



Classifications for the:

Social and Community Services Industry (Western Australian) Interim Award

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How can we help?

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Classifications

Community services worker level 1

Characteristics of this level

- A person employed as a Community service worker level 1 will work under close direction and undertakes routine activities which require the practical application of basic skills and techniques.
- General features of work in this category consist of performing clearly defined activities with outcomes being readily attainable. Employee's duties at this level will be closely monitored with instruction and assistance being readily available.
- Freedom to act is limited by standards and procedures, however, with experience, employees at this level may have sufficient freedom to exercise judgement in the planning of their own work within those confines.
- Positions at this level will involve employees in extensive on-the-job training including familiarisation with the goals and objectives of the workplace.
- Employees will be responsible for the time management of their work and required to use basic numeracy, written and verbal communication skills.
- Supervision of other staff or volunteers is not a feature at this level, however, an experienced employee may have technical oversight of a minor work activity.
- At this level, employers are expected to offer substantial internal and/or external training.

Responsibilities

To contribute to the operation objectives of the work areas, a position at this level may include some of the following responsibilities or those of a similar value:

- undertake routine activities of a clerical and/or support nature;
- undertake straightforward operation of keyboard equipment including data input;
- provide routine information, advice and assistance including general receptionist and telephonist duties;
- provide general stenographic duties;
- apply established practices and procedures;
- undertake routine office duties involving filing and maintenance of an existing records system.

Requirements of the job

- a developing knowledge of the workplace function and operation;
- a basic knowledge of administrative practices and procedures relevant to the workplace;
- a developing knowledge of work practices and policies of the relevant work area;
- basic numeracy, written and verbal communication skills relevant to the work area;
- no formal qualifications are required;
- it is desirable the employees at this level are studying for an appropriate certificate; or
- Undertaking either internal or external training relevant to the work area.

Organisational relationships

- Employees at this level work under direct supervision.

Extent of authority

The extent of the authority for a Community Services employee at this level includes:

- work outcomes are closely monitored;
- freedom to act limited by standards and procedures;
- solutions to problems found in established procedures and instructions with assistance readily available;
- project completion according to instructions and established procedures;
- no scope for interpretation.

Community services worker level 2

Characteristics of this level

- A person employed as a Community service worker level 2 will work under close direction within clearly defined guidelines and undertake routine activities requiring the application of basic skills and knowledge.
- General features at this level consist of performing functions which are defined by established routines, methods, standards and procedures with limited scope to exercise initiative in applying work practices and procedures. Assistance will be readily available.
- Freedom to act is limited by standards and procedures, however, with experience, employees at this level may have sufficient freedom to exercise judgement.
- Employees may be responsible for a minor function and/or may contribute specific knowledge and/or specific skills to the work of the organisation. In addition, employees may be required to assist senior employees with specific projects.
- Employees will be expected to have an understanding of work procedures relevant to their work area and may provide assistance to lower classified employees or volunteers concerning established procedures to meet the objectives of a minor function.
- Employees will be responsible for managing time, planning and organising their own work and may be required to oversight and/or guide the work of a limited number of lower classified employees or volunteers. Employees at this level could be required to resolve minor work procedural issues in the relevant work area within established constraints.

Responsibilities

To contribute to the operation objectives of the work areas, a position at this level may include some of the following responsibilities or those of a similar value:

- undertake a range of activities requiring the application of established work procedures and may exercise limited initiative and/or judgement within clearly established procedures and/or guidelines;
- achieve outcomes which are clearly defined;
- respond to inquiries;
- assist senior employees with special projects;
- prepare cash payment summaries, banking reports and bank statements;
- operate a computer and/or programmes and peripheral equipment - initiate corrective action at an elementary level;
- operate a word processor and/or other business software and be conversant with and utilise the functions of those systems and be proficient in their use;
- operate a desk top publisher at a routine/basic level;
- provide secretarial support requiring the exercise of sound judgement, initiative, confidentiality and sensitivity in the performance of work;
- perform tasks of a sensitive nature, including the provision of more than routine information, the receiving and accounting for monies and assistance to clients;
- assist with administrative functions.

