale, complex and highly significant projects, contracts and programs; leading and managing policy and planning functions; and/or providing expert technical advice and recommendations on critical and complex engineering issues. Engineers in this band will initiate, build and maintain effective relationships with key and influential stakeholders, and will provide leadership, direction and guidance to staff at all levels.

Context:

At Levels 10-11 **limited direction** is derived from legislation, professional standards and Departmental/Government strategic direction. Engineers at this level contribute to the development of Departmental and Government directions in roads and traffic and associated arenas, and develop and achieve objectives for functions under their control.

At these levels, engineers identify and develop opportunities for legislative and policy reform; deploy data to develop and present solutions to complex and critical problems; and represent the Division and the Department in national and international roads and traffic regulation fora.

At Levels 12-13 operate with **significant autonomy** and will be accountable for the achievement of specific Departmental and Government objectives. Strategic focus and tactical judgment is applied to lead the development of Departmental and Government policy and strategy in roads and traffic and related areas. At these levels engineers lead and create frameworks for legislative and policy reform in complex and critical areas, and represent the Government's position in national and international roads and traffic regulation and policy fora.

Expertise:

A pre-requisite for entry to Band C is the satisfactory completion of a relevant 4 year (minimum) university degree in engineering that is accredited by Engineers Australia; or satisfactory completion of academic qualifications in Engineering that are recognised by Engineers Australia as being an equivalent qualification.

The expertise, including the technical expertise, required for satisfactory performance at each of the 4 levels of Band B are set out in the Competency Framework which will be amended from time to time in line with DIERs business needs. Progression across Levels in Band C will be by promotion.

Judgement:

Responsible for application of appropriate risk management strategies and advising relevant internal and external stakeholders of risk status of activities.

At Level 10, the emphasis is on managing risk, directing the establishment of risk management frameworks and reporting to senior managers. At Level 11, there is a greater emphasis on defining as well as managing risk and reporting to a wider range of stakeholders. At Levels 12-13 engineers are responsible for risk management frameworks at Branch/Divisional and Government levels in relation to activities for which they are accountable.

Analytical and creative problem solving skills, systems thinking and judicial thinking are applied to significant decision-making and planning issues where precedent is not set. Benchmarks are developed to aid selection of optimal solutions. At Levels 10-11, the focus is on applying strategic judgement to contribute to, oversee, assess and (at Level 11) define and develop innovative, strategic, integrated solutions to complex, novel and critical problems.

At Level 12 -13, tactical judgement and political understanding are increasingly important factors in decision-making processes and in defining and overseeing the introduction of integrated systems that



build Divisional capability. At these levels engineers authorise systems, oversee and direct the development of solution benchmarks. At Level 13 engineers facilitate the creation of synergies with the Department and ensure alignment between Departmental and government objectives.

Interpersonal Skills:

Models, communicates, builds and develops processes to support integrity and ethical professionalism that is consistent with DIER Charter and Values in interactions with stakeholders and staff.

At Levels 10 – 11, engineers build effective networks of key internal and external stakeholders, and develop and manage the implementation of negotiating strategies to achieve objectives that may have implications beyond the functional area. Levels 12-13 there is also a requirement to define and oversee the implementation of negotiating strategies to achieve objectives that may have implications across Government.

Exercises professional judgement to develop communication strategies and present highly sensitive and complex proposals and strategic advice to stakeholders including Ministers that impacts at Whole of Government and/or Whole of Community level, and persuasively represents the interests of the Department to diverse audiences. At levels 11-13, the emphasis is on applying strategic and tactical judgment to effectively persuade increasingly significant and influential audience.

Fosters an environment where the value of two way communications is recognised, develops staff and fosters a collaborative and learning culture, communicates the wider purpose of activities, manages significant challenges and conflict in teams, oversees performance management systems and builds the capability of functional units.

At Level 10-11 the focus is on exercising professional strategic judgment to lead and develop multi-skilled teams of managers and specialist to ensure that activity outcomes align with business objectives, motivate and encourage teams through change and challenges, advise staff and contractors on optimal use of resources. Leads others in achieving difficult or conflicting objectives and/or implementing options that are outside established precedent.

At Levels 12, the focus is on providing strategic vision and tactical judgement to lead and develop teams of managers and specialists, communicate how Departmental and government objectives drive Divisional priorities, and allocate resources. At Level 13 the focus is on identifying strategies to motivate and lead the Division through challenges to ensure that outcomes are achieved, setting and articulating a strategic vision and building a sustainable workforce to respond to current and future challenges.

Responsibility & Accountability:

Responsible at Level 10 for planning, monitoring and reporting to senior managers on relevant budgets, programs/functional areas, complex projects, and contract management procedures. Exercising strategic judgement to manage large, complex processes is a feature of work at this level, as is guiding and directing lower level managers. Strategic judgement is applied to the integrated management of OH&S compliance.

At Level 11, there is a greater emphasis on developing budgets and defining contract outcomes, autonomously managing large and complex programs/functional areas and overseeing significant projects.

At Level 12, an increasingly strategic approach to financial planning and budgeting and contract management is required. Strategic focus and tactical judgement is applied translate Government priorities into projects and programs for the Department. Direction is provided to senior project, program and technical managers, and a leadership role in ensuring OH&S is required.

Level 13 is responsible for developing, planning and authorising the Divisional budget, authorising contract outcomes and defining and authorising Project parameters. Leadership of a proactive approach to OH&S is provided.

As specialists, engineers in Band exercise a high degree of autonomy in applying technical knowledge and increasingly strategic judgement, and work independently and with teams to provide technical analysis, deliver quality solutions to technical problems and provide policy recommendations. At Level 11, expertise is recognised at national level, whilst at Level 12 specialists are likely to be internationally recognised in their field.

