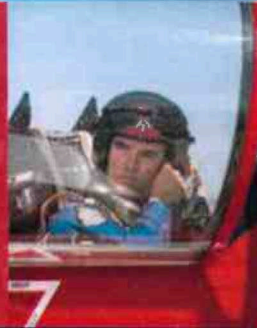




Government of **Western Australia**
Department of **Communities**



Veterans and Families Strategy



Message from the Minister

It gives me great pleasure to introduce the Western Australian Veterans and Families Strategy.

Australia is not an aggressive nation and yet war and conflict has left an indelible mark on our history. It has helped define our national values and character.

Commemorating the service and sacrifice of previous generations provides insights into our history and our place in the world. It is a unifying national story that can inspire, humble and caution in equal measure. However, this story is not just about our past, it is also about our future.

Today, there are several thousand Australians deployed overseas in the service of our nation. They are the current custodians of the Anzac tradition.

They are members of the 'fourth wave' of veterans, taking their place among the tens of thousands of Australians who have served the nation in peace and war since 1999.

Our servicemen and women are amongst the best in the world. They are highly trained, experienced professionals who have committed to serving something bigger than themselves.

Our challenge is to best utilise those veterans when they leave the Australian Defence Force, to harness their skills, their knowledge and their sense of public service.

The Western Australian Veterans and Families Strategy seeks to do just that. It provides a framework to guide the development of policies and initiatives that welcome veterans and their families and commemorates the service and sacrifice of Australian service personnel.

When we enable the social and economic participation of our veterans and their families, we strengthen our communities.

Hon Peter Tinley AM MLA
Minister for Veterans Issues

Australia is not an aggressive nation and yet war and conflict has left an indelible mark on our history. It has helped define our national values and character.

Overview

Purpose

The Veterans and Families Strategy will guide the activities of the Veterans Issues portfolio. Its purpose is to:

- 1 Recognise and support veterans and their families.
- 2 Encourage and enable their ongoing participation and contribution to the broader community.
- 3 Understand who and where Western Australian veterans are, and their interests and needs.
- 4 Commemorate the service and sacrifice of Australian service personnel.
- 5 Educate the broader community on the significance and impact of Australia's wars on our nation.





Rationale

The Australian taxpayer invests considerable resources in training and developing our sailors, soldiers, airmen and airwomen. These men and women are carefully selected, expertly trained and tested by a range of experiences at home and overseas. They are among the best in the world.

All military careers end and our men and women in uniform will inevitably become civilians again. Some will come home to Western Australia, while others will choose to make our state their home.

It is the responsibility of the State Government to make the most of these Western Australians, facilitating their participation in all our state has to offer, maximising the social and economic benefit to the community and to the veterans and their families.

The Australian Government, through the Department of Veterans Affairs (DVA), has primary responsibility for developing and delivering programs that support ex-service members and their dependents.

The State Government also has a role in providing, where appropriate, additional means of supporting and recognising veterans and the veteran community that augments and complements, rather than replicates or replaces, the services provided by DVA.



316,900+

Australian veterans as at 30 June 2017
(DVA estimate)



Veterans and their service

A veteran is defined as someone who has served in the Australian Defence Force (ADF).

The mission of the ADF is to defend Australia and its national interests. To fulfil this mission, the ADF prepares for and participates in a spectrum of operations that involve the application of both violent and non-violent military power.

It is well established that the demands of training, service life and deployments give veterans distinctive characteristics and health needs.

The training is frequently physically and mentally arduous, and involves extended periods away from families and friends. Operational service, whether on peacekeeping or warlike operations, can involve exposure to a range of confronting and traumatic experiences.

Military service is legally, ethically and morally unique. Service members can be compelled to undertake actions that they know could result in their own death or that of their comrades. And they can be compelled to lawfully take the life of another person.

Over 100,000 Australians have been killed serving the nation in our armed forces. Australia's participation in war and conflict has shaped our history and helped define our national values and character.

This is not to suggest that service members and veterans are superior to those who have not served, nor does it seek to elevate military values above the values of the broader community. Rather, it recognises the inherently unique nature and demands of military service and its role and impact in the life of our nation.



100,000+

Australians have been killed serving the nation in our armed forces

The Western Australian Veteran Community

Previously, the term veteran was used synonymously with 'returned' servicemen or women and was reserved for those who rendered 'war-like' service, as defined in the various rehabilitation and compensation Acts.

The new and more inclusive definition recognises the unique nature of military service and responsibility of the Australian Government to those who have rendered that service.

The Western Australian Government does not distinguish between types of service; what matters is the spirit in which the service was offered.

There is no definitive number of veterans in Western Australia (WA) or indeed Australia. While data collection is improving, there remains gaps in the profile of the veteran community.

DVA estimated there were 316,900 veterans as at 30 June 2017. This figure includes veterans from all conflicts and operations from the Second World War up to the post 1999 era.

It also includes the 147,400 members of the 'Peacetime Defence Force' of 1972 to 1994. However, it does not include those members post 1994 who did not serve overseas.

Using the basic rule of thumb, with ten per cent of the population, WA may have more than 30,000 veterans resident in the state.

Between 2013 and 2017, 1,583 ADF members left full-time service in WA, 308 of them were discharged for medical reasons.

Objective

The development and implementation of policies and initiatives that promote the wellbeing of WA veterans, commemorate the service and sacrifice of Australian service personnel and firmly establish WA as a state that welcomes and supports veterans and their families.

Themes, outcomes and initiatives

The Veterans and Families Strategy has identified five themes. They are not mutually exclusive, nor are they listed in order of importance. They are, to varying degrees, mutually supporting. High level outcomes and initiatives have been identified for each theme.





Recognition

For over a century, Australians have been serving in theatres of war and conflict. At its very best, this service has been characterised by courage, endurance, mateship and sacrifice. These values have helped define our national character.

We also recognise the key role played by Aboriginal and Torres Strait Islander veterans. Indigenous service personnel have fought in all our conflicts, despite experiencing discrimination and bigotry. They not only served the nation in war, they advanced the cause of equality.

Current service personnel and veterans are the custodians of the Anzac tradition and legacy. Their service and the enduring Anzac legacy deserves recognition.

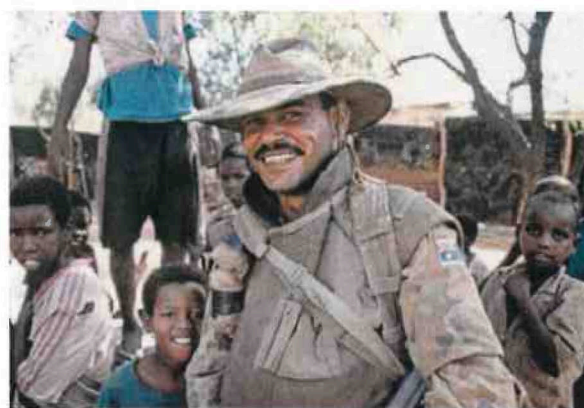
By providing this recognition we ensure:

- their service and sacrifice are valued and appreciated; and
- veterans and their families are valued and socially included.

To achieve this, we will:

- 1.1** Continue to support the Veterans Advisory Council, which recognises veterans by providing them with a forum to advise the Government on issues affecting the WA veteran community.
- 1.2** Develop a set of guiding principles to inform the provision of State Government concessions to the veteran community, recognising the value of their service.
- 1.3** Ensure the Veterans Issues portfolio is consulted when State Government agencies propose policy changes that directly affect the veteran community.
- 1.4** Continue to work with the Commonwealth and other jurisdictions through the Veterans' Ministerial Council.