Requirements of the job

Some or all of the following skills, knowledge, experience, qualifications and/or training are needed to perform work at this level:

- sound skills in oral and written communication with clients and other members of the public;
- knowledge of established work practices and procedures relevant to the workplace;
- knowledge of policies and regulations relating to the workplace;
- understanding of clear but complex rules;
- application of techniques relevant to the workplace;
- developing knowledge of statutory requirements relevant to the workplace;
- understanding of computing concepts;
- no formal qualifications required; or
- appropriate certificate relevant to the work required to be performed; or

- will have attained through previous experience in a relevant industry, service or an equivalent level of expertise and experience to undertake the range of activities required; or
- qualifications accepted as both relevant and equivalent; or
- appropriate on-the-job training and relevant experience.

Organisational relationships

Employees at this level:

- Work under regular supervision.
- Provide guidance to a limited number of lower classified employees or volunteers.

Extent of authority

The extent of the authority for a Community Services employee at this level includes:

- work outcomes are monitored;
- have freedom to act within defined established guidelines;
- solutions to problems may require the exercise of limited judgement, with guidance to be found in procedures, precedents and guidelines. Assistance will be available when problems occur.

Community services worker level 3

Characteristics of this level

- A person employed as a Community service worker level 3 will work under general direction in the application of procedures, methods and guidelines which are well established.
- General features of this level involve solving problems of limited difficulty using knowledge, judgement and work organisational skills acquired through qualifications and/or previous work experience. Assistance is available from senior employees. Employees may receive instruction on the broader aspects of the work. In addition, employees may provide assistance to lower classified employees.
- Positions at this level allow employees the scope for exercising initiative in the application of established work procedures and may require the employee to establish goals/objectives and outcomes of their own particular work programme or project.
- At this level, employees may be required to supervise lower classified staff or volunteers in their day to day work. Employees with supervisory responsibilities may undertake some complex operational work and may undertake planning and coordination of activities within a clearly defined area of the organisation.

Responsibilities

To contribute to the operational objectives of the workplace, a position at this level may include some of the following responsibilities or those of a similar value:

- undertake responsibility for various activities in a specialised area;
- exercise responsibility for a function within the organisation;
- allow the scope for exercising initiative in the application of established work procedures assist in a range of functions and/or contribute to interpretation of matters for which there are no clearly established practices and procedures although such activity would not be the sole responsibility of such an employee within the workplace;
- receive, allocate and prepare for processing accounts and invoices approved for payment;
- provide secretarial and/or administrative support requiring a high degree of judgement, initiative, confidentiality and sensitivity in the performance of work;
- assist with or provide a range of records management services, however, the responsibility for the records management service would not rest with the employee;
- proficient in the operation of the computer to enable modification and/or correction of computer software systems or packages and/or identification of operation problems. This level could include systems administrators in small to medium sized organisations whose responsibility includes the security/integrity of the system;
- apply computing programming knowledge and skills in systems development, maintenance and implementation under direction of a senior employee;
- provide a service utilising the full functions of a desk top publisher;
- supervise a limited number of lower classified employees or volunteers;

- provide assistance to senior employees;
- deliver elementary community service programmes;
- where prime responsibility lies in a specialised field, employees at this level would undertake at least some of the following:
 - undertake some minor phase of a broad or more complex assignment;
 - perform duties of a specialised nature;
 - provide a range of information services;
 - deliver elementary community-based projects or programmes;
 - perform moderately complex functions which may include social planning, demographic analysis, survey design and analysis.

Requirements of the job

Some or all of the following skills, knowledge, experience, qualifications and/or training are needed to perform work at this level:

- thorough knowledge of work activities performed within the organisation;
- sound knowledge of procedural methods of the organisation;
- may utilise professional or specialised knowledge;
- working knowledge of guidelines or statutory requirements relevant to the organisation;
- ability to work as part of a team;
- ability to apply computing concepts;
- the prerequisite for entry to this level would be:
 - no formal qualifications; or
 - Associate Diploma with experience; or
 - Associate Certificate in Community Services with experience or its equivalent; or
 - attained through previous appointments, service and/or study an equivalent level of expertise and experience to undertake the range of activities required.

Organisational relationships

Employees at this level:

- work under general supervision;
- operate as a member of a team;
- supervise other employees.

