

Final Report – For publication

Executive Remuneration Benchmarking and Advice

Secretary & Senior Executive Service

17 June 2024

A business of Marsh McLennan



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Executive Summary



Executive Summary

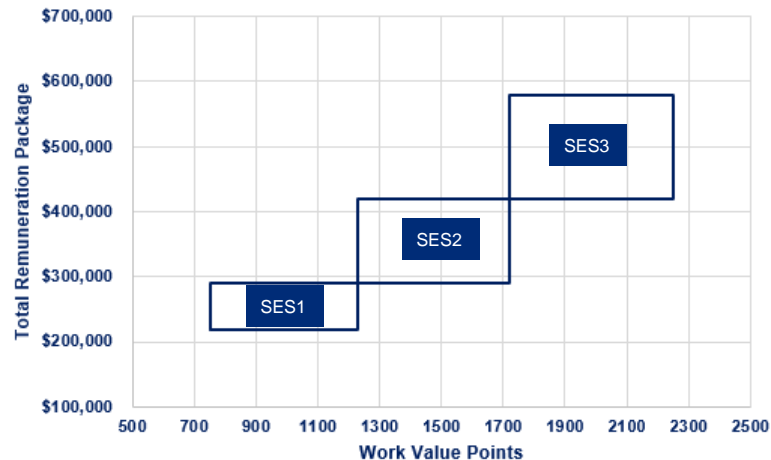
Proposed TRP range for SES levels

Mercer proposes the following set of Total Remuneration Package (TRP) ranges, which are based on referencing Australian General Market 15th percentile data at the maximum of each TRP range. This is considered a reasonable approach which will not drive a step-change in executive remuneration for Victoria. Similar to the earlier 2019 review, the framework has been designed with no overlap in the TRP ranges. The ranges have been informed by comprehensive remuneration benchmarking and analysis, and are underpinned with work value (Mercer CED job evaluation system) to enable the ease of referencing of current market data and updating of ranges.

Proposed SES Ranges (for implementation 1 July 2024)

SES Level	WVP Range	Current TRP Range	Proposed TRP Range
SES3	1721 - 2250	\$401,018 - \$533,431	\$419,001 - \$578,300
SES2	1231 - 1720	\$279,239 - \$401,017	\$290,601 - \$419,000
SES1	751 - 1230	\$216,376 - \$279,238	\$218,000 - \$290,600

Proposed SES TRP Ranges



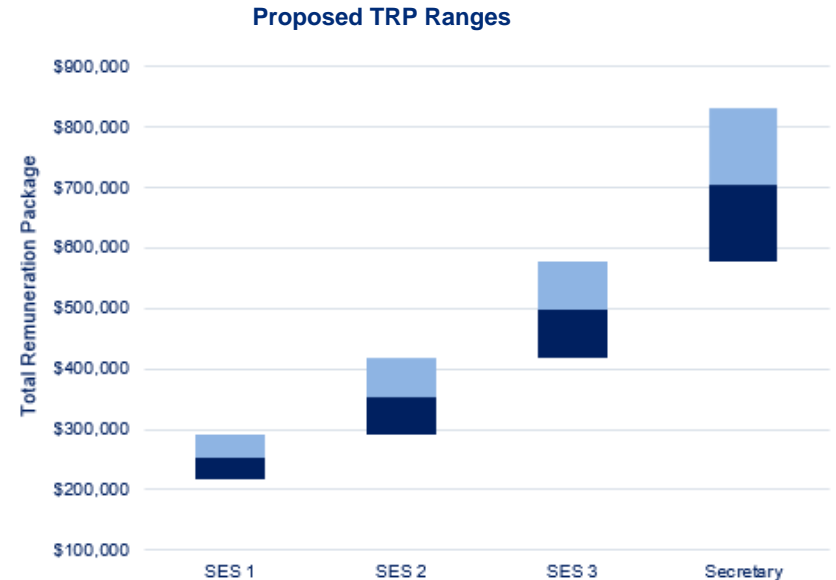
Executive Summary

Proposed TRP range for Departmental Secretaries and VPS Commissioner

Mercer proposes the following Total Remuneration Package (TRP) range for the Departmental Secretaries and VPS Commissioner. This range has been designed to be contiguous with the top of the proposed SES3 TRP range. The chart shows the relativities across all four proposed TRP ranges.

Proposed Range (for implementation 1 July 2024)

Roles	Work Value Range	Work Value Midpoint	TRP Minimum	TRP Maximum
Departmental Secretaries and VPS Commissioner	2251-4100	3176	\$578,301	\$832,800



Introduction

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Executive Remuneration Benchmarking and Advice

Introduction

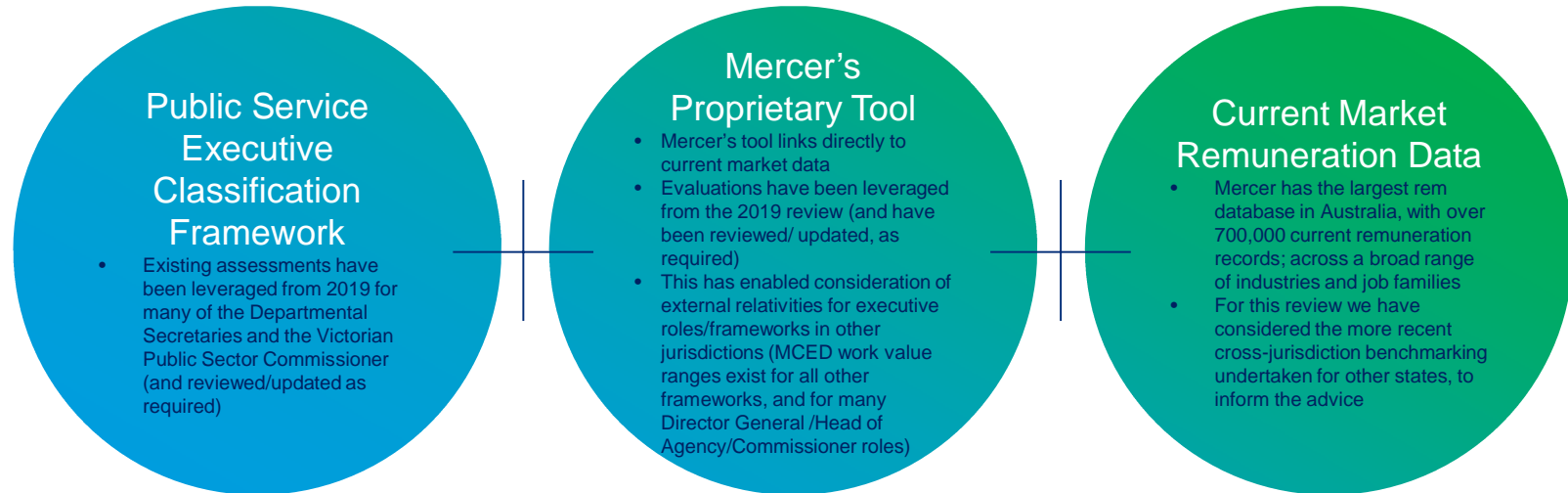
The Victorian Independent Remuneration Tribunal (Tribunal) has engaged Mercer to undertake remuneration benchmarking and provide advice to inform a new Determination setting the remuneration bands for executives employed in public service bodies: executives in departments, Administrative Offices and the Victorian Public Sector Commission (VPSC), including Departmental Secretaries and the Victorian Public Sector Commissioner.