Baidoa, Somalia
Private Graeme M. (Brownie) Brown



2

Understanding

The absence of a definitive number of WA veterans presents a challenge for service design and delivery.

Additionally, in contrast to previous generations, fewer Australians have family or friends who serve or have served in the ADF. While the ADF remains one of the nation's most respected institutions, service in the ADF is often poorly understood.

Perceptions of Australian veterans and their experiences can be shaped by other cultural influences, such as the experience of American veterans. Additionally, there are often negative misconceptions that surround military service, notably that it is authoritarian and chauvinistic. This can create a narrative around Australian veterans that is unhelpful when they seek to re-enter the broader community.

Comprehensive, consistent and reliable data is essential to developing effective policies at all levels.



By improving our understanding of the veteran community, we will ensure that:

- policies, programs and services are evidence based and meet the needs of the veteran community; and
- the effectiveness of policies and programs can be measured and evaluated.

To achieve this, we will:

- 2.1** Work with DVA and other stakeholders to further build the profile of the WA veteran community.
- 2.2** Work with DVA's Indigenous Veterans Liaison Officers network to identify the number of Western Australian Aboriginal and Torres Strait Islander veterans.
- 2.3** Identify opportunities for veterans to voluntarily self-identify to State Government agencies to improve service delivery.
- 2.4** Work with the Veterans Advisory Council and the broader veteran community to enhance our understanding of veterans and their families, their needs and interests.

Bien Hoa, South Vietnam
Sergeant Tom Birnie (right) and an
unidentified soldier

3



Support

Many veterans have found their military service professionally and personally rewarding. They will have overcome challenges and adversity, and enjoyed a unique sense of comradery. Their service may have provided them with experiences and habits that positively influences their post-service life.

However, their service exposes them to a range of risk factors and it can result in unique health and support needs during and after their service.

State Government agencies are frequently the first point of contact for veterans accessing medical, mental health or housing services. The State Government has a role in ensuring the services it provides, including those funded by the Department of Veterans Affairs (DVA), meet the needs of veterans and their families.

The State Government also has a role in providing, where appropriate, additional means of supporting and recognising veterans and the veteran community that augments and complements, rather than replicates or replaces, the services provided by DVA.

By providing this support, we ensure that:

- we honour our obligation to those who served;
- veterans and their families receive the support they need; and
- veterans and their families are valued and socially included.

To achieve this, we will:

- 3.1** Listen to the Veterans Advisory Council and the broader veteran community to understand issues of concern.
- 3.2** Advocate on behalf of the WA veteran community with the Australian Government and the Veterans' Ministerial Council.
- 3.3** Advocate on behalf of classes of veterans who need collective representation.
- 3.4** Identify areas where the State Government can work collaboratively with the Federal Government to improve and enhance service delivery to veterans.
- 3.5** Advocate on behalf of the WA veteran community across the State Government, informing agencies of the particular needs of the veteran community.
- 3.6** Undertake a review of the existing Western Australian veterans legislation to ensure they remain fit for purpose and meet the needs of the veteran community.
- 3.7** Work with DVA to ensure support provided to Western Australian Aboriginal and Torres Strait Islander veterans is culturally appropriate.
- 3.8** Develop a set of guiding principles to inform the provision of State Government concessions to the veteran community, to ensure veterans receive the support they need.

4

Participation

Each year approximately 5,000 service members transition from the ADF and a significant proportion of them will have served on one or more overseas operation.

The majority will look to join the civilian workforce and commence the next phase of their lives. Maximising their participation in all our state has to offer will benefit the broader community and the veteran and their family.

There is also a key role for veterans to play in supporting and developing Western Australian Defence industries.

Some veterans, in their post-service life, will also seek opportunities to serve their community in new ways. This public spiritedness should be harnessed and encouraged.

By promoting veteran participation, we ensure:

- improved transition to civilian life for ex-service members;
- employers across all sectors of the economy have the opportunity to benefit from the human capital produced by the ADF;

- there is a skilled and experienced workforce for our Defence industries;
- community groups have the opportunity to benefit from the experience and knowledge of veterans; and
- veterans and their families are valued, and socially and economically included.

To achieve this, we will:

- 4.1** Promote the benefits of employing veterans in the private sector and encourage the development of veterans' networks.
- 4.2** Promote the benefits of employing veterans in the public sector, including in local government.
- 4.3** Investigate opportunities for veterans to work and partner with State Government networks and stakeholders.
- 4.4** Work with training and educational institutions to provide transition pathways for veterans' skill enhancement.

Phuoc Tuy Province, South Vietnam
Private Peter O'Halloran



5

Commemoration

Australia has been shaped and influenced by its experience of war. Commemoration plays an important role in recognising the service and sacrifice of Australian service personnel in wars, conflicts and peace keeping operations.

It deepens our understanding of our nation's history and our appreciation of the service and sacrifice of previous generations.

It is appropriate that the State Government supports the commemoration of significant anniversaries in our nation's military history.

Commemorative events can ensure:

- the service and sacrifice of previous generations is valued and appreciated;
- remembrance and understanding of significant events in the history of our state and nation;

- people connect with their own family history;
- local communities engage with the history of their area; and
- points of connection are provided between veterans and ex-service organisations (ESOs) and the broader community.

To achieve this, we will:

- 5.1** Work with ESOs to support commemorative events.
- 5.2** Coordinate a range of commemorative activities across various State Government agencies.
- 5.3** Develop a repository of products and programs to mark significant milestones in Australia's military history.

Following the terrorist attacks in the USA on 11 September 2001, Australians fought in Iraq and Afghanistan



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If you are deaf, or have a hearing or speech impairment, contact us through the National Relay Service. For more information visit:
<https://relayservice.gov.au>

This publication is available in other formats that can be requested at any time.

RANK 2 GRADE GUIDE

The Local Government Rank to Grade Guide has been developed by the NSW Veterans Employment Program and the Office of Local Government to help veterans in their civilian job search.

Local councils in NSW employ approximately 45,000 full-time employees across a wide range of roles. Local Government NSW's Capability Framework sets out the essential knowledge, skills and abilities needed to work effectively in local government.

The guide outlines the requirements of council roles and how veterans' military experience can fulfil these needs at all employment levels.

VETERANS

Local government opportunities are often advertised on council websites, local newspapers, or on job search engines like www.seek.com.au and www.lgassist.com.au.

Use this guide to compare your skills and experience with a job's criteria.

EMPLOYERS

Use this guide as a tool to gain insight to the Australian Defence Force rank structure and skills.