Extent of authority

The extent of the authority for a Community Services employee at this level includes:

- receive instructions on the broader aspects of the work;
- freedom to act within defined established practices - that is, freedom to arrange work in manner employee feels most comfortable with provided there is no change to defined established work practices;
- setting outcomes or objectives for specific projects;
- solving problems by reference to procedures, documented methods and instructions. Assistance is available when problems occur.

Community services worker level 4

Characteristics of this level

- A person employed as a Community service worker level 4 will work under general direction in functions that require the application of skills and knowledge appropriate to the work. Generally guidelines and work procedures are established. However, graduates initially appointed at this level will be under the supervision of a higher classified employee.
- Level 4 Step 1 is the appointment level for any graduate with a relevant three year degree who is required to undertake work related to that qualification. Level 4 Step 2 is the appointment level for any graduate with a relevant four-year degree who is required to undertake work related to that qualification.
- General features at this level require the application of knowledge and skills which are gained through qualifications and/or previous experience in a discipline. They would have obtained organisation or industry specific knowledge sufficient for them to give advice and/or information to the organisation and clients in relation to specific areas of responsibility.

- Employees will be expected to contribute knowledge in establishing procedures in the appropriate work related field. In addition, employees at this level may be required to supervise various functions within a work area or activities of a complex nature.
- Employees will be responsible for managing and planning their own work and that of subordinate staff or volunteers and may be required to deal with formal disciplinary issues within the work area.
- Those with supervisory responsibilities should have a basic knowledge of the principles of human resource management and be able to assist subordinate staff or volunteers with on-the-job training. They may be required to supervise more than one component of the work programme of the organisation.
- Positions may involve a range of work functions which could contain a substantial component of supervision. Employees may also be required to provide specialist expertise or advice in their relevant discipline.
- Employees require skills in managing time, setting priorities, planning and organising their own work and that of lower classified staff and/or volunteers where supervision is a component of the position, to achieve specific objectives.
- Employees will be expected to set outcomes and further develop work methods where general work procedures are not defined.

Responsibilities

To contribute to the operational objectives of the workplace, a position at this level may include some of the following responsibilities or those of a similar value:

- undertake activities which may require the employee to exercise judgement and/or contribute critical knowledge and skills where procedures are not clearly defined;
- perform duties of a specialised nature requiring the development of expertise over time or previous knowledge;
- identification of specific or desired performance outcomes;
- contribute to interpretation and administration of areas for which there are no clearly established procedures;
- expected to set outcomes and further develop work methods where general work procedures are not defined;
- although still under general direction, there is a greater scope to contribute to the development of work methods and the setting of outcomes. However, these must be within the clear objectives of the organisation and within budgetary constraints;
- provide administrative support of a complex nature to senior employees;
- exercise responsibility for various functions within a work area;
- provide assistance on grant applications including basic research or collection of data;
- undertake a wide range of activities associated with programme, activity or service delivery;
- deliver single stream training programmes;
- coordinate elementary service programmes;
- develop, control and administer a records management service for the receipt, custody, control, preservation and retrieval of records and related material;
- undertake computer operations requiring technical expertise and experience and may exercise initiative and judgement in the application of established procedures and practices;
- apply computer programming knowledge and skills in systems development, maintenance and implementation;
- provide a reference and research information service and technical service including the facility to understand and develop technologically based systems;
- where the prime responsibility lies in a specialised field, employees at this level would undertake at least some of the following:
 - liaise with other professionals at a technical/professional level;
 - discuss techniques, procedures and/or results with clients on straight forward matters;
 - provide a reference, research and/or technical information service;
 - carry out a variety of activities in the organisation requiring initiative and judgement in the selection and application of established principles, techniques and methods;

- perform a range of planning functions which may require exercising knowledge of statutory and legal requirements;
- assist senior employees with the planning and coordination of a community programme of a complex nature;
- perform duties of a specialised nature;
- provide a range of information services;
- plan and co-ordinate elementary community-based projects or programmes;
- perform moderately complex functions including social planning, demographic analysis, survey design and analysis.