Specifically, the scope of work has covered:

- Work value assessments for Victorian Public Service executive roles
 - Analysis and Evaluation
 - For the executive roles at the Senior Executive Service (SES) levels 1-3, Mercer has referenced the assessments undertaken for the previous review in 2019, to test and validate them; the assessments utilised the VPSC's Victorian Public Service Executive Classification Framework, including the executive work level standards and work streams; please refer to Appendix A for a summary of these descriptors
 - For the Departmental Secretaries and the Victorian Public Sector Commissioner, the assessments referenced a sample of position descriptions and knowledge of comparable roles in Victoria and other jurisdictions
 - Work Value Ranges
 - The outcomes were used to test/review/validate the work value ranges for each of the three SES classification levels, and the single work value range for Departmental Secretaries and the Victorian Public Sector Commissioner
- Remuneration benchmarking against the broader market, with advice provided on market pay positioning.

Executive Remuneration Benchmarking and Advice Approach

The approach used for this review is similar to that of the previous review for the Tribunal. Mercer's proprietary MCED job evaluation tool has provided the link between the Public Service Executive Classification Framework and current market remuneration data. This enabled Mercer to leverage the work already undertaken in 2019, providing consistency. Please refer to Appendix B for information on the MCED evaluation methodology.



Current SES Classification and Framework

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Executive Remuneration Benchmarking and Advice

SES Classification and Remuneration Framework

The Senior Executive Service (SES) framework has three classification levels, and was implemented in 2020. The classification framework is underpinned by a work value assessment methodology using work level standards covering eight factors. It is noted that the factors are not weighted. Each factor is assessed with a point score from 1 to 7 based on referencing descriptors, resulting in a maximum score of 56 points. Roles below 21 points are not considered Executive roles.

Table 1: SES Classification Framework

SES Level	Points
3	48-56
2	36-47
1	21-35









A summary of the eight factors is provided overleaf, followed by the five streams. Additional information regarding the factors of the VPSC methodology are provided in Appendix A.

Executive Remuneration Benchmarking and Advice

Factors Assessed

Executive positions are assessed and classified using work level standards that differ in complexity, responsibility and accountability using eight core areas, summarised below:

Table 2: Factors assessed to inform classification into the SES framework

Competency	Definition
 Knowledge	Level of required knowledge; Skills and expertise; proficiency in a specialised discipline; Level of authority; and Depth of understanding of the work environment.
 Relationships	Requirement to influence and negotiate; interact with internal and external stakeholders; and level of sensitivity and complexity of issues and interactions.
 Judgement and risk	Level of required judgement and degree of ambiguity inherent in the position; degree to which position must consider alternative courses of action; level of risk to be mitigated.
 Independence	Requirement to make decisions without support; authority and freedom to plan objectives; and requirement to contribute to or lead whole of entity strategic direction.
 Strategic change	Extent of responsibility for significant strategic change management or reform agenda; contribution to business improvement; and impact and complexity of change.
 Impact	Scope of the position's impact within an organisation, into the sector, across the state or national / international impact.
 Breadth	Diversity of activities; geographical breadth of responsibility; variety of products and services managed by the position.
 Resource management	Number of staff and size of resources and budget.

The level for each factor is determined by the highest level at which the position operates *on a regular basis* i.e. “no less than 70% of the work undertaken by the role for a given factor must equal the work value of that level”. In addition, the proposed classification is tested/confirmed using descriptors for the identified Work Stream.

Executive Remuneration Benchmarking and Advice

Work Streams

In addition to the work value assessment for a role, the following five work value streams organise the diverse executive positions across the sector into the most efficient groupings. The work value streams outline the typical tasks and responsibilities that executive positions undertake. It is understood that work value streams can be used to validate the assessment outcome derived in the evaluation process.

Delivery

In this stream, the most significant contribution of positions is service delivery.

This may include development of delivery responses for policy objectives within a sector, or may include delivery of services within an organisation, such as financial, human resource or IT services. This stream would also include many operational positions.

Policy

In this stream, the most significant contribution of positions relates to the provision of policy formulation, implementation and advice.

This advice reflects research and analysis of financial and other implications and stakeholder views obtained through consultations, and articulation of policy in policy statements, regulatory or financial measures and legislation.

Projects and Program

In this stream, the most significant contribution of positions relates to the planning, management and ongoing implementation of major project and program initiatives.

Regulatory

The most significant contribution of positions in this stream relates to information gathering and risk assessment, and the design and implementation of compliance and enforcement programs within a governance framework.

Professional / Specialist

The most significant contribution of positions in this stream is the provision of technical, professional, specialist, or strategic advice at a very high level with a commensurate very high level of complexity and risk, and accountability for high impact outcomes. This advice has a primary influence on adopted strategies, plans and targets in terms of effectiveness or efficiency.

Executive Remuneration Benchmarking and Advice

Corresponding Total Remuneration Package Ranges

The SES classification levels correspond to Total Remuneration Package (TRP) ranges. Please refer to Appendix C for a glossary of standard remuneration terms.

Table 3: SES TRP Ranges, effective 1 July 2023

SES Level	Points	Minimum TRP	Maximum TRP
3	48-56	\$401,018	\$533,431
2	36-47	\$279,239	\$401,017
1	21-35	\$216,376	\$279,238

The remuneration ranges were originally based on referencing Australian General Market data at the 15th percentile. This data was referenced at the maximum of the TRP range. The original TRP ranges have subsequently been adjusted by the Tribunal, most recently effective from 1 July 2023.

Above Band Payments

It is possible for remuneration to be set above the band maximum, following a process of application to the Tribunal.

Since October 2020, there have been a very small percentage of SES positions for which the Tribunal has advised that a TRP above the maximum of the relevant remuneration band was appropriate: Of note, there have been more executives in public entities advised to be paid above the TRP band maximum for their classification level.

Work Value Assessments

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Executive Remuneration Benchmarking and Advice

Work Value Assessments for SES bands

In 2019 Mercer undertook evaluations for the SES levels based on a *review of the descriptors*, resulting in notional low and high work value scores. Consistent with the application of Mercer’s methodology, the evaluations were done to cover roles that have significant budget accountability (Direct impact) and roles that have a primary focus on providing advice and recommendations (Advice impact). For this review, Mercer has reviewed each sub factor of the original *notional* work value assessments, to determine if any changes were needed. It is acknowledged that some individual executive roles have changed in breadth and/or complexity over the last few years. Mercer notes that as the underlying SES descriptors for each level have not changes the corresponding subfactors also would not change. Each year, Mercer indexes the impact subfactor (which relates to financial accountability for roles assessed with a Direct impact). In the table below, these budgetary figures relating to impact have been updated (corresponding to Mercer’s 2024 expenditure impact charts). The total work value points remain unchanged for the SES levels and are considered valid to underpin the remuneration benchmarking. The following table details these reviewed evaluations for the SES levels.

Table 4: Indicative MCED Evaluation Profiles for SES Levels

SES	Impact		Expertise			Judgement			Accountability			Total Work Value		
SES-3	Direct High	\$2.3-\$2.9b	G	5+	e	622	E+	5+	409	F-	6+	D	1088	2119
	Direct Low	>\$1.5b	G	5+	e	622	E+	5+	409	F-	6	d	946	1977
	Advice High	Advice	G	5+	e	622	F-	5+	568	G-	4-	d	822	2012
	Advice Low	Advice	G	5+	e	622	F-	5	505	G-	3+	d	715	1842
SES-2	Direct High	\$450m-\$700m	G-	5	d+	541	E	5	356	F-	5	d	715	1612
	Direct Low	\$135m-\$210m	G-	5	d+	541	E	5	356	E+	4	d	471	1298
	Advice High	Advice	G-	5	d+	541	E+	5	373	F	3	d	471	1385
	Advice Low	Advice	G-	5	d+	541	E	5-	309	F	3	d	471	1321

Executive Remuneration Benchmarking and Advice

Work Value Assessments for SES bands

Table 4: Evaluations for the SES Levels (cont'd)

SES	Impact		Expertise				Judgement			Accountability			Total Work Value	
SES-1	Direct High	< \$135m	F+	4	d+	309	E-	5-	289	E+	4-	d	409	1007
	Direct Low	< \$12.2m	F+	4	d+	309	E-	4+	246	E+	2-	d	234	789
	Advice High	Advice	G-	4+	d+	356	E	5-	309	F-	2+	d	356	1021
	Advice Low	Advice	F	4	d	269	E-	4+	246	E+	2+	d	269	784

Based on these work value assessments, Mercer validates the contiguous work value ranges for the SES framework developed in 2019, as provided in the following table. Please refer to Appendix D for the approach that was considered during the development of these ranges in 2019.