AUSTRALIAN DEFENCE FORCE	ARMY	GENERAL	LIEUTENANT GENERAL	MAJOR GENERAL	BRIGADIER	COLONEL	LIEUTENANT COLONEL	MAJOR
	NAVY	ADMIRAL	VICE ADMIRAL	REAR ADMIRAL	COMMODORE	CAPTAIN	COMMANDER	LIEUTENANT COMMANDER
	AIR FORCE	AIR CHIEF MARSHAL	AIR MARSHAL	AIR VICE-MARSHAL	AIR COMMODORE	GROUP CAPTAIN	WING COMMANDER	SQUADRON LEADER
	GENERAL EXPERIENCE	Principal responsibility for converting government policy into strategic and adequately resourced military campaigns. Management of high-level strategic relationships and influencing policy and decision-making at the whole-of-government level. Principal responsibility for strategic workforce decision-making for the entire ADF. Command up to 5000 officers and soldiers. Senior leadership roles at headquarters (HQ) in areas like Personnel and Operations, and high-level operational advisory roles at HQ.					Advanced writing and liaison skills in a government setting, while applying comprehensive planning and problem solving skills. Responsible for personnel welfare, general morale, administration and equipment maintenance for up to 120 and 650 officers and soldiers respectively. Responsible for overall operational effectiveness of 400-600 staff in business units. Senior leadership roles at headquarters (HQ) in areas like Personnel and Operations, and high-level operational advisory roles at HQ.	
NSW LOCAL GOVERNMENT	Local Gov't (State) Award 2017 Band/Level*	Contract*/Executive Band (Levels 1-4)				Executive Band (Level 1)		Professional/Specialist Band (Levels 3-4)
	NSW LOCAL GOVERNMENT CAPABILITY FRAMEWORK LEVEL	Highly Advanced		Advanced			Adept	
	CORE CAPABILITIES	Workforce Leadership: Lead and manage change; inspire direction and purpose Resources: Finance; procurement and contracts Results: Deliver results Relationships: Communicate and engage; influence and negotiate Personal Attributes: Display resilience and adaptability; act with integrity; demonstrate accountability		Workforce Leadership: Manage and develop people Resources: Procurement and contracts Results: Deliver results Relationships: Community and customer focus; communicate and engage		Workforce Leadership: Manage and develop people Resources: Finance; plan and prioritise Results: Think and solve problems; create and innovate Relationships: Communicate and engage; work collaboratively Personal Attributes: Display resilience and adaptability; act with integrity; demonstrate accountability		Workforce Leadership: Manage and develop people; optimise workforce contribution Resources: Assets and tools; technology and information; finance Results: Think and solve problems; create and innovate Relationships: Communicate and engage
	EXAMPLE ROLES	General Manager* (* - Contracted against Section 332 and Section 334 of the Local Government Act NSW 1993) Director (Corporate & Governance; Environment, Planning & Community; Works & Civil)				General Manager* Director (Corporate & Governance; Environment, Planning & Community; Works & Civil)		Manager (Environment, Development, Strategic Planning, Finance, Governance, Information Systems) Engineer (Water & Sewer, Assets, Civil) Health Surveyor Librarian Gallery Director

Please note that this is a guide only and the nature of roles in local government banding may vary.

AUSTRALIAN DEFENCE FORCE	ARMY	CAPTAIN	LIEUTENANT	WARRANT OFFICER CLASS 1	WARRANT OFFICER CLASS 2
	NAVY	LIEUTENANT	SUB LIEUTENANT	WARRANT OFFICER	CHIEF PETTY OFFICER
	AIR FORCE	FLIGHT LIEUTENANT	FLYING OFFICER	WARRANT OFFICER 1	FLIGHT SERGEANT
	GENERAL EXPERIENCE	Receive instructions from superiors, then plan priorities, co-ordinate resources and determine work responsibilities for up to 120 soldiers. Maintenance and security of equipment and stores that may exceed millions of dollars in value. Mentor, counsel and support the development and career progression of subordinates. Take responsibility for the actions and performance of their team; show initiative and self-reliance. Confident speaking and writing skills with a variety of senior and subordinate audiences.		Train, build morale and supervise up to 600 soldiers. These ranks mentor and develop subordinate staff, overseeing their administrative needs and provide counselling duties. As a member of a middle management team, these ranks receive instructions from superiors, then plan priorities, resources and subordinates’ work responsibilities accordingly. Highly-independent, logical thinkers that enforce high standards of general conduct and achievement of work goals. Exceptional ability to communicate complex instructions with clarity and confidence, and to large audiences.	
NSW LOCAL GOVERNMENT	Local Gov’t (State) Award 2017 Band/Level	Professional/Specialist Band (Levels 1-3)			
	NSW LOCAL GOVERNMENT CAPABILITY FRAMEWORK LEVEL	Adept		Advanced/Adept	
	CORE CAPABILITIES	Workforce Leadership: Manage and develop people; optimise workforce contribution Resources: Assets and tools; technology and information; finance Results: Think and solve problems; create and innovate Relationships: Communicate and engage; work collaboratively Personal Attributes: Display resilience and adaptability; act with integrity; demonstrate accountability		Workforce Leadership: Manage and develop people Resources: Finance Results: Think and solve problems; create and innovate Relationships: Communicate and engage Personal Attributes: Display resilience and adaptability; act with integrity; demonstrate accountability	
	EXAMPLE ROLES	Manager (Environment, Development, Strategic Planning, Information, Corporate Systems) Engineer (Bridge, Maintenance, Works Programme Water & Sewer, Assets, Civil) Health & Building Surveyor Librarian Property Coordinator		Community Services Co-ordinator Development Planner Environment Officer Finance Accountant Business Solutions Analyst	

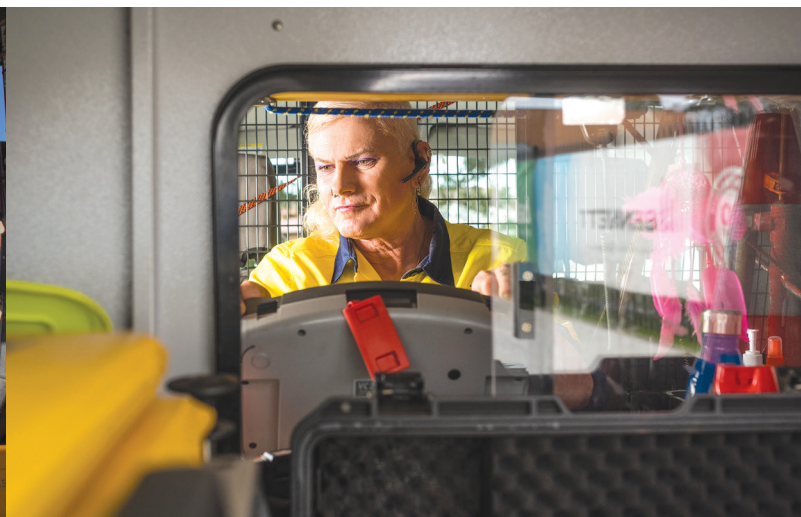
Please note that this is a guide only and the nature of roles in local government banding may vary.