Requirements of the job

Some or all of the following skills, knowledge, experience, qualifications and/or training are needed to perform work at this level:

- knowledge of statutory requirements relevant to work;
- knowledge of organisation policies and activities;
- knowledge of the role of the organisation and its services and/or functions;
- specialists require an understanding of the underlying principles in the discipline;
- sound discipline knowledge gained through previous experience, training or education;
- the prerequisites for entry to this level would be:
 - entry level three year degree; the entry level for holders of a relevant three year degree will be Level 4 Step 1;
 - entry level four year degree; the entry level for holders of a relevant four year degree will be Level 4 Step 2; or
 - three year degree with three years of relevant experience; or
 - Associate Diploma with relevant experience; or
 - lesser formal qualifications with substantial years of relevant experience; or
 - attained through previous appointments, service and/or study, an equivalent level of expertise and experience to undertake a range of activities.
- Employees undertaking specialised services will be promoted to this level once they have had the appropriate experience and undertake work related to the responsibilities under this level.
- Employees working as sole employees will commence at this level.

Organisational relationships

Employees at this level:

- work under direct supervision if graduates;
- works under general direction;
- supervise other staff and/or volunteers or works in a specialised field.

Extent of authority

The extent of the authority for a Community Services employee at this level includes:

- a requirement to set outcomes within defined constraints;
- provision of specialist/technical advice;
- freedom to act governed by clear objectives and/or budget constraints which may involve the contribution of knowledge in establishing procedures within clear objectives and/or budget constraints where there are no defined established practices;
- finding solutions to problems in precedents, guidelines or instructions. Assistance is usually available.

Community services worker level 5

Characteristics of the level

- A person employed as a Community service worker level 5 will work under general direction from senior employees. Employees undertake a range of functions requiring the application of a high level of knowledge and skills to achieve results in line with the organisation's goals.
- Employees adhere to established work practices. However, they may be required to exercise initiative and judgement where practices and direction are not clearly defined.
- General features at this level indicate involvement in establishing organisation programmes and procedures. Positions will include a range of work functions and may involve supervision. Work may span more than one discipline. In addition, employees at this level may be required to assist in the preparation

of, or prepare the organisation's budget. Employees at this level will be required to provide expert advice to employees classified at a lower level and volunteers.

- Positions at this level demand the application of knowledge which is gained through qualifications and/or previous experience. In addition, employees will be required to set priorities and monitor workflows in their area of responsibility which may include established work programs in small organisations.
- Employees are required to set priorities, plan and organise their own work and that of lower classified staff and/or volunteers and establish the most appropriate operational method for the organisation. In addition, interpersonal skills are required to gain the co-operation of clients and staff.
- Employees responsible for projects and/or functions will be required to establish outcomes to achieve organisation goals. Specialists may be required to provide multi-disciplinary advice.

Responsibilities

To contribute to the operational objectives of the work place, a position at this level may include some of the following responsibilities or those of a similar value:

- responsibility for a range of functions within the organisation requiring a high level of knowledge and skills;
- undertake responsibility for a moderately complex project, including planning, coordination, implementation and administration;
- undertake a minor phase of a broader or more complex professional assignment;
- assist with the preparation of or prepare organisation or programme budgets in liaison with management;
- set priorities and monitor workflow in the areas of responsibility;
- provide expert advice to employees classified at lower levels and/or volunteers;
- exercise judgement and initiative where procedures are not clearly defined;
- understanding of all areas of computer operation to enable the provision of advice and assistance when non-standard procedures/processes are required;
- monitor and interpret legislation, regulations and other agreements relating to occupational health and safety, workers' compensation and rehabilitation;
- undertake analysis/design for the development and maintenance of projects and/or undertake programming in specialist areas. May exercise responsibility for a specialised area of computing operation;
- undertake publicity assignments within the framework of the organisation's publicity and promotions programme. Such assignments would be of limited scope and complexity but would involve the coordination of facets of the total programme including media liaison, design and layout of publications/displays and editing;
- operate as a specialist employee in the relevant discipline where decisions made and taken rest with the employees with no reference to a senior employee;
- undertake duties that require knowledge of procedures, guidelines and/or statutory requirements relevant to the organisation;
- plan, coordinate, implement and administer the activities and policies including preparation of budget;
- develop, plan and supervise the implementation of educational and/or developmental programmes for clients;
- plan, coordinate and administer the operation of a multi functional service including financial management and reporting;
- where the prime responsibility lies in a specialised field, employees at this level would undertake at least some of the following:
 - under general direction undertake a variety of tasks of a specialised and/or detailed nature;
 - exercise professional judgement within prescribed areas;
 - carry out planning, studies or research for particular projects including aspects of design, formulation of policy, implementation of procedures and presentation;
 - provide reports on progress of programme activities including recommendations;
 - exercise a high level of interpersonal skills dealing with the public and other organisations; and/or
 - plan, develop and operate a community service organisation of a moderately complex nature.