Table 5: SES Work Value Ranges - used for remuneration benchmarking

SES	Work Value Minimum	Work Value Midpoint	Work Value Maximum
SES-3	1721	1985	2250*
SES-2	1231	1475	1720
SES-1	751	990	1230

*Consistent with the approach for the previous review a notional maximum of 2250 points has been applied to SES-3

Remuneration Benchmarking

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Executive Remuneration Benchmarking and Advice

Benchmarking

In this section, benchmark data and pay movement information has been provided for a range of reference points:

- **Australian General Market**

- A chart showing Australian General Market data 15th, 25th, 37.5th and 50th (median) percentile Total Remuneration Package (TRP) data, based on referencing market data at the midpoint of each SES level
- Comparatio analysis across percentiles (comparing the current min/mid/max TRP rate for each SES level relative to the market data)
- A chart showing compounded TRP market movements across percentiles in the Australian General Market since 2020 (the time of implementation of the SES framework)

- **Pay Movements**

- Compounded SES TRP pay movements since the time of implementation
- Commentary in relation to factors influencing pay movements at the 15th percentile of the Australian General Market

- **Cross-Jurisdiction**

- Cross-jurisdictional analysis (noting that executive classification frameworks differ across jurisdictions); TRP rates have been provided with comparatio analysis based on classification level midpoints, relative to the Australian General Market 15th and 25th percentiles; commentary has been included regarding pay positioning for each jurisdiction

Executive Remuneration Benchmarking and Advice

Current SES TRP Ranges relative to the Australian General Market

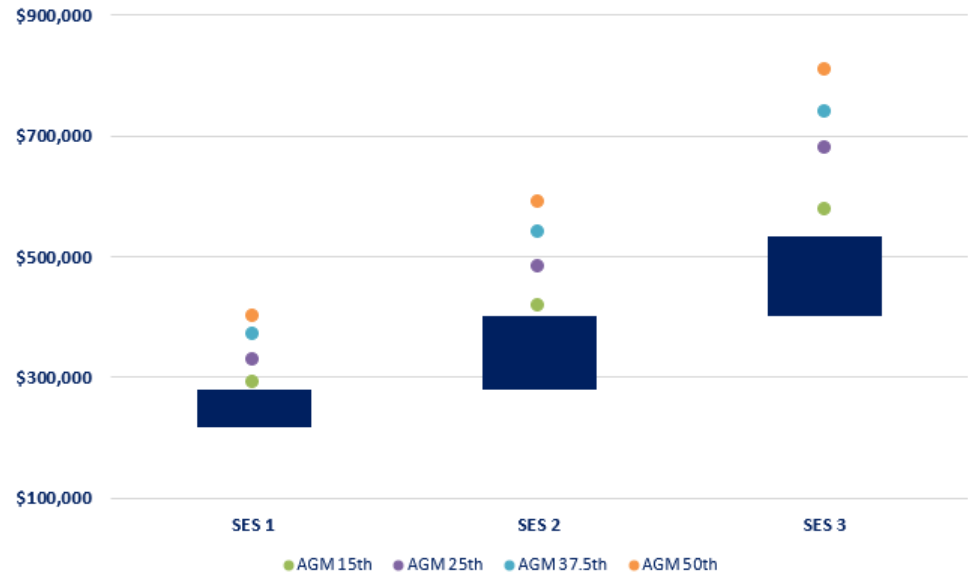
This chart shows the current SES Total Remuneration Package ranges as boxes, relative to market data at various percentiles across the Australian General Market. The market data is effective April 2024 and is provided at the 15th, 25th, 37.5th and 50th (median) percentiles. Mercer notes, however, that the higher percentiles have been provided as a matter of interest to demonstrate the spread of pay at similar work value levels in the market; these higher percentiles are not considered appropriate comparators for SES roles. The MCED work value midpoint of each SES range has been used to reference the market data.

Please refer to Appendix C for a glossary of the common remuneration terms used in this report.

The original TRP ranges that were implemented in 2020, referenced 15th percentile market data at the maximum of each range, and these ranges have been adjusted since that time.

The current SES ranges are currently positioned below the Australian General Market 15th percentile.

Chart 1: Current SES TRP ranges relative to the Australian General Market



Executive Remuneration Benchmarking and Advice

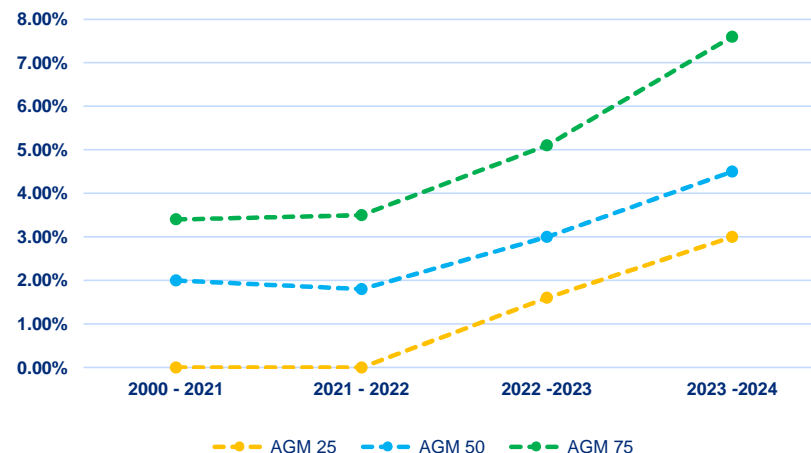
Consideration of Overall General Market Movements since 2020

As an additional point of reference overall General Market movements at the 25th , 50th and 75th percentiles are shown as below. The trend at each percentile shows increasing market movements have been passed on over the last few years.

Table 6: Australian General Market Movements (from 2020)

Time Period	AGM 25	AGM 50	AGM 75
2020-2021	0.00%	2.00%	3.40%
2021-2022	0.00%	1.80%	3.50%
2022-2023	1.60%	3.00%	5.10%
2023-2024	3.00%	4.50%	7.60%
Compounded Movement	4.6%	11.8%	21.1%