AUSTRALIAN DEFENCE FORCE	ARMY	SERGEANT		CORPORAL	LANCE CORPORAL
	NAVY	PETTY OFFICE		LEADING SEAMAN	ABLE SEAMAN
	AIR FORCE	SERGEANT		CORPORAL	LEADING AIRCRAFTSMAN/ AIRCRAFTSWOMAN
	GENERAL EXPERIENCE	<p>Train, lead and supervise up to 30 soldiers. These ranks mentor and develop subordinate staff, as well as overseeing their administrative needs.</p> <p>As a member of a junior management team, these ranks receive instructions from superiors, then plan priorities, resources and subordinates' work responsibilities accordingly.</p> <p>Breaking-down and communicating complex instructions clearly to subordinates</p>		<p>Train, lead and supervise a team of approximately 10 soldiers.</p> <p>Receive instructions from superiors, before planning priorities, resources and subordinates' work responsibilities to achieve work goals.</p> <p>Breaking-down and communicating complex instructions clearly to subordinates.</p> <p>Make quick and logical decisions, and be accountable for such actions.</p>	
NSW LOCAL GOVERNMENT	Local Gov't (State) Award 2017 Band/Level*	Professional/Specialist Band (Levels 1-2)	Administrative/Technical/Trades Band (Levels 3)	Administrative/Technical/Trades Band (Levels 1-3)	Operational Band (Levels 3-4)
	NSW LOCAL GOVERNMENT CAPABILITY FRAMEWORK LEVEL	Adept		Adept/Intermediate	
	CORE CAPABILITIES	<p>Workforce Leadership: Manage and develop people</p> <p>Resources: Assets and tools; technology and information; finance</p> <p>Results: Think and solve problems; create and innovate</p> <p>Relationships: Communicate and engage; work collaboratively</p> <p>Personal Attributes: Display resilience and adaptability; act with integrity; demonstrate accountability</p>		<p>Workforce Leadership: Manage and develop people</p> <p>Resources: Assets and tools; technology and information</p> <p>Results: Plan and prioritise; think and solve problems</p> <p>Relationships: Communicate and engage; work collaboratively</p> <p>Personal Attributes: Act with integrity; demonstrate accountability; manage self</p>	
	EXAMPLE ROLES	<ul style="list-style-type: none"> • Engineer (Bridge, Maintenance, Works Programme Water & Sewer, Assets, Civil) • Health & Building Surveyor • Parks & Recreation Officer • Librarian • Gallery and cultural development officer • Property Co-ordinator • Community Services Co-ordinator • Development Planner • Environment Officer • Accountant • Tourist Information Officer • Business Solutions Analyst • HR, training & development officer • Injury Management officer • Enrolled nurse 	<ul style="list-style-type: none"> • Professional/Executive Administration • Team Leader/Supervisor • Senior Administration Officer • Workshop Supervisor • Property Officer • Library Systems & Technology Officer • Trades (Mechanic, Plumber, Greenkeeper) • Water Operator in Charge • Accounts Payable Officer • Planning Support Officer • Revenue Officer • Procurement & Fleet Officer 	<ul style="list-style-type: none"> • Professional/Executive Administration • Team Leader/Supervisor • Senior Administration Officer • Workshop Supervisor • Property Officer • Library systems & technology officer • Trades (Mechanic, Plumber, Greenkeeper) • Water Operator in Charge • Accounts Payable Officer • Planning Support Officer • Payroll • HR, Training & Development Officer 	<ul style="list-style-type: none"> • Receptionist and Executive Assistant • Library Assistant • Customer Service • Childcare and Community Services Staff • Operational Roles (Rangers, Weed & Animal Control, Saleyards, Plant Operators, Drivers, Parks and Recreation, Beach, Surf & Baths, Caravan Parks, Administration, Rates & Stores, Cemeteries, Sanitary & Garbage, Landfill) • Depot and Fleet Management

Please note that this is a guide only and the nature of roles in local government banding may vary.

AUSTRALIAN DEFENCE FORCE	ARMY	PRIVATE
	NAVY	SEAMAN
	AIR FORCE	AIRCRAFTSMAN/AIRCRAFTSWOMAN
	GENERAL EXPERIENCE	<ul style="list-style-type: none"> • Communicating effectively and taking instruction. • Completing basic operational tasks in small teams. • Make quick and logical decisions, and be accountable for such actions.
NSW LOCAL GOVERNMENT	Local Gov't (State) Award 2017 Band/Level*	Operational Band (Levels 1-3)
	NSW LOCAL GOVERNMENT CAPABILITY FRAMEWORK LEVEL	Intermediate/Foundational
	CORE CAPABILITIES	<p>Relationships: Communicate and engage; work collaboratively</p> <p>Results: Plan and prioritise; deliver results</p> <p>Personal Attributes: Manage self; Demonstrate accountability</p>
	EXAMPLE ROLES	<ul style="list-style-type: none"> • Apprentices and Trainees • Receptionist and Executive Assistant • Library Assistant • Customer Service • Childcare and Community Services Staff • Operational Roles (Rangers, Weed & Animal Control, Saleyards, Plant Operators, Drivers, Parks and Recreation, Beach, Surf & Baths, Caravan Parks, Administration, Rates & Stores, Cemeteries, Sanity & Garbage, Landfill)

Please note that this is a guide only and the nature of roles in local government banding may vary.



The NSW Office for Veterans Affairs runs the Veterans Employment Program (VEP). The State Government has set a target to employ 1000 veterans by 2023.

Our team is focused on strengthening partnerships, developing tools and resources, and finding more ways to connect and support veterans across the state.

For more information visit the VEP's website or contact the team.

The Office of Local Government (OLG) is responsible for local governments across NSW. OLG's organisational purpose is to 'Strengthen Local Government'.

OLG works collaboratively with the Local Government sector and is the key driver to the NSW Government on Local Government matters.

Any questions about the NSW Local Government Rank to Grade Guide can be directed to OLG's Council Engagement Managers.

VETERANS EMPLOYMENT PROGRAM

- T** 1300 838 233
- E** VeteransEmployment@veterans.nsw.gov.au
- W** www.vep.veterans.nsw.gov.au

Front: Sean, Stormwater Asset Validation Officer at Sutherland Shire Council. Former Lance Corporal, Australian Army; **Back page, clockwise from top left:** Tracy, Parks and Gardens Team Leader at Dungog Council. Former Private, Australian Army; Emily, Asset Investigator Water and Wastewater Operator at Ballina Shire Council. Former Corporal, Australian Army; Philip, Capital Works Section Manager at Port Stephens Council. Former Major, Australian Army; Perrin, Supervisor Plant and Pump Stations at Lithgow City Council. Former Corporal, Australian Army.

OFFICE OF LOCAL GOVERNMENT

- T** 02 4428 4100
- E** olg@olg.nsw.gov.au
- W** www.olg.nsw.gov.au



VETERANS EMPLOYMENT PROGRAM

RANK GRADE GUIDE

The NSW Government employs around 10% of the state's working population. As the largest employer in NSW, it caters to almost 400,000 jobs across a broad range of industries and regions.

Veterans have skills and experience that are valuable, and can easily transfer into a variety of Government roles. The Veterans Employment Program (VEP) has developed a range of tools including this Rank-Grade Guide, to help support the transition process.

COMPARING ADF RANKS TO NSW GOVERNMENT JOB GRADES

The Rank-Grade Guide and a Local Government companion guide, the LG-R2G, was developed by the VEP to help veterans understand how NSW Government job grades align with ADF ranks. It is only a guide. Veterans should also consider their non-military and/or specialty skills and experience. Employers can also use these guides to gain insight to the skills and experience of veterans.