Requirements of the job

Some or all of the following skills, knowledge, experience, qualifications and/or training are needed to perform work at this level:

- knowledge of organisational programmes, policies and activities;
- sound discipline knowledge gained through experience;
- knowledge of the role of the organisation, its structure and services;
- the prerequisites for entry to this level would be:
 - relevant Degree with relevant experience; or
 - Associate Diploma and substantial experience; or
 - qualifications in more than one discipline; or
 - less formal qualifications with specialised skills sufficient to perform at this level; or
 - attained through previous appointments, service and/or study an equivalent level of experience and expertise to undertake the range of activities required.

Organisational relationships

Employees at this level:

- Work under general direction.
- Supervise other employees and/or volunteers.

Extent of authority

The extent of the authority for a Community Services employee at this level includes:

- exercising a degree of autonomy;
- controlling projects and/or programmes;
- setting outcomes for lower classified staff;
- establishing priorities and monitor workflow in areas of responsibility;
- finding solutions to problems in documented techniques, precedents and guidelines or instructions. Assistance is available when required.

Community services worker level 6

Characteristics of the level

- A person employed as a Community services worker level 6 will operate under limited direction from senior employees or management and undertake a range of functions for which operational policies, practices and guidelines may need to be developed.
- General features at this level allow employees the scope to influence the operational activities of the organisation and would require employees to be involved with establishing operational procedures which impact upon the organisation and/or the sections of the community served by it. Employees will be involved in the formation of programmes and work practices and will be required to provide assistance and/or expert advice to other employees. Employees may be required to negotiate matters on behalf of the organisation.
- Positions at this level will require responsibility for decision making in the particular work area and the provision of expert advice. Employees will be required to provide consultation and assistance relevant to the work place. Employees will be required to set outcomes for the work areas for which they are responsible so as to achieve the objectives of the organisation. They may be required to undertake the control and coordination of a programme, project and/or significant work area. Employees require a good understanding of the long term goals of the organisation.
- Employees may exercise managerial responsibility, work independently as specialists or may be a senior member of a single discipline project team or provide specialist support to a range of programmes or activities. Positions at this level may be identified by the impact of activities undertaken or the achievement of stated outcomes or objectives for the workplace; the level of responsibility for decision making; the exercise of judgement; delegated authority; and the provision of expert advice.
- Managing time is essential so outcomes can be achieved. A high level of interpersonal skills is required to resolve organisational issues, negotiate contracts, develop and motivate staff. Employees will be required to understand and implement effective staff management and personnel practices.

Responsibilities

To contribute to the operational objectives of the work place, a position at this level may include some of the following responsibilities or those of a similar value:

- undertake significant projects and/or functions involving the use of analytical skills;
- undertake managerial or specialised functions under a wide range of conditions to achieve results in line with organisation goals;
- exercise managerial control, involving the planning, direction, control and evaluation of operations which include providing analysis and interpretation for either a major single or multi specialist operation;
- provide advice on matters of complexity within the work area and/or specialised area;
- undertake a range of duties within the work area, including develop work practices and procedures; problem definition, planning and the exercise of judgement;
- provide advice on policy matters and contribute to their development;
- negotiate on matters of significance within the organisation with other bodies and/or members of the public;
- control and coordinate a work area or a larger organisation within budgetary constraints;
- exercise autonomy in establishing the operation of the work area;
- provide a consultancy service for a range of activities to a wide range of clients;
- where the prime responsibility lies in a specialised field an employee at this level would undertake at least some of the following:
 - provide support to a range of activities or programmes;
 - control and coordinate projects;
 - contribute to the development of new procedures and methodology;
 - provide expert advice/assistance relevant to the work area;
 - supervise/manage the operation of a work area and monitor work outcomes;
 - supervise on occasions other specialised staff;
 - supervise/manage the operation of a discrete element which is part of larger organisation; and/or
 - provide consultancy services for a range of activities.