Chart 2: Overall Australian General Market Movement



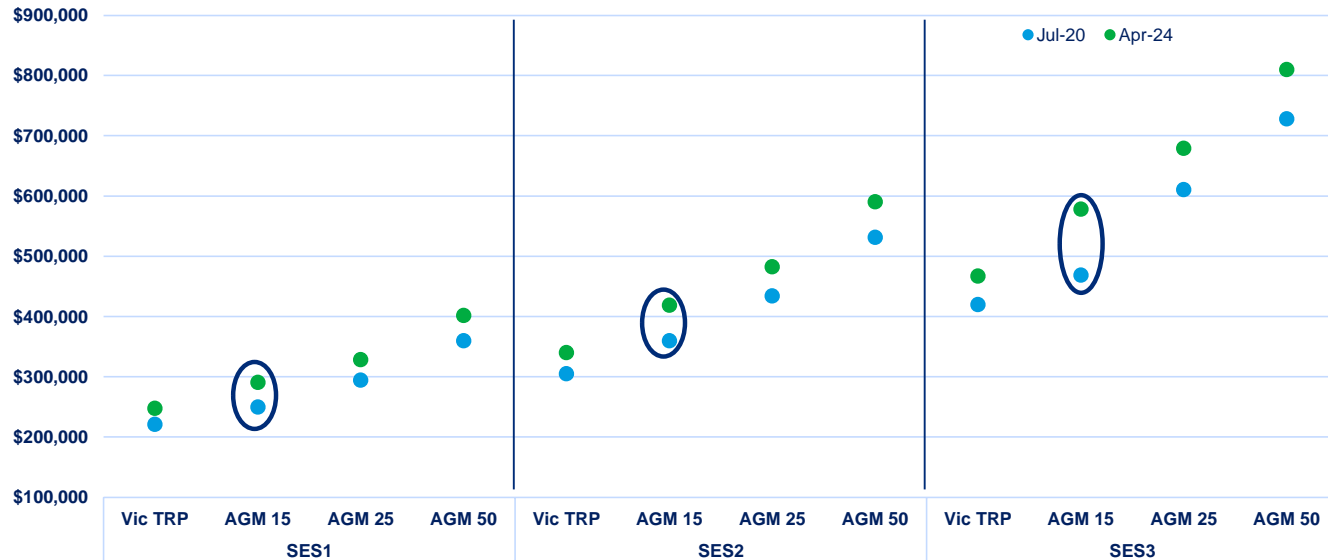
Executive Remuneration Benchmarking and Advice

Consideration of Overall General Market Movements since 2020

The charts below represents the overall General Market movements at the 15th, 25th and 50th percentiles since July 2020 relative to the Victorian SES range movements.

The Victorian SES and market data reference the midpoint of each range. The trend at each percentile shows increasing market movements between July 2020 and April 2024, with larger movements at AGM15 over this timeframe.

Chart 3: Compounded Australian General Market Movement relative to SES Ranges



Executive Remuneration Benchmarking and Advice

Factors Influencing Australian General Market 15th percentile Data

Factors influencing the 15th percentile movement may include:

- **Focus on gender pay equity**
 - Many research studies have shown that there has historically been a significant gender pay gap evident in the Australian market, and that this still continues, with females being paid less competitively i.e. a higher incidence of the lower-paid roles in the market filled by women, even at middle to senior levels
 - In the last few years, many organisations have been actively working to assess the size of this gender pay gap, and to implement change initiatives related to both policy and practice to address and reduce the gap
 - The impact of these initiatives has effectively contributed to the reduction of this pay gap, though not the complete elimination of the gender pay gap
 - Increasing pay for those previously paid at or below the 15th percentile has *contributed* to the 15th percentile moving closer to the 25th percentile
 - This trend may be expected to continue with ongoing efforts in the Diversity, Equity and Inclusion space
- **Challenges faced by the For-Purpose Sector and other lower paying sectors**
 - The not-for-profit (NFP) sector generally pays lower in the market, for a range of reasons related to their Employee Value Proposition, capacity to pay, salary packaging benefits, etc
 - Other low paying sectors include faith-based organisations, those with insecure funding bases, and those with a strong purpose and Employee Value Proposition
 - However there have been a number of challenges faced by these sectors over the last few years, including:
 - Higher incidence of poaching of senior talent (with higher pay offers being made), and the need to offer higher pay increases to retain key talent
 - The need to address pay compression between leaders and Enterprise Agreement salary rates; many of these types of organisations have historically passed on pay increases in line with CPI, which has been higher during this period

The combination of these factors may reasonably be considered to have contributed to the 15th percentile moving closer to the 25th percentile.

Executive Remuneration Benchmarking and Advice

SES TRP Movement since 2020

Mercer has referenced the Total Remuneration Package data for the SES levels to calculate the overall movement (from implementation in July 2020 through to current rates, implemented July 2023). The *midpoint* of each range has been used to calculate the movement. **The movement for the Victorian SES TRP ranges has been ~11.26% to 12% over this time period.**

Table 7: Vic SES TRP movement since 2020 (at the midpoint of the TRP range)

Time Period	Vic SES 1	Vic SES 2	Vic SES 3
	Overall Percentage Movement		
Implementation (2020) to current (2024)	12.00%	11.57%	11.26%
Vic SES TRP Ranges (Implementation and Current)			
Implementation (effective July 2020)	\$192,800 - \$249,700	\$249,701 - \$360,000	\$360,001 - \$479,900
Current (effective from July 2023)	\$216,376 - \$279,238	\$279,239 - \$401,017	\$401,018 - \$533,431

Executive Remuneration Benchmarking and Advice

Consideration of Executive Remuneration in other Jurisdictions

The following chart provides a comparison of executive classification frameworks across some Australian states and territories. Given the differences in work value for each of the frameworks, it is not a simple process to compare across jurisdictions.

Mercer has referenced the work value midpoint for each classification level, and the midpoint of the current TRP range for each classification level, to gain an indication of the current level of pay competitiveness across jurisdictions.

Chart 4: Classification Framework Relativities



Remuneration Ranges

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Executive Remuneration Benchmarking and Advice

SES TRP Ranges – considerations in determining the appropriate pay position

In considering the most appropriate pay position for the SES TRP ranges, Mercer notes:

- The SES TRP ranges were originally based on market data referencing the Australian general market 15th percentile at the maximum of each SES range
- Since implementation, these TRP ranges have been indexed/adjusted
- The benchmarking undertaken for this review has shown that these ranges have not kept pace with market movements at this position in the market
- Considering the compa-ratio analyses across jurisdictions, it appears that the existing bands are positioned more or less competitively in the broader market relative to other jurisdictions.
- There is currently provision for application to be made to pay above band where a particular case can be justified e.g. for specialist technical roles in large infrastructure and transport; Mercer notes that this provision is not limited only to these types of roles; a relatively small proportion of roles are currently paid above the SES classification bands
- The indicative remuneration benchmarking across jurisdictions has shown that the pay practices are (generally) lower than the Australian General Market 25th percentile, and closer to the 15th percentile
- The competitiveness and relativities with public services in other jurisdictions
- The balance developing executive talent within the VPS and attracting talent, skills and experience from the private sector
- The financial implications of a higher pay policy, particularly in light of budgetary pressures
- That employers have flexibility to pay above the bands if deemed necessary (provided they seek and consider the Tribunal's advice).

Recommended Pay Positioning

In this context, Mercer recommends maintaining a pay policy of referencing the Australian general market 15th percentile data at the maximum of each SES TRP range, and to continue to apply contiguous ranges i.e. not overlapping ranges. This pay position is considered an affordable approach which will not drive a step-change in remuneration for executive remuneration within the Victorian public service.

Executive Remuneration Benchmarking and Advice

SES TRP Ranges – considerations in determining the appropriate pay position

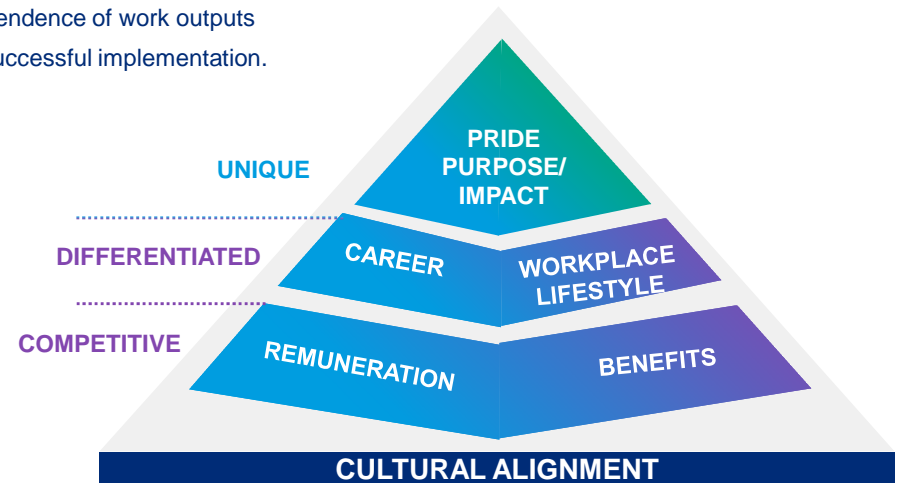
Building upon the recommendation to maintain pay positioning at the 15th percentile and considering the competitive positioning of the government / public sector in the broader employment market, Mercer also suggests taking into account the Employee Value Proposition (EVP). The EVP provides a holistic perspective on the value of employment for an employee and helps employees understand their link to the overall organisational purpose and direction. Please refer to the model below.