THE INTERACTIVE RANK-GRADE GUIDE

An interactive guide and PDFs for download are available on the VEP website. The interactive allows users to also view current job vacancies aligned to selected ranks on the NSW Government jobs site iworkfor.nsw.gov.au.

vep.veterans.nsw.gov.au/job-seekers/rank-to-grade-guide

COMMISSIONED OFFICERS

AUSTRALIAN DEFENCE FORCE	ARMY	General	Lieutenant General	Major General	Brigadier	Colonel	Lieutenant Colonel	Major	Captain	Lieutenant
	NAVY	Admiral	Vice Admiral	Rear Admiral	Commodore	Captain	Commander	Lieutenant Commander	Lieutenant	Sub Lieutenant
	AIR FORCE	Air Chief Marshal	Air Marshal	Air Vice- Marshal	Air Commodore	Group Captain	Wing Commander	Squadron Leader	Flight Lieutenant	Flying Officer
	GENERAL EXPERIENCE	<ul style="list-style-type: none">– Principal responsibility for converting government policy into strategic and adequately resourced military campaigns.– Management of high-level strategic relationships and influencing policy and decision-making at the whole of-government level.– Principal responsibility for strategic workforce decision-making for the entire ADF.			<ul style="list-style-type: none">– Command up to 5,000 officers and soldiers.– Senior leadership roles at headquarters (HQ) in areas like Personnel and Operations, and high-level operational advisory roles at HQ.		<ul style="list-style-type: none">– Advanced writing and liaison skills in a government setting, while applying comprehensive planning and problem solving skills.– Responsible for personnel welfare, general morale, administration and equipment maintenance for up to 120 and 650 officers and soldiers respectively.– Responsible for overall operational effectiveness of 400–600 staff in business units.– Senior leadership roles at headquarters (HQ) in areas like Personnel and Operations, and high-level operational advisory roles at HQ.		<ul style="list-style-type: none">– Receive instructions from superiors, then plan priorities, coordinate resources and determine work responsibilities for up to 120 soldiers.– Maintenance and security of equipment and stores that may exceed millions of dollars in value.– Mentor, counsel and support the development and career progression of subordinates– Take responsibility for the actions and performance of their team; show initiative and self-reliance.– Confident speaking and writing skills with a variety of senior and subordinate audiences.	
NSW GOVERNMENT	EQUIVALENT GRADE	SENIOR EXECUTIVE SERVICE (SES) GRADES 1–4					CLERK GRADE 12 / SES GRADE 1	CLERK GRADE 9/10 – 11/12	CLERK GRADE 9/10	CLERK GRADE 7/8
	CAPABILITY FRAMEWORK	HIGHLY ADVANCED		ADVANCED		ADVANCED		ADEPT		
	CORE CAPABILITIES	Results Think and solve problems Business enablers Project management Relationships Influence and negotiate People management Manage reform and change		Results Think and solve problems Business Enablers Project management Relationships Influence and negotiate People management Manage reform and change		Results Think and solve problems Business Enablers Project management Relationships Communicate effectively People management Manage and develop people		Results Think and solve problems Business enablers Project management Relationships Communicate effectively People management Manage and develop people Personal attributes Resilience, integrity, manage self		

OTHER RANKS

AUSTRALIAN DEFENCE FORCE	ARMY	Warrant Officer Class 1	Warrant Officer Class 2	Sergeant	Corporal	Lance Corporal	Private
	NAVY	Warrant Officer	Chief Petty Officer	Petty Officer	Leading Seaman	Able Seaman	Seaman
	AIR FORCE	Warrant Officer 1	Flight Sergeant	Sergeant	Corporal	Leading Aircraftsman/ Aircraftswoman	Aircraftman and aircraftwoman
	GENERAL EXPERIENCE	<ul style="list-style-type: none">– Train, build morale and supervise up to 600 soldiers. These ranks mentor and develop subordinate staff, overseeing their administrative needs and provide counselling duties.– As a member of a middle management team, these ranks receive instructions from superiors, then plan priorities, resources and subordinates' work responsibilities accordingly.– Highly-independent, logical thinkers that enforce high standards of general conduct and achievement of work goals.– Exceptional ability to communicate complex instructions with clarity and confidence, and to large audiences.		<ul style="list-style-type: none">– Train, lead and supervise up to 30 soldiers. These ranks mentor and develop subordinate staff, as well as overseeing their administrative needs.– As a member of a junior management team, these ranks receive instructions from superiors, then plan priorities, resources and subordinates' work responsibilities accordingly.– Breaking-down and communicating complex instructions clearly to subordinates.		<ul style="list-style-type: none">– Train, lead and supervise a team of approximately 10 soldiers.– Receive instructions from superiors, before planning priorities, resources and subordinates' work responsibilities to achieve work goals.– Breaking-down and communicating complex instructions clearly to subordinates.– Make quick and logical decisions, and be accountable for such actions.	
NSW GOVERNMENT	EQUIVALENT GRADE	CLERK GRADE 7/8 – 9/10	CLERK GRADE 5/6 – 7/8	CLERK GRADE 5/6	CLERK GRADE 3/4 – 5/6	CLERK GRADE 3/4	CLERK GRADE 3/4
	CAPABILITY FRAMEWORK	ADVANCED		ADEPT	INTERMEDIATE		FOUNDATIONAL
	CORE CAPABILITIES	Results Think and solve problems Business enablers Project management Relationships Communicate effectively People management Manage and develop people		Results Think and solve problems Business enablers Project management Relationships Communicate effectively People management Manage and develop people	Results Think and solve problems Business enablers Project management Relationships Communicate effectively People management Manage and develop people		Results Plan and prioritise; deliver results Relationships Communicate effectively; work collaboratively



Veterans Employment Program

ABOUT THE PROGRAM

The NSW Government has set a target to employ 1000 veterans by 2023. To help the Government meet this target the Office for Veteran Affairs runs the Veterans Employment Program (VEP).

VEP is an education and communications platform for both veterans and employers. The team delivering the program is focused on strengthening partnerships, developing tools and resources and finding more ways to connect with veterans across the state.

VEP has an online network of 2,500 veterans their families and supporters. Social media is used to share a variety of public sector roles, highlight initiatives like Volunteers NSW and talent pool recruitment and introduce career pathways through the 'Meet A Veteran' campaign.



CONNECT WITH US



vep.veterans.nsw.gov.au



[linkedin.com/company/nsw-veterans-employment-program](https://www.linkedin.com/company/nsw-veterans-employment-program)



[instagram.com/vepnsw](https://www.instagram.com/vepnsw)



[facebook.com/NSWVeteransEmployment](https://www.facebook.com/NSWVeteransEmployment)

CONTACT US



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[@NSWVeteransEmployment](https://twitter.com/NSWVeteransEmployment)



[linkedin.com/company/nsw-veterans-employment-program](https://www.linkedin.com/company/nsw-veterans-employment-program)



Top to bottom: Peter Reynolds, Manager, Program Management Office, former Lieutenant, Royal Australian Navy; Jo Matthews Senior Fire Fighter, NSW Fire & Rescue, former Leading Seaman, Royal Australian Navy; Millie Bass, Senior Project Officer, former Flight Lieutenant, Royal Australian Air Force; Paul Rindermann, Senior Correctional Officer, Department of Communities and Justice, former Sapper, Australian Army.

SOUTH AUSTRALIAN PUBLIC SECTOR MILITARY RANK TO GRADE GUIDE

 **I WORK FOR SA**



**Government of
South Australia**

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▼ MESSAGE FROM THE COMMISSIONER FOR PUBLIC SECTOR EMPLOYMENT

The South Australian public sector is committed to attracting and retaining highly skilled individuals who are passionate about making a difference so South Australia thrives.

