



Attachment B – Work Level Standards and Service Categories

People Panel Professional Contractor Services

Work Level Standards Matrix

Work Level Standard	Responsibilities and Skills				
	Qualifications	Autonomy	Influence	Complexity	Business Skills
Level 5	Hold specific qualifications (Doctorals or above) degree relevant to the area(s) of specialisation or similarly regarded qualification or have extensive relevant experience of more than 20 years. A Level 5 may hold professional body certification in area(s) of specialisation.	Fully accountable for actions taken and decisions made, both by themselves and other personnel in the delivery of assigned work. A Level 5 may oversee the work of a Level 4 and Level 3 Professional Contractors.	Inspires the organisation, and influences developments within the industry at the highest levels. Advances the knowledge and/or exploitation of technology within one or more organisations. Is considered a national or international expert in their field of specialisation. Makes decisions.	Fully responsible for the delivery of all aspects of the highly complex multifaceted work activities. Oversee the formulation and implementation of strategy. Employ the highest level of leadership skills. Has an in-depth knowledge of the industry and the implications of emerging technologies for the wider business environment.	Have a profound understanding of their own specialisation(s) and a full range of strategic management and leadership skills. In-depth understanding, be able to explain, and be able to present multifaceted and complex concepts to audiences at all levels in a persuasive and convincing manner. Has broad and deep business knowledge, including the activities and practices of other organisations. Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies. Assesses the impact

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					of legislation, and actively promotes compliance.
Level 4	Hold specific qualifications (Masters or above) degree relevant to the area(s) of specialisation or similarly regarded qualification or have extensive relevant experience of more than 16 years. A Level 4 may hold professional body certification in area(s) of specialisation.	Fully accountable for actions taken and decisions made, both by themselves and other personnel in the delivery of assigned work. A Level 4 may oversee the work of a Level 3 and Level 2 Professional Contractors.	Inspires the organisation, and influences developments within the industry at the highest levels. Advances the knowledge and/or exploitation of technology within one or more organisations. Is considered a national or international expert in their field of specialisation. Makes decisions.	Fully responsible for the delivery of all aspects of the highly complex work activities. Leads on the formulation and implementation of strategy. Applies the highest level of leadership skills. Has a deep understanding of the industry and the implications of emerging technologies for the wider business environment.	Deep understanding of their own specialisation(s) and a full range of strategic management and leadership skills. Understands, explains, and presents complex ideas to audiences at all levels in a persuasive and convincing manner. Has broad and deep business knowledge, including the activities and practices of other organisations. Communicates the potential impact of emerging practices and technologies on organisations and individuals and assesses the risks of using or not using such practices and technologies. Assesses the impact of legislation, and actively promotes compliance.
Level 3	Holds a Bachelor Honours degree relevant to the area(s) of specialisation or similarly regarded qualification or substantial relevant experience of more than 12 years. May hold professional body certification in area(s) of specialisation.	Fully responsible for meeting allocated tasks and is responsible for the assignment of tasks and/or responsibilities in the delivery of the Ordered Services. A Level 3 may oversee the work of a Level 2 and Level 1 Professional Contractors.	Influences policy and strategy formulation. Initiates influential relationships with internal and external customers, suppliers, and partners at senior management level, including industry leaders. Makes decisions which impact the work of employing organisations, achievement	Performs an extensive range and variety of work activities within their own area(s) of specialisation. Contributes to the implementation of policy and strategy. Creatively applies a wide range of technical and/or management principles.	Absorbs complex information and communicates effectively at all levels to both technical and non-technical audiences. Manages and mitigates risk. Understands the implications of new technologies. Demonstrates clear leadership. Understands and communicates industry developments, and the role and impact of technology in the

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			of organisational objectives and financial performance.		employing organisation. Promotes compliance with relevant legislation.
Level 2	Holds a Bachelor degree relevant to the area(s) of specialisation or similarly regarded qualification or substantial relevant experience of more than 8 years. May be a member of a professional body in area(s) of specialisation.	Works under broad direction. Work is often self-initiated. Is fully responsible for meeting allocated technical and/or project/supervisory objectives. Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities. A Level 2 may oversee the work of a Level 1 Professional Contractors.	Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism. Has significant influence over the allocation and management of resources appropriate to given assignments. Builds appropriate and effective business relationships. Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget.	Performs an extensive range and variety of complex technical or professional work activities. Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. Understands the relationship between own specialism and wider customer/organisational requirements.	Advises on the available standards, methods, tools, and applications relevant to own specialism and can make appropriate choices from alternatives. Analyses, designs, plans, executes, and evaluates work to time, cost and quality targets. Assesses and evaluates risk. Communicates effectively- demonstrates leadership, facilitates collaboration, and takes all requirements into account when making proposals. Analyses requirements and advises on scope and options for continuous operational improvement.
Level 1	Holds a Bachelor degree or similarly regarded qualification or adequate relevant experience of up to 4 years.	Under general direction and within a clear framework of accountability for their area of responsibility. A Level 1 uses their own discretion when resolving minor problems or external enquiries. A Level 1 may have their work overseen by a Level 2, 3 or Level 4 Professional Contractors.	Influences customers, and suppliers at account level. Makes decisions which influence the success of projects and team objectives. May have some responsibility for the work of others. Participates in external activities related to own specialisation.	Work includes a broad range of complex technical or professional work, in a variety of contexts. Investigates, defines, and resolves complex issues.	Communicates with influence, can present complex information to both technical and non-technical audiences. Facilitates collaboration between stakeholders. Plans, schedules, and monitors work to meet time and quality targets.