Requirements of the job

Some or all of the following skills, knowledge, experience, qualifications and/or training are needed to perform work at this level:

- comprehensive knowledge of organisation policies and procedures;
- specialist skills and/or supervision/management abilities exercised within a multi disciplinary or major single function operation;
- specialist knowledge gained through experience, training or education;
- appreciation of the long term goals of the organisation;
- detailed knowledge of programme activities and work practices relevant to the work area;
- knowledge of organisation structures and functions;
- comprehensive knowledge of requirements relevant to the discipline;
- the prerequisites for entry to this level would be:
 - Degree with substantial experience; or
 - Post Graduate qualification; or
 - Associate Diploma with substantial experience; or
 - Attained through previous appointments, service and/or study with a combination of experience, expertise and competence sufficient to perform the duties required at this level.

Organisational relationships

Employees at this level:

- work under limited direction from senior employees of the Committee of Management or Board;
- supervise staff.

Extent of authority

The extent of authority for a Community Services employee at this level includes:

- exercising a degree of autonomy;
- managing a work area or medium to large organisation or multi worksite organisation;
- significant delegated authority; selection of methods and techniques based on sound judgement;
- managing significant projects and/or functions;
- finding solutions to problems in documented techniques, precedents, or instructions; advice available on complex or unusual matters.

Community services worker level 7

Characteristics of the level

- A person employed as a Community services worker level 7 will operate under limited direction and exercise managerial responsibility for various functions within a section and/or organisation or operate as a specialist, a member of a specialised professional team or independently.
- General features at this level require employees' involvement in establishing operational procedures which impact on activities undertaken and outcomes achieved by the organisation and/or activities undertaken by sections of the community served by the organisation.
- Employees are involved in the formation/establishment of programmes, the procedures and work practices within the organisation and will be required to provide assistance to other employees and/or sections.
- Positions at this level will demand responsibility for decision making and the provision of expert advice to other areas of the organisation. Employees would be expected to undertake the control and coordination of the organisation and major work initiatives. Employees require a good understanding of the long term goals of the organisation.
- In addition positions at this level may be identified by the level of responsibility for decision making, the exercise of judgement and delegated authority and the provision of expert advice.
- The management of staff is normally a feature at this level. Employees are required to set outcomes in relation to the organisation and may be required to negotiate matters on behalf of the organisation.

Responsibilities

To contribute to the operational objectives of the work area, a position at this level may include some of the following responsibilities or those of a similar value:

- undertake significant projects and/or functions involving the use of analytical skills;
- undertake managerial or specialised functions under a wide range of conditions to achieve results in line with organisational goals;
- exercise managerial control, involving the planning, direction, control and evaluation of operations which include providing analysis and interpretation for either a major single discipline or multi discipline operation;
- develop work practices and procedures for various projects;
- establish work area outcomes;
- prepare budget submissions for senior officers and/or the organisation;
- develop and implement significant operational procedures;
- review operations to determine their effectiveness;
- develop appropriate methodology and apply proven techniques in providing specialised services;
- where prime responsibility lies in a 'specialised' field an employee at this level would undertake at least some of the following:
 - control and coordinate projects/programmes within an organisation in accordance with organisational goals;
 - provide a consultancy service to a wide range of clients;
 - function may involve complex professional problem solving;
 - provide advice on policy method and contribute to its development.

Requirements of the job

Some or all of the following skills, knowledge, experience, qualifications and/or training are needed to perform work at this level:

- comprehensive knowledge of policies and procedures;
- application of a high level of discipline knowledge;
- qualifications are generally beyond those required through tertiary education alone, typically acquired through completion of higher education qualifications to degree level and extensive relevant experience; or
- lesser formal qualifications with acquisition of considerable skills and extensive relevant experience to an equivalent standard; or
- a combination of experience, expertise and competence sufficient to perform the duties required at this level.

Organisational relationships

Employees at this level:

- work under limited direction;
- normally supervise other employees and establish and monitor work outcomes.