Community members with military experience possess immeasurably valuable skills that are easily transferable to a variety of roles. However, it's widely recognised that translating military experience and qualifications to civilian job opportunities can be difficult.

The new Military Rank to Grade Guide provides transitioning Australian Defence Force members, veterans and their families with a better understanding of how military ranks can be compared to public sector classifications. It was developed by Veterans SA, in consultation with the Office of the Commissioner for the Public Sector Employment, and will also help public sector agencies to consider veteran applicants during the recruitment process.

As the state's largest employer, which prides itself on the diversity of its workforce, the South Australian public sector is rich with opportunity for veterans looking to make their next career move beyond the Australian Defence Force.

I hope the Military Rank to Grade Guide will enable more veterans to consider a career in the public sector, which will no doubt serve to benefit all South Australians.

Erma Ranieri PSM

Commissioner for Public Sector Employment



ABOUT THE GUIDE

This document should be used only as a guide, as it identifies the base level of skills expected at a recognised rank. Each individual must still be evaluated on their own merits and experience. Some personnel will be able to demonstrate the knowledge, skills and experience to operate at higher South Australia stream work levels than suggested, while others may demonstrate lower level competencies than suggested.

The guide is designed to be descriptive rather than prescriptive when aligning Australian Defence Force (ADF) ranks to the South Australia Competency Framework stream work levels, and does not impose a limit on available positions.

Some streams and positions may have additional mandatory qualification/expertise requirements e.g. in the professional stream.

This guide does not replace the importance of reading an applicant's resume or the responses to selection criteria as each ex-service personnel's knowledge, skills and experience will be different. Applicants may also have experience from either before or after their military career which should be considered.

For ranks Brigadier/Commodore/Air Commodore and above, loose guidelines for equivalency have been provided, however stream work levels and capabilities may not directly apply.

FOR RECRUITERS

This guide helps increase awareness of military experience and how this can translate into the South Australian public sector.

FOR APPLICANTS

This guide provides an initial introduction of how to express your military experience into a public sector context, and should be read in conjunction with the relevant determinations and guidance related to public sector classifications and employment conditions on the [Office of the Commissioner for Public Sector Employment](#) website.

HOW TO READ THE GUIDE

This document provides a guide for comparing Australian Defence Force (ADF) ranks and South Australian public sector classification levels.

The Military Rank to Grade Guide specifically covers the following SA public sector work streams:



ADMINISTRATION SERVICES (ASO): employees in this stream undertake various administrative, clerical and related specialist functions in support of agency programs.



MANAGEMENT ADMINISTRATIVE SERVICES (MAS): employees in this stream have specific responsibility and accountability for either a major agency function or a series of significant agency functions.



OPERATIONAL SERVICES (OPS): employees in this stream undertake various operational activities and services including construction/maintenance operations, field-based services or inspections and health and human services.



SOUTH AUSTRALIAN EXECUTIVE SERVICE (SAES): employees in this stream are the leaders of the organisation and have significant strategic, decision making and problem-solving responsibilities.

The guide identifies equivalent ranks for the Royal Australian Navy, Australian Army and Royal Australian Air Force, and the related experience, and matches it with the equivalent SA public sector stream work level.

Level characteristics and example roles have also been provided in this guide. There are other work streams in the public sector such as Allied Health Professionals, Professional Officers and Technical Officers that are not covered in this guide. Please refer to the [Office of the Commissioner for Public Sector Employment](#) website for more information.

Pages 6–9 relate specifically to Other Ranks and Non-Commissioned Officers. Pages 10–14 relate to Commissioned Officers.

Users of the guide should read it in conjunction with the relevant SA Public Sector Competency Framework ([entry level employee](#), [first line manager](#), [middle manager](#) and [SA Executive Service](#)).

▼ MILITARY RANK TO GRADE GUIDE



ARMY

Private6
Private Proficient6
Lance Corporal6

Corporal7

Sergeant.....8
Staff Sergeant.....8

Warrant Officer Class 29
Warrant Officer Class 19

Second Lieutenant..... 10
Lieutenant..... 10

Captain 11

Major 12

Lieutenant Colonel 13
Colonel 13
Brigadier 13

Major General 14
Lieutenant General 14
General 14
Field Marshal..... 14

NAVY

Seaman.....6
Able Seaman6

Leading Seaman.....7

Petty Officer8

Chief Petty Officer9
Warrant Officer9

Acting Sub-Lieutenant 10
Sub-Lieutenant 10

Lieutenant..... 11

Lieutenant Commander..... 12

Commander..... 13
Captain 13
Commodore..... 13

Rear Admiral..... 14
Vice Admiral..... 14
Admiral 14
Admiral of the Fleet..... 14

AIR FORCE

Aircraftman/Aircraftwoman6
Leading
Aircraftman/Aircraftwoman6

Corporal7

Sergeant.....8

Flight Sergeant.....9
Warrant Officer9

Pilot Officer..... 10
Flying Officer..... 10

Flight Lieutenant..... 11

Squadron Leader 12

Wing Commander 13
Group Captain..... 13
Air Commodore 13

Air Vice-Marshal..... 14
Air Marshal..... 14
Air Chief Marshal 14
Marshal of the Royal
Australian Air Force 14

- GENERAL EXPERIENCE**
- Communicate effectively and take instructions.
 - Complete basic operational tasks in small teams.
 - Make quick and logical decisions and be accountable for such actions.

ARMY Private

NAVY Seaman

AIR FORCE Aircraftman/Aircraftwoman

ARMY Private Proficient

Lance Corporal

NAVY Able Seaman

AIR FORCE Leading Aircraftman/Aircraftwoman

EQUIVALENT STREAM WORK LEVEL

AS01



JOB STREAM

Administrative services



LEVEL CHARACTERISTICS

AS01 Basic knowledge of clerical and administrative practices and procedures and can adhere to instructions, established practices and guidelines.



EXAMPLE ROLES

Employee Services Officer	Administrative Officer
Customer Service	

OPS1



JOB STREAM

Operational services



LEVEL CHARACTERISTICS

OPS1 Undertake functions requiring the practical application of basic skills and knowledge.



EXAMPLE ROLES

Field Officer	Gardener
Health Support Officer	Safety Instructor
Maintenance Officer	Operational Services Officer
Community Support Worker	

EQUIVALENT STREAM WORK LEVEL

AS01 to 2



JOB STREAM

Administrative services



LEVEL CHARACTERISTICS

AS01 Basic knowledge of clerical and administrative practices and procedures and can adhere to instructions, established practices and guidelines.

AS02 Knowledge of established work practices and procedures and can perform a discrete group of activities on an individual basis.



EXAMPLE ROLES

Clerical Officer	Computer Services Officer
Inventory Officer	Executive Assistant
Employee Services Officer	Court Officer

OPS1 to 2



JOB STREAM

Operational services



LEVEL CHARACTERISTICS

OPS1 Undertake functions requiring the practical application of basic skills and knowledge.

OPS2 Undertake a range of functions requiring the practical application of acquired skills and knowledge.



EXAMPLE ROLES

Field Officer	Gardener
Health Support Officer	Safety Instructor
Maintenance Officer	Operational Services Officer
Community Support Worker	

- GENERAL EXPERIENCE**
- ▼ Train, lead and supervise a team of approximately 10 soldiers.
 - ▼ Receive instructions from superiors, before planning priorities, resources and subordinates' work responsibilities to achieve work goals.
 - ▼ Break down and clearly communicate complex instructions to subordinates.
 - ▼ Make quick and logical decisions and be accountable for such actions.