Of note, the **EVP of public services across Australia are very similar**, and are **positively leveraged towards the nature of the work**, and in particular its purpose and impact. At the executive levels within the public service, this typically reflects:

- The **motivation to positively contribute** to the community
- The **impact** that executive roles have, not only on the current state, but also **on the future** of the state/territory
- The **nature of the issues faced**, the dynamic environment in which executive positions operate, and the complexities to be addressed
- The span and **breadth of executive accountabilities**, and the necessary interdependence of work outputs
- **Policy and program development**, and in many instance also accountability for successful implementation.

The size of public services also **provide for a broader range of career pathways and opportunities**, both within and across Departments, with **preservation of benefits**, such as leave.

This is a clear differentiator to the private sector. It is acknowledged that larger organisations in the general market may also provide enhanced career pathways, however the focus on employee development is not necessarily a key priority. Private sector organisations may seek quick solutions to talent requirements and pay higher to buy in talent when it is needed, rather than investing in development and career to “build their own”. Arguably, private sector organisations also let go of talent when it is less needed. As a compensation, in the private sector, the EVP is more clearly leveraged towards remuneration, with pay being set at more competitive levels.



Executive Remuneration Benchmarking and Advice

Proposed Ranges

In developing the proposed TRP Ranges, Mercer notes:

- It is noted that the Mercer work value points system is based on a geometric progression, and not arithmetic progression; in the broader market, the classification/remuneration that applies is narrower for lower levels, and wider for higher levels; this reflects the higher impact that more senior roles have and, as such, the need to reflect provide for the varying contribution/impact of more senior roles; this is a best practice classification and remuneration design principle.
- Mercer observes conservative positioning in the public service across jurisdictions, though it does vary across levels and there is no one clearly articulated pay policy
- The proposed Total Remuneration Package (TRP) ranges are provided in the table overleaf. The TRP aggregate is the sum of base salary and superannuation, plus another benefits provided, such as a motor vehicle; TRP does not include any bonus/incentive payment. These ranges have been developed to be contiguous (no overlap), and reference Australian General Market data at a conservative pay position.
- Consistent with the previous review, the 15th percentile market data correlates directly to work value (based on the work value midpoint for each classification level)
- Consistent with the previous review, the 15th percentile market data has been used to set the maximum of each SES TRP range (rounded to \$100), with the minimum and midpoints based on adjusted 25% spreads
- Table 8 and Chart 4 overleaf presents the proposed TRP for the SES ranges.

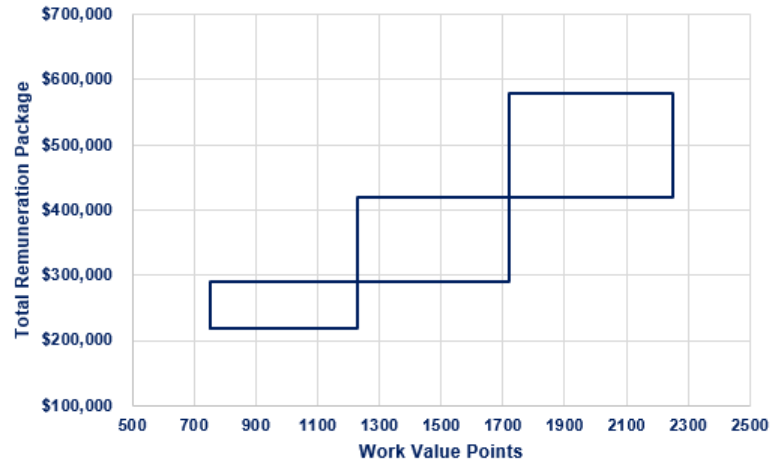
Executive Remuneration Benchmarking and Advice

Proposed SES TRP Ranges based on the Australian General Market 15th Percentile

Table 8: Proposed SES Ranges (for implementation 1 July 2024)

SES Level	WVP Range	Current Range	Proposed Range
SES3	1721 - 2250	\$401,018 - \$533,431	\$419,001 - \$578,300
SES2	1231 - 1720	\$279,239 - \$401,017	\$290,601 - \$419,000
SES1	751 - 1230	\$216,376 - \$279,238	\$218,000 - \$290,600

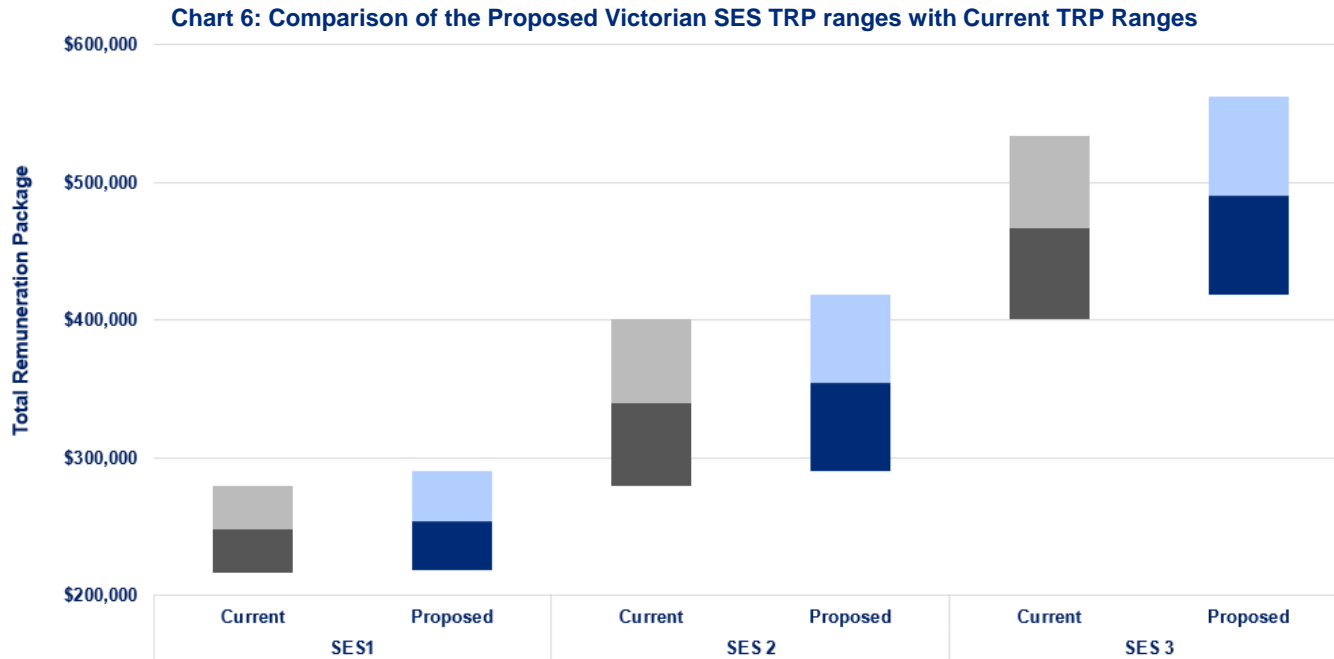
Chart 5: Proposed Total Remuneration Package Ranges



Executive Remuneration Benchmarking and Advice

SES TRP Ranges based on the Australian General Market 15th Percentile

This chart demonstrates the relationship between the proposed SES TRP ranges (blue) and the current SES TRP ranges (grey).



