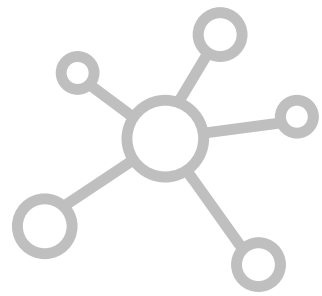


The Business Services Competency Framework

PwC's Skills for Australia has developed this Business Services Competency Framework to assist in translating industry insights into national training standards. The framework is a tool to assist with mapping the skills landscape in industries across the Business Services sector, including the breadth of job roles and the responsibilities associated with each.

It is made up of a series of Level Statements. Each Level Statement comprises a brief descriptor, and a collection of indicative tasks and responsibilities.

The framework reflects that skill development is progressive, and that national training standards must mirror this progression. Industry insights enable an understanding of the progression of skills, knowledge, tasks, and responsibilities expected of people transitioning between job roles over the course of a career in the Business Services sector.



Preparing for work

People at this level are developing the fundamental skills and knowledge to undertake work, and may participate in the workforce in highly structured and supported environments. These people may conduct a variety of routine and predictable work-related activities, including participating in a team or work group. Their workflow would be determined by one or more supervisors, and they would generally not work autonomously.

Indicative AQF Level

1

- Prepare for initial workforce involvement, further learning, and community involvement
- Identify and report simple issues in defined routine contexts
- Demonstrate fundamental cognitive and communication skills to receive, pass on, and recall information in a narrow range of areas
- Use simple communication technologies

2

- Have a basic understanding of the work area's role and functions
- Respond to straightforward requests for information from internal stakeholders
- Receive, dispatch, record, and act on correspondence, documents, and files in a defined area of work
- Complete assigned tasks according to established practices and procedures

3

- Make procedural and administrative decisions that have a low impact on the work area
- Liaise with internal stakeholders to respond to routine enquiries, and escalate more complex enquiries to more senior staff
- Maintain registers and information databases, including data entry and retrieval, and checking data accuracy
- Undertake preliminary research to support the completion of tasks in a specialist field of expertise
- Complete assigned tasks in varied contexts according to established routines, practices and procedures

4

- Make procedural and administrative decisions that have a moderate impact on the work area
- Liaise with internal and external stakeholders on administrative and operational matters
- Exercise independent judgement and resolve general workplace issues with infrequent guidance and monitoring from more senior staff
- Perform research in specialist fields of expertise, conduct some basic analysis activities, and present advice and research findings to more senior staff
- Perform research and analysis activities and report on findings to more senior staff
- Use professional knowledge to provide advice and recommendations that influence the decisions made by others, including supervisors and peers
- Lead the delivery of projects under the direction of more senior staff
- Liaise with a range of internal and external stakeholders on moderately complex matters in relation to a specialist field of expertise

5

- Perform research and analysis activities and report on findings to more senior staff
- Use professional knowledge to provide advice and recommendations that influence the decisions made by others, including supervisors and peers
- Lead the delivery of projects under the direction of more senior staff
- Liaise with a range of internal and external stakeholders on moderately complex matters in relation to a specialist field of expertise
- Assist with risk assessment and risk management activities as they apply to the work area

6

- Provide complex technical advice in relation to a specialist field of expertise
- Develop short-term plans and objectives, and contribute to strategic planning for longer-term initiatives of the work area, with some direction as required
- Manage important stakeholder relationships; resolving complex (or escalated) internal and external stakeholder issues
- Assist with risk assessment and risk management activities as they apply to the work area

8

- Set strategic priorities for the work area; reporting to and seeking approval from more senior staff where relevant
- Hold accountability for the output of the work area; ensuring quality output by developing strategies for building technical capacity within the work area
- Evaluate the effectiveness of risk management and risk assessment activities within the work area
- Liaise with other internal and external leaders to facilitate delivery of collaborative project outcomes
- Manage financial reporting and analysis activities

This Business Services Competency Framework is based on the standards set out in the Australian Qualifications Framework (AQF) and the Australian Public Service (APS) Work Level Standards.

Australian Qualifications Framework



Establishing work performance

People at this level often work under general direction, and carry out routine procedural, clerical, administrative or operational tasks. Their workflow is generally guided by one or more supervisors, though they may be encouraged to exercise autonomy in certain instances. Work completed by people at this level is subject to review by more senior staff. People at this level may work in a team environment, and may be encouraged to provide support to new or less experienced staff.



Supervisory performance

People at this level work under limited direction, and carry out a mix of specialist and moderately complex administrative/operational tasks. Their workflow may be self-managed, and they may exercise some autonomy about how tasks are performed. Work completed by people at this level may be subject to routine monitoring by more senior staff. People at this level may provide limited supervision and support of staff at lower levels (limited to task allocation, quality review of work, and basic on the job training).



Frontline management

People at this level carry out moderately complex tasks in a specialist field of expertise. Their workflow is generally self-managed, and they operate with a high level of autonomy. Work completed by people at this level may be presented as advice for consideration by more senior staff. People at this level may be responsible for the supervision and leadership of a small work team (including by organising workflow, reviewing work, and providing coaching/training to team members).



General management

People at this level carry out complex tasks in a specialist field of expertise. They may undertake technical research and analysis, and will often contribute to setting the strategic direction for the work area. People at this level will likely be responsible for the supervision and leadership of a team or work area (including by managing staff performance and making staffing decisions).



Strategic leadership

People at this level carry out highly complex tasks in a specialist field of expertise. They may develop technical, professional and policy advice for key stakeholders. They may also be accountable for strategic planning, program and project management, and policy development in relation to the work area. People at this level may represent the work area in discussions with key internal and external stakeholders, and have significant management responsibilities.