ARMY Corporal

NAVY Leading Seaman

AIR FORCE Corporal

EQUIVALENT STREAM WORK LEVEL

AS02 to 3



JOB STREAM

Administrative services



LEVEL CHARACTERISTICS

AS02 Knowledge of established work practices and procedures and can perform a discrete group of activities on an individual basis.

AS03 Broad knowledge of the agency's functions and activities. Has responsibility for one or more minor functions and is required to exercise initiative and judgement.



EXAMPLE ROLES

Service Desk Officer	Employee Services Officer
Peer Support Group Facilitator	Claims Management Administrator

OPS2



JOB STREAM

Operational services



LEVEL CHARACTERISTICS

OPS2 Undertake a range of functions requiring the practical application of acquired skills and knowledge.



EXAMPLE ROLES

Gardener	Health Support Officer
Safety Instructor	Maintenance Officer
Operational Services Officer	Community Support Worker

- GENERAL EXPERIENCE**
- Train, lead and supervise up to 30 soldiers. These ranks mentor and develop subordinate staff, and oversee their administrative needs.
 - As a member of a junior management team, these ranks receive instructions from superiors, then plan priorities, resources and subordinates' work responsibilities accordingly.
 - Break down and clearly communicate complex instructions to subordinates.

ARMY Sergeant

Staff Sergeant

NAVY Petty Officer

AIR FORCE Sergeant

EQUIVALENT STREAM WORK LEVEL

AS03 to 4



JOB STREAM

Administrative services

Professional services



LEVEL CHARACTERISTICS

AS02 Knowledge of established work practices and procedures and can perform a discrete group of activities on an individual basis.

AS03 Broad knowledge of the agency's functions and activities. Responsibility for one or more minor functions and is required to exercise initiative and judgement.

AS04 Knowledge of agency programs, policies and activities. Responsibility for a range of functions within an agency and exercise a degree of autonomy in the discharge of duties.



EXAMPLE ROLES

Members Services Officer	Human Resources Support Officer
Employee Services Officer	Court Officer
Administration Officer	Communications Officer
Business Support Officer	Claims Management Officer

OPS3



JOB STREAM

Operational services

Professional services



LEVEL CHARACTERISTICS

OPS3 First level of supervision (small work group). Subject to general direction and undertake a range of functions requiring the practical application of a high level of skills and knowledge.



EXAMPLE ROLES

Senior Agriculture Officer	Community Corrections Officer
Child and Youth Support Worker	Senior Dental Assistant

- GENERAL EXPERIENCE**
- Train, build morale and supervise up to 600 soldiers. These ranks mentor and develop subordinate staff, oversee their administrative needs and provide counselling duties.
 - As a member of a middle management team, these ranks receive instructions from superiors, then plan priorities, resources and subordinates' work responsibilities accordingly.
 - Highly independent, logical thinkers that enforce high standards of general conduct and achievement of work goals.
 - Exceptional ability to communicate complex instructions with clarity and confidence, and to large audiences.

ARMY Warrant Officer Class 2 Warrant Officer Class 1

NAVY Chief Petty Officer Warrant Officer

AIR FORCE Flight Sergeant Warrant Officer

EQUIVALENT STREAM WORK LEVEL

AS04 to 5



JOB STREAM

Administrative services
Professional services



LEVEL CHARACTERISTICS

AS04 Knowledge of agency programs, policies and activities. Responsible for a range of functions within an agency and/or undertake minor projects. Exercise a degree of autonomy in the discharge of duties.

AS05 Discipline knowledge gained through experience, training or education. Responsible for consulting and negotiating on matters of significance within the agency, contributing to the development of new techniques and methodologies and providing advice on matters with some complexity within the discipline(s).



EXAMPLE ROLES

Members Services Officer	Executive Assistant
Executive Project Officer	Senior Contracts Administrator
Communications Advisor	Governance and Assurance Officer
Risk and Compliance Officer	Training Capability Coordinator
Project Assurance Officer	

OPS4



JOB STREAM

Operational services
Professional services



LEVEL CHARACTERISTICS

OPS4 Second level of supervision (large work group). Subject to general direction and undertake a range of functions requiring the application of a very high level of skills and knowledge.



EXAMPLE ROLES

Community Corrections Officer | Senior Ranger

- GENERAL EXPERIENCE**
- Receive instructions from superiors, then plan priorities, co-ordinate resources and determine work responsibilities for up to 120 soldiers.
 - Responsible for the maintenance and security of equipment and stores that may exceed millions of dollars in value.
 - Mentor, counsel and support the development and career progression of subordinates.
 - Take responsibility for the actions and performance of their team; show initiative and self-reliance.
 - Confident speaking and writing skills with a variety of senior and subordinate audiences.

ARMY	Second Lieutenant	Lieutenant
NAVY	Acting Sub-Lieutenant	Sub-Lieutenant
AIR FORCE	Pilot Officer	Flying Officer

EQUIVALENT STREAM WORK LEVEL

AS04 to 6



JOB STREAM

Administrative services
Professional services
Technical services



LEVEL CHARACTERISTICS

AS04 Knowledge of agency programs, policies and activities. Responsible for a range of functions within an agency, undertake minor projects and exercise a degree of autonomy in the discharge of duties.

AS05 Discipline knowledge gained through experience, training or education. Responsible for consulting and negotiating on matters of significance within the agency, contributing to the development of new techniques and methodologies and providing advice on complex matters.



EXAMPLE ROLES

Members Services Officer	Executive Assistant
Executive Project Officer	Senior Contracts Administrator
Communications Advisor	Governance and Assurance Officer
Risk and Compliance Officer	Training Capability Coordinator
Project Assurance Officer	

OPS4



JOB STREAM

Operational services
Professional services
Technical services



LEVEL CHARACTERISTICS

OPS4 Second level of supervision (large work group). Subject to general direction and undertake a range of functions requiring the application of a very high level of skills and knowledge.



EXAMPLE ROLES

Community Corrections Officer	Senior Ranger
-------------------------------	---------------

- GENERAL EXPERIENCE**
- Advanced writing and liaison skills, while applying comprehensive planning and problem-solving.
 - Receive instructions from superiors, then plan priorities, co-ordinate resources and determine work responsibilities for up to 120 soldiers.
 - Responsible for overall operational effectiveness of up to 400 staff in business units.
 - Senior leadership roles in areas like Personnel and Operations.
 - Take responsibility for the actions and performance of their team; show initiative and self-reliance.
 - Confident speaking and writing skills with a variety of senior and subordinate audiences.

ARMY Captain

NAVY Lieutenant

AIR FORCE Flight Lieutenant

EQUIVALENT STREAM WORK LEVEL

AS05 to 6



JOB STREAM

Administrative services



LEVEL CHARACTERISTICS

AS05 Discipline knowledge gained through experience, training or education. Responsible for consulting and negotiating on matters of significance within the agency, contributing to the development of new techniques and methodologies and providing advice on complex matters.

AS06 General knowledge of government policy and agency procedures. Responsible for reviewing operations, providing advice on policy matters and developing, implementing and evaluating significant work programs.