Executive Remuneration Benchmarking and Advice

Proposed Ranges – two comments

Above Band

Mercer notes that whilst the proposed ranges are higher than the current TRP ranges and will provide an increased level of flexibility to accommodate remuneration which would otherwise be considered “above band”, it is expected that there will still be particular roles that will justifiably command a premium above the respective proposed TRP maximums, and “above band” payment will still be required from time to time, though perhaps with less regularity.

Gender Equity

Mercer has also been asked to comment on the proposed framework and gender equity. Mercer’s view is that a well-designed framework (and set of pay ranges) does not, of itself, mitigate gender inequity in an organisation. There are many factors which create gender inequity, as evident in policies, practices, and individual bias. Mercer recommends strengthening remuneration governance in organisations, to support gender pay equity, recognising that it is only part of the solution.

**Work Value Range for
Departmental Secretary
Roles and VPS
Commissioner**

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Executive Remuneration Benchmarking and Advice

Departmental Secretaries and VPSC Commissioner Evaluations

The review of the work value outcomes has resulted in some roles with a higher work value than previously. This has impacted the overall work value range for the Departmental Secretaries. The maximum work value has been increased from 3800 to 4100. **No change is required for the minimum work value** for this band. This results in a new work value midpoint for this cohort of 3176. Chart 6 presents the current Departmental Secretaries ranges against the new work value midpoint relative to the Australian General Market.

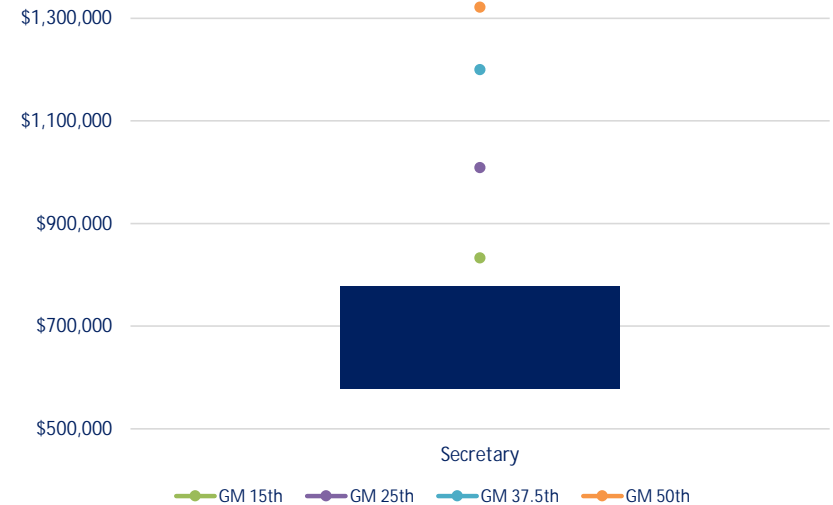
Table 9: Work Value Range for Departmental Secretaries and VPS Commissioner

Roles	Work Value Minimum	Work Value Midpoint	Work Value Maximum
Departmental Secretaries and VPS Commissioner	2251*	3176	4100

**No change to work value minimum from previous review*

Consistent with Mercer's previous review, this work value range is contiguous with the SES-3 maximum work value of 2250. It is customary when designing classification frameworks to have contiguous work value bands. (Whereas the remuneration bands may overlap or be contiguous, depending on the organisation's preference, and the extent to which they seek to link capabilities and performance to remuneration). Contiguous work value bands ensure that any new/changed roles will be covered by the framework and not "fall between the gaps".

Chart 7: Current range relative to the Australian General Market



Cross Jurisdiction Comparison

Head of Agency TRP Frameworks Across Jurisdictions

Table 10: Cross Jurisdiction Comparison

Jurisdiction	Lowest		Highest			Effective date	
Commonwealth	\$781,760 - \$830,620	\$879,480 - \$928,340	\$952,770	\$977,200		1 July 2023	
NSW ¹	\$509,251- \$588,250					1 July 2023	
Queensland	\$210,215– \$284,436	\$290,206– \$392,711	\$371,667– \$502,910	\$473,154– \$709,732	\$610,960– \$763,699	\$682,125– \$852,628	1 July 2023
WA	\$264,214 - \$302,872	\$302,872 - \$383,473	\$383,473 - \$457,387	\$457,387 - \$632,686		1 July 2023	
ACT ¹	\$390,200 - \$448,049					1 July 2023	
NT ²	\$328,632 - \$360,163	\$368,043 - \$399,685				1 July 2023	

Notes:

- Secretary band sits on top of executive officer bands (i.e. makes up 'Band 4' of band structure). Mercer notes that in NSW, whilst there is a published TRP range for heads of agencies (with a maximum set at \$588,250), based on 2023 determinations, there are five heads that are currently paid above the TRP range maximum. These agency heads are paid from \$623,300 to \$657,750.
- NT CEO/DG roles start at ECO5

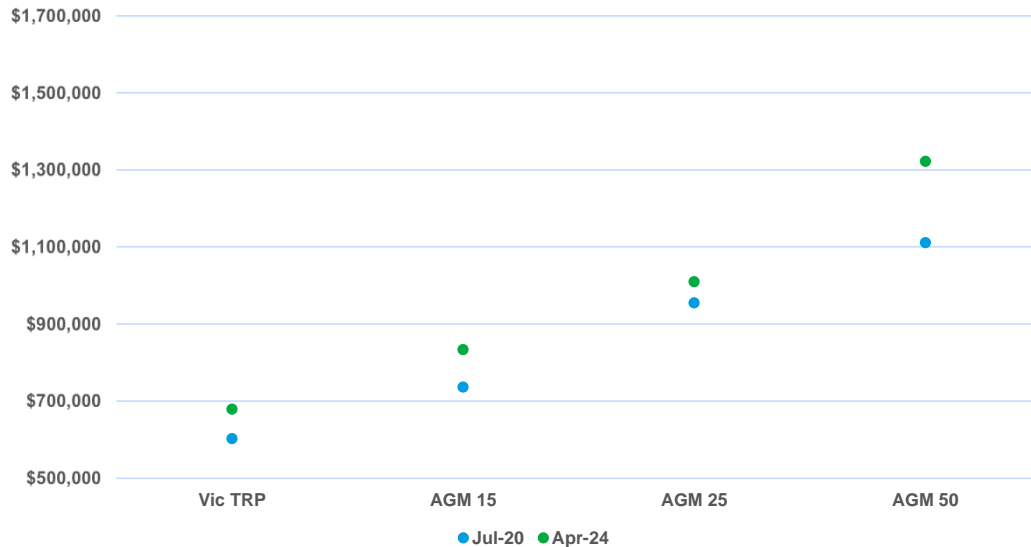
Executive Remuneration Benchmarking and Advice

Departmental Secretaries and VPSC Commissioner Evaluations

The chart below represents the overall General Market movements at the 15th, 25th and 50th percentiles since July 2020 relative to the Victorian Departmental Secretaries range movements.

The Victorian SES and market data reference the midpoint of each range. The trend at each percentile shows increasing market movements between July 2020 and April 2024, with larger movements at AGM75 over this timeframe.