Extent of authority

The extent of authority for a Community Services employee at this level includes:

- the management of a section of the organisation;
- significant delegated authority;
- the selection of methods and techniques based on sound judgement. Decisions and actions taken at the level may have significant effect on programme/project/work being managed.

Community services worker level 8

Characteristics of the level

- A person employed as a Community services worker level 8 will be subject to broad direction from management/the employer and exercise managerial responsibility for an organisation. In addition, employees may operate as a senior specialist providing multi function advice to other professional employees, various programmes, the organisation, the employer, Committee or Board of Management.
- General features of this level require the employees involvement in the initiation and formulation of extensive projects or programmes which impact on the organisation's goals and objectives. Employees are involved in the identification of current and future options and the development of strategies to achieve desired outcomes.
- Additional features include providing financial, specialised, technical, professional and/or administrative advice on policy matters within the organisation and/or about policy of external organisation such as government policy.
- In addition, employees will be required to develop and implement techniques, work practices and procedures in all facets of the work area.
- Employees at this level require a high level of proficiency in the application of theoretical approaches in the search of optimal solutions to new problems and opportunities which may be outside of the original field of specialisation.
- Positions at this level will demand responsibility for decision making within the constraints of organisational policy and require the employees to provide advice and support to all facets of the organisation. Employees will have significant impact upon policies and programmes and will be required to provide initiative, and have the ability to formulate, implement, monitor and evaluate projects and programmes.
- Positions at this level may be identified by the significant independence of action within the constraints of organisational policy.

Responsibilities

To contribute to the operational objectives of the organisation a position at this level may include some of the following responsibilities or those of a similar value:

- undertake work of significant scope and complexity. A major portion of the work requires initiative;
- undertake duties of innovative, novel and/or critical nature with little or no professional direction;

- undertake functions across a range of administrative, specialist or operational areas which include specific programmes or activities, management of services delivery and the provision of high level advice;
- provide authoritative specialist advice on policy matters and contribute to the development and review of policies, both internal and external;
- manage extensive programmes or projects in accordance with organisational goals. This may require the development, implementation and evaluation of those goals;
- administer complex policy and programme matters;
- may offer consultancy service;
- evaluate and develop/revise methodology techniques within the organisation. The application of high level analytical skills in the attainment and satisfying of organisational objectives;
- where the prime responsibility is in a specialised field, employees at this level would undertake at least some of the following:
 - contribute to the development of operational policy;
 - assess and review the standards of work of other specialised personnel/external consultants;
 - initiate and formulate organisational programmes;
 - implement organisational objectives within corporate goals;
 - develop and recommend ongoing plans and programmes.

Requirements of the job

Some or all of the following skills, knowledge, experience, qualifications and/or training are needed to perform work at this level:

- high level of discipline knowledge;
- detailed knowledge of policy, programmes, guidelines, procedures and practices of the organisation and external bodies;
- detailed knowledge of statutory requirements;
- the prerequisites for entry to this level would be:
- qualifications are generally beyond those normally acquired through a degree course and experience in the field of specialist expertise; or
- substantial post graduate experience; or
- lesser formal qualifications and the acquisition of considerable skills and extensive and diverse experience relative to an equivalent standard; or
- attained through previous appointments, service and/or study with a combination of experience, expertise and competence sufficient to perform the duties of the position.

Community services worker level 9

- Appointment at this level is at the discretion of the employer.
- In exercising its discretion the employer will ensure the position meets the definition requirements of Level 8 and give due regard to additional knowledge and experience required to undertake the duties of the position; the nature and complexity of the decision making and reasoning required; the magnitude of the communication and influence exercised; the size of the organisation, number of employees, population and other relevant factors; and the extent to which the employee is responsible and accountable for the functions undertaken.

Requirements of the job

Some or all of the following skills, knowledge, experience, qualifications and/or training are needed to perform work at this level:

- Relevant and specific skill or knowledge related to specific tasks or positions;
- Corporate planning and management, advanced financial planning and budget development, advanced negotiation and advocacy skills, human resource management, presentation/media liaison skills, project planning, economic development, performance management and development;
- Qualifications are generally beyond those normally acquired through a degree course;
- Experience and management skill acquired over extensive years in a senior management role.