EXAMPLE ROLES

Manager	Senior Advisor
Training Capability Coordinator	Project Assurance Officer
Senior Communications Adviser	Business Systems Advisor
Senior Engagement Officer	Internal Auditor
Team Leader	

OPS5



JOB STREAM

Operational services



LEVEL CHARACTERISTICS

OPS5 First level of operational management. Subject to limited direction and exercise responsibility for a large work program in an agency or apply a very high level of practical skills.



EXAMPLE ROLES

Senior Coordinator	Senior Compliance Officer
Senior Project Officer	Senior Technician

MAS1



JOB STREAM

Management administrative services



LEVEL CHARACTERISTICS

MAS1 High degree of discipline knowledge. May be required to manage a small to medium sized branch, unit or major agency function



EXAMPLE ROLES

Program Manager	Business Manager
Education Manager	

- GENERAL EXPERIENCE**
- Advanced writing and liaison skills, while applying comprehensive planning and problem solving.
 - Receive instructions from superiors, then plan priorities, co-ordinate resources and determine work responsibilities for up to 120 soldiers.
 - Responsible for overall operational effectiveness of up to 400 staff in business units.
 - Senior leadership roles in areas like Personnel and Operations.
 - Take responsibility for the actions and performance of their team; show initiative and self-reliance.
 - Confident speaking and writing skills with a variety of senior and subordinate audiences.

ARMY Major

NAVY Lieutenant Commander

AIR FORCE Squadron Leader

EQUIVALENT STREAM WORK LEVEL

AS06 to 7



JOB STREAM

Administrative services



LEVEL CHARACTERISTICS

AS06 General knowledge of government policy and agency procedures. Responsible for reviewing operations, providing advice on policy matters and developing, implementing and evaluating significant work programs.

AS07 Detailed knowledge of government policy, agency procedures and practices. Responsible for administering complex policy matters, implementing on-going plans and formulating agency programs.



EXAMPLE ROLES

Program Leader	Principal Policy Officer
Divisional Manager	Principal Consultant
Senior Data Analyst	Senior Policy Officer

OPS5 to 6



JOB STREAM

Operational services



LEVEL CHARACTERISTICS

OPS5 First level of operational management. Subject to limited direction and exercise responsibility for a large work program in an agency or apply a very high level of practical skills.

OPS6 Second level of operational management. Subject to limited direction and exercise managerial responsibility for a very large work program or operation in an agency.



EXAMPLE ROLES

Senior Coordinator	Senior Compliance Officer
Senior Project Officer	Senior Technician
Operations Specialist	Operations Manager

MAS1



JOB STREAM

Management administrative services



LEVEL CHARACTERISTICS

MAS1 High degree of discipline knowledge. May be required to manage a small to medium sized branch, unit or major agency function



EXAMPLE ROLES

Program Manager	Business Manager
Education Manager	

- GENERAL EXPERIENCE**
- Advanced writing and liaison skills in a government setting, while applying comprehensive planning and problem-solving skills.
 - Responsible for personnel welfare, general morale, administration and equipment maintenance for up to 120 and 650 officers and soldiers respectively.
 - Responsible for overall operational effectiveness of 400-600 staff in business units.
 - Senior leadership roles at headquarters (HQ) in areas like Personnel and Operations, and high-level operational advisory roles at HQ.
 - Broad range of executive experience in managing the equivalent of a small company to a large corporation.

ARMY Lieutenant Colonel

Colonel

Brigadier

NAVY Commander

Captain

Commodore

AIR FORCE Wing Commander

Group Captain

Air Commodore

EQUIVALENT STREAM WORK LEVEL

AS07 to 8



JOB STREAM

Administrative services



LEVEL CHARACTERISTICS

AS07 Detailed knowledge of government policy, agency procedures and practices. Responsible for administering complex policy matters, implementing ongoing plans and formulating agency programs.

AS08 Detailed knowledge of government policies and procedures. Responsible for service wide functions, management of significant resources, complex project work and formulating policies and plans for staff and organisational development.



EXAMPLE ROLES

Program Leader	Principal Policy Officer
Divisional Manager	Principal Consultant
Senior Data Analyst	Senior Policy Officer
Principal Project Manager	Manager Contracts
Principal Manager	Senior Manager
Portfolio Lead	Manager

SAES - Level 1



JOB STREAM

Executive service



LEVEL CHARACTERISTICS

SAES Level 1 First level of executive. Anticipates and plans for future events, problems and opportunities and builds an effective, sustainable and high performing organisation through leadership.

OPS6 to 7



JOB STREAM

Operational services



LEVEL CHARACTERISTICS

OPS6 Second level of operational management. Subject to limited direction and exercises managerial responsibility for a very large work program or operation in an agency.

OPS7 Third level of operational management. Subject to limited direction and exercises managerial responsibility for a major work program or operation in an agency.



EXAMPLE ROLES

Operations Specialist

Operations Manager

MAS2 to 3



JOB STREAM

Management administrative services



LEVEL CHARACTERISTICS

MAS2 High degree of discipline knowledge. Required to manage a large sized branch or unit encompassing a major agency function or a series of major agency functions.

MAS3 Requires original thinking, creativity and the exercise of delegated authority. Responsible for managing a very large-scale operation or a function of critical importance to the agency and service.



EXAMPLE ROLES

Program Manager

Business Manager

Education Manager

- GENERAL EXPERIENCE**
- Principal responsibility for converting government policy into strategic and adequately resourced military campaigns.
 - Management of high-level strategic relationships and influencing policy and decision-making at the whole-of-government level.
 - Principal responsibility for strategic workforce decision-making for the entire ADF.
 - Command up to 5000 officers and soldiers.
 - Senior leadership roles at headquarters (HQ) in areas like Personnel and Operations, and high-level operational advisory roles at HQ.
 - Broad range of executive experience in managing the equivalent of a large corporation.

ARMY	Major General	Lieutenant General	General	Field Marshal
NAVY	Rear Admiral	Vice Admiral	Admiral	Admiral of the Fleet
AIR FORCE	Air Vice-Marshal	Air Marshal	Air Chief Marshal	Marshal of the Royal Australian Air Force

EQUIVALENT STREAM WORK LEVEL

SAES - Level 1



JOB STREAM
Executive service



LEVEL CHARACTERISTICS

SAES - Level 1 First level of executive. Anticipates and plans for future events, problems and opportunities and builds an effective, sustainable and high-performing organisation through leadership.



EXAMPLE ROLES

General Manager	Director
Executive Director	

SAES - Level 2



JOB STREAM
Executive service



LEVEL CHARACTERISTICS

SAES - Level 2 Second level of executive. Develops vision based on the broader public sector direction including state and national policy. Positions the organisation for future success by identifying opportunities and developing or improving products or services.



EXAMPLE ROLES

General Manager	Director
Executive Director	

USEFUL RESOURCES

Veterans SA

<https://veteranssa.sa.gov.au>

Australian Government Department of Defence: Defence Leadership Framework

<https://www.defence.gov.au/publications/docs/DLFBooklet.pdf>

South Australian Modern Public Sector Enterprise Agreement: Salaried 2017

<http://www.saet.sa.gov.au/awards-agreements-and-registers/enterprise-agreements/>

Navigate to SA Public Sector Government and select the relevant Enterprise Agreement link.

Commissioner for Public Sector Employment Determinations

<https://www.publicsector.sa.gov.au/hr-and-policy-support/Determinations,-Premiers-Directions-and-Guidelines/Determinations>

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