Chart 8: Compounded Australian General Market Movement relative to Departmental Secretaries Ranges



Remuneration Range for Departmental Secretary Roles and VPS Commissioner

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Executive Remuneration Benchmarking and Advice

Total Remuneration Package Range for Departmental Secretary Roles and VPS Commissioner

In considering the most appropriate pay position for the Departmental Secretary Roles and VPS Commissioner TRP range, Mercer notes:

- The TRP range was originally based on market data referencing the Australian general market 15th percentile at the maximum of the range
- Since implementation, these TRP range have been indexed/adjusted
- The benchmarking undertaken for this review has shown that the range has not kept pace with market movements at this position in the market
- The indicative remuneration benchmarking across jurisdictions has shown that the pay practices are (generally) lower than the Australian General Market 25th percentile, and closer to the 15th percentile
- The competitiveness and relativities with public services in other jurisdictions have been considered
- The balance of the VPS to develop Departmental Secretary level talent and attracting talent, skills and experience from the private sector
- The consideration of the budgetary pressures within the VPS and the financial implications of a higher pay policy
- There continues to exist the process for requests above the range to be considered by the Tribunal

Recommended Pay Positioning

In this context, Mercer recommends maintaining a pay policy of referencing the Australian general market 15th percentile data at the maximum of Departmental Secretary Roles and VPS Commissioner TRP range. This is considered an affordable approach which will not drive a step-change in remuneration for executive remuneration within the Victorian public service.

Executive Remuneration Benchmarking and Advice

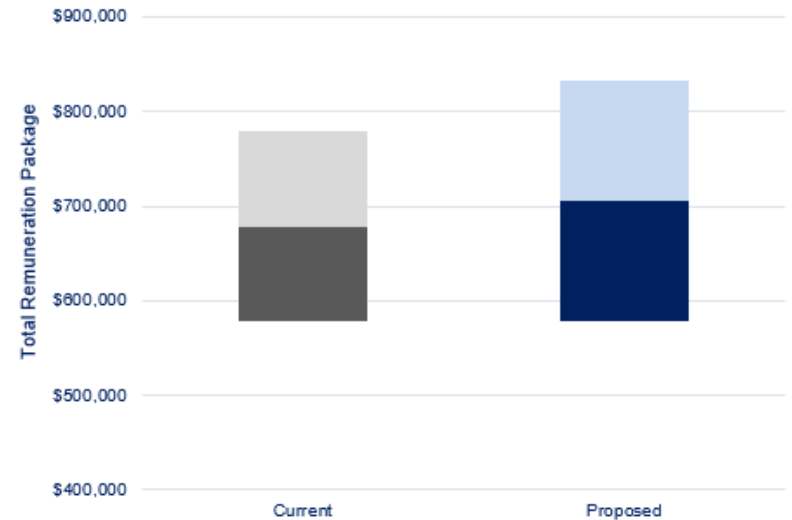
Total Remuneration Package Range for Departmental Secretary Roles and VPS Commissioner

The proposed TRP range for the Departmental Secretary roles and the VPS Commissioner is provided in the following table. This range has been developed with a consistent pay position used for the SES TRP ranges, and with the minimum TRP to be contiguous with the maximum of the proposed SES-3 TRP maximum.

Table 11: Proposed TRP Range for Departmental Secretaries and VPS Commissioner

Roles	Work Value Range	Work Value Midpoint	TRP Minimum	TRP Maximum
Departmental Secretaries and VPS Commissioner	2251-4100	3176	\$578,301	\$832,800

Chart 9: Comparison of the Proposed ranges with Current ranges



Summary

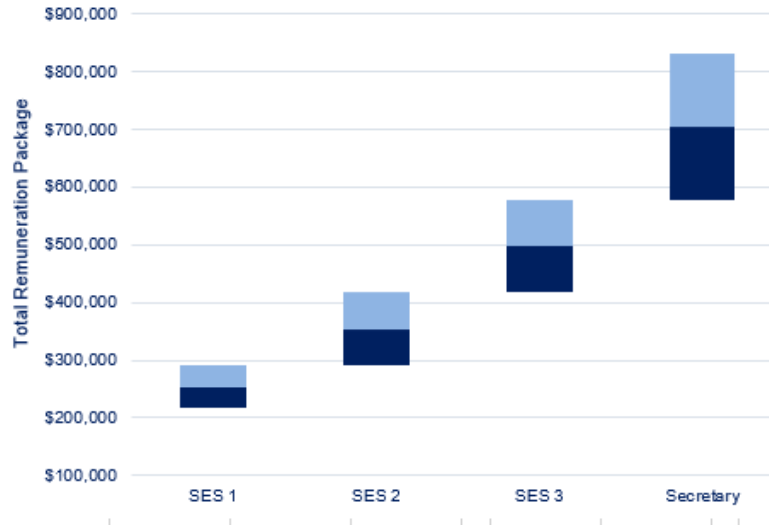
9

Summary

TRP Band Relativities

In summary, Mercer has conducted remuneration benchmarking to inform the review of the TRP ranges for the SES and the Departmental Secretaries and VPS Commissioner. As a result of considering all factors, Mercer recommends continuing with ranges that reference Australian General Market data at the 15th percentile. This positioning is considered reasonable and affordable, and would not drive a step-change in executive remuneration. The chart below presents the relativities across the proposed ranges.

Chart 10: Combined SES and Secretary Proposed TRP



Appendices

Appendix A: VPSC Job Evaluation Methodology

Appendix B: MCED Job Evaluation System

Appendix C: Glossary of Key Remuneration Terms

Appendix D: Factors considered for Work Value Ranges

Appendix A: VPSC Job Evaluation Methodology

Overview of Knowledge

All factor descriptors are **defined at four levels**, corresponding to **points of 1, 3, 5 and 7**. It is noted that executive roles can be rated at 2, 4, or 6, based on sitting between the defined levels. For some factors, the language across the levels can be very similar, requiring careful assessment and discernment in matching to the correct level.

1	3	5	7
<p>Apply advanced knowledge and skills in a field or discipline acquired through professional, technical or management experience.</p> <p>Be considered a source of well-developed, complex advice in a narrow area of expertise.</p> <p>Use knowledge of structures, processes of government, the sector and the organisation to develop policies and new program or project initiatives.</p>	<p>Apply comprehensive knowledge and skills, acquired through formal (tertiary) training or relevant professional, technical or management experience.</p> <p>Be considered an authoritative source of strategic advice and expertise which has influence on organisational decision-making in an area of knowledge or practice.</p> <p>Apply a highly developed understanding of policy, service delivery, regulatory, and/or legislative processes gained through experience in public or private sector management or specialist positions, with commensurate understanding of the social, political, environmental and economic contexts, including statewide, national or international matters in a specific area of expertise.</p>	<p>Apply extensive knowledge and skills, acquired through formal (tertiary) training or relevant significant professional, specialist or management experience, including knowledge and skills over a broad range of activities or very deep technical and specialist knowledge pursuant to a senior expert in a field.</p> <p>Act as an authoritative source of critical advice which impacts organisational decision-making in a functional area.</p> <p>Apply a strategic, extensive understanding of policy, service delivery, regulatory, and/or legislative processes gained through significant experience in public or private sector senior management or specialist positions, with commensurate understanding of the social, political, environmental and economic contexts, including statewide, national or international matters across one or more functions, specialisations or areas of practice.</p>	<p>Provide whole-of-organisation leadership through advanced knowledge and skills, acquired from extensive professional or executive management experience.</p> <p>Apply cumulative knowledge and extensive expertise to a broad and diverse area of responsibility that encompasses a large portion, or the whole of, an organisation.</p> <p>Provide highly complex, strategic and critical advice in relation to issues that impact on government policy, services and programs, and act as the principal source of strategic advice for organisational decision-making on which the organisation or the government is dependent.</p> <p>Act as the major source of advice to Ministers and set the parameters under which others advise.</p>