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Scope of Services

People Panel Professional Contractor Services

The following example identifies the structure of the services required under the Whole of Australian Government (WoAG) People Panel Professional Contractor Services:

Service Area:

Professional Contractor Commercial Services

Service Category:

Programs and Projects

Service Descriptors:

- Develop and design
- Process mapping
- Management

The Service Descriptors provided under each Service Category are a broad indication of the types of Professional Contractor Services required under that Service Category. They are not intended to be definitive or exhaustive.

The Services do not relate to the out of scope services as described in paragraph 3.2 of the RFT.

Further information about the differences between consultancy and non-consultancy services is available at:

<https://www.finance.gov.au/publications/resource-management-guides/procurement-publishing-and-reporting-obligations-rmg-423>

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Professional Contractor Financial and Audit Services		
General Financial Services <ul style="list-style-type: none"> • Costings/Cost Estimation • Accounting Services • Financial and Economic Analysis • Financial Assessments • Budgets • Taxation 	Audit Services <ul style="list-style-type: none"> • Financial Audits • Performance Audits • Internal Audits • System Audits • Security Audits 	Specialised Services <ul style="list-style-type: none"> • Valuation Services • Actuarial Services
Professional Contractor Corporate Services		
Organisational Planning and Development <ul style="list-style-type: none"> • Business strategy and improvement • Business Case preparation • Change Management • Business performance reviews • Business continuity • Risk management 	Human Resources <ul style="list-style-type: none"> • Capability and performance • Workforce management • Workforce intelligence • Workforce planning • Workforce culture • Workplace health and safety • Conduct and accountability 	Corporate Governance <ul style="list-style-type: none"> • Governance structures and performance • Compliance and fraud • Operational risk
Community and Stakeholder Engagement <ul style="list-style-type: none"> • Facilitation, Strategy, and delivery of Community and Stakeholder Engagement • Document and report preparation 		
Communications* <ul style="list-style-type: none"> • Communication services including communication approaches and/or speechwriting, media management support • Marketing and Event Management <p>*excluding Campaign Advertising, Government Advertising Services and services covered under the Government Communications Campaign Panel</p>		
Quality Management <ul style="list-style-type: none"> • Policy and Practices • Theory and Principles • System development (excluding ICT systems) • System Certification Services (excluding ICT systems) 		

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Professional Contractor Commercial Services

Programs and Projects

- Develop and design
- Process mapping
- Management
- Scheduling
- Document and report preparation
- Evaluation
- Compliance and fraud
- Integrity reviews
- Risk management and assessment

Procurement and Acquisitions

- Research and Planning
 - Document preparation
 - Evaluation of offers
 - Planning and conducting negotiations
 - Preparing reports
 - Lead Negotiations
 - Risk Management and assessment
 - Testing and evaluation (Non ICT services)
 - Probity review and information (non-legal)**
- ** excludes Legal Probity Services and Probity Services and Probity Advice, Certification and Audit delivery as Consultancy Services

Contract Management

- Planning
- Lifecycle management
- Dispute, resolution and mediation
- Risk management and assessment

Research ***

- User experience
 - Focus group testing and modelling
 - Survey design and review
 - Stakeholder engagement
 - Compliance with relevant standards and guidelines
 - Quality assurance and peer reviews
 - Privacy advice and assurance (non-legal)
- ***excludes research for Campaign Advertising or Government Advertising Services

Data Analytics and Management

- Data collection
- Data analysis and review
- Data governance, policies and procedures

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Professional Contractor Other Services

Authoring and Writing Services

- Doctrine Publication Authoring Support
- General Authoring and Writing Services (including document translation services)
- Technical – Publication Authoring
- **Non-Recruitment** Scribing Services (for recruitment scribing services please see People Panel 1 – Recruitment and Search Services).
- Editing services

Dental, Medical and Allied Health

- Research
- Policy and Practices
- Theory and Principles
- Document and report preparation

Scientific Services

- Research
- Policy and Practices
- Theory and Principles
- Document and report preparation

Security Services

- Strategic Security Support
- Research
- Policy and Practices
- Theory and Principles
- Document and report preparation

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