Appendix A: VPSC Job Evaluation Methodology

Overview of Relationships

1	3	5	7
<p>Initiate and maintain effective relationships with a broad range of internal and external stakeholders.</p> <p>Initiate and manage negotiations with peers (internal and external to work unit) to gain commitment to projects, and delivery of activities to meet timelines.</p> <p>Represent own work area with external stakeholders, and effectively manage feedback.</p> <p>Represent the agency with external peers and negotiate within parameters agreed with immediate manager.</p> <p>Liaise and consult with stakeholders during times of change, resolving issues and meeting expectations.</p>	<p>Facilitate and lead relationships; liaise, engage and influence internal and external stakeholders in relation to a specific area of responsibility. Negotiate outcomes, enlist cooperation, consult and resolve conflict while maintaining relationships and collaborative networks.</p> <p>Develop and maintain effective senior relationships within government and non-government sectors to integrate and coordinate policy, regulation, and delivery of services. Interact, liaise and engage with senior management of the organisation and provide strategic advice to senior management and Ministerial advisors in order to influence and persuade.</p> <p>Participate as a member of a range of committees, working groups and other fora, including inter-organisation groups and industry/community sector groups, and represent the organisation at conferences, meetings and seminars.</p> <p>Engage stakeholders during times of change, resolving conflict and managing sensitivities within constrained timeframes.</p>	<p>Lead and oversee critical stakeholder engagement, including the need to engage, inform and advise a diverse range of very senior stakeholders in relation to highly complex issues.</p> <p>Negotiate major outcomes, and provide persuasive advice in the face of divergent views or conflicting agendas while maintaining strong relationships and collaborative networks with key stakeholders at senior levels across government and non-government sectors.</p> <p>Interact, liaise and engage with the senior executives of the organisation and provide highly influential, strategic advice to Secretaries, Deputy Secretaries and Ministers, and, where relevant, advocate for a position or viewpoint.</p> <p>Participate as a member or chair on a range of committees, working groups and other fora, including inter-organisation groups and industry/community sector groups, and represent the organisation or the government in negotiations.</p> <p>Engage and manage stakeholders through change, resolving conflict and managing sensitivities in a complex environment.</p>	<p>Lead and oversee highly critical stakeholder engagement, including the need to engage, inform and advise a diverse range of very senior and highly influential stakeholders in relation to extremely complex, high-profile, high-risk, and sensitive issues.</p> <p>Negotiate major outcomes, and provide persuasive advice in the face of divergent views or conflicting agendas while maintaining strong relationships and collaborative networks across government and non-government sectors at the highest levels.</p> <p>Have the authority to present and negotiate highly contentious issues, with technical, policy and/or legal complexity, and represent the organisation, Minister and government at the national and international level.</p> <p>Chair or act as a senior member of a range of critical stakeholder groups and committees. Lead stakeholder relationships through complex change, resolving conflict and managing contextual and political sensitivities.</p>

Appendix A: VPSC Job Evaluation Methodology

Overview of Judgement and Risk

1	3	5	7
<p>Apply good judgement to solve problems through the application of established techniques, methods, systems or policies.</p> <p>Undertake analysis and interpretation in choosing a course of action to manage complex or sensitive issues within the sphere of responsibility.</p> <p>Identify and respond to new and emerging issues impacting on the operating environment and maintain awareness of current developments in the field of work, responding appropriately to mitigate risk.</p>	<p>Apply astute judgement in decision-making about issues affecting the business unit with sensitivity to issues impacting the organisation and across government. Make effective judgements under pressure, consider alternative courses of action, devise action plans and advocate new approaches to complex issues.</p> <p>Resolve problems, taking account of established management systems, professional standards, budget parameters or known equipment capacity.</p> <p>Make judgements and assess risk under guidance provided by policy, service delivery and/or regulatory frameworks, guidelines and precedents.</p> <p>Identify, anticipate and manage complex risk, undertaking risk mitigation and management activities to ensure the achievement of business unit and organisational goals.</p>	<p>Make judgements and assess risk in the context of uncertainty and innovation. Apply lateral thinking and develop innovative solutions that impact onto the area of responsibility and influence decision-making across the organisation.</p> <p>Identify, anticipate and manage highly complex issues and problems. Develop strategic risk-minimisation plans and risk frameworks using guidance that is less defined within the context of broad policy, service delivery and/or regulatory frameworks, priorities and strategic direction. Use robust investigation to consider a wide range of alternative courses of action in highly complex and sensitive situations.</p> <p>Identify and take into account emerging statewide and national issues and formulate long-term plans to mitigate risk and ensure the achievement of the wider government agenda. Be aware of the international context where relevant.</p>	<p>Make judgements and assess very complex risk in the context of uncertainty and innovation. Give guidance on the development of new policy frameworks and make judgements about the integration of information provided by specialists.</p> <p>Focus on whole-of-organisation and whole of government issues that are usually sensitive and/or contentious and which impact across sectors, industry and/or the wider community in situations where there is an absence of guidelines or precedents, and where analysis requires very complex investigation.</p> <p>Identify critical long-term risks and strategies for mitigating these in the context of significant ambiguity, including making judgements about the appropriateness and integrity of legislation, policy, service standards and regulation.</p> <p>Set or influence emerging statewide or national issues and formulate long-term plans which shape the achievement of the wider government agenda. Identify and take the international context into account.</p>

Appendix A: VPSC Job Evaluation Methodology

Overview of Independence

1	3	5	7
<p>Work under broad direction with autonomy in setting priorities, developing work programs and determining how work is done for the team.</p> <p>Make decisions that may affect the day-to-day operation of the work area and/or have a direct impact on the outcome of a program or major project.</p> <p>Provide analysis and authoritative recommendations to more senior staff. Have broad decision-making authority in relation to the management of the work area, including staffing, and financial management.</p>	<p>Make decisions that impact the business unit and other areas of the organisation, with the potential to flow into industry or other non-government sectors in the short to medium term.</p> <p>Exercise the authority to approve decisions and recommendations of others within the area of responsibility and provide recommendations to higher-level senior management which are relied upon in wider organisational decision making.</p> <p>Exercise high level delegations in relation to legal, governance, human resource management, project and program, and regulatory decisions for a discrete number of functions.</p> <p>Create and implement annual business plans and adopt a 2 to 3-year horizon, ensuring alignment with whole-of organisation planning.</p>	<p>Work with a high level of independence and the freedom to make critical decisions about the way in which goals are achieved and priorities are defined.</p> <p>Make decisions that impact other areas of the organisation, and flow into industry or other non-government sectors in the medium to long term with the authority to make statements on behalf of the organisation. Work with a high level of credibility in the area of responsibility.</p> <p>Exercise high level delegations in relation to legal, governance, human resource management, project and program, and regulatory decisions for a range of functions.</p> <p>Adopt a 2 to 3-year focus for planning with an understanding of longer term implications where applicable. Act with full accountability for integration of strategic policy, regulatory, service delivery and/or program initiatives.</p>	<p>Work with significant independence and freedom to make critical decisions about the way in which goals are achieved and priorities are defined for the organisation as a whole or a substantial part of an organisation.</p> <p>Make decisions that impact all areas of the organisation, and flow into industry or other non-government sectors in the long term. Exercise the authority to make statements and decisions on behalf of the organisation and have a very high level of credibility.</p> <p>Exercise full delegated authority for management of a major component or an organisation's full functions or programs and provide a governance focus that is fundamental to the organisation's performance in delivering policy or program outcomes.</p> <p>Adopt a 3 to 5-year focus for planning with an understanding of longer-term implications where applicable. Be fully accountable for the integration of strategic policy, regulatory, service delivery and program initiatives.</p>

Appendix A: VPSC Job Evaluation Methodology

Overview of Strategic Change

1	3	5	7
<p>Manage change projects associated with organisational reform and implement change in the work area.</p> <p>Respond to a changing operating environment, including relevant contextual variables.</p> <p>Contribute to strategic change management within an organisation, including longer term planning for major change initiatives.</p>	<p>Manage change associated with government reforms and take responsibility for continuous improvement processes within the business area.</p> <p>Regularly monitor and respond to a changing operating and/or policy environment, working with an understanding of the relevant context and emerging social, political, environmental and technological change.</p> <p>Provide a significant contribution to strategic change management within an organisation, including longer term planning for major change initiatives, and/or changes in the strategic, long- term vision of an organisation.</p> <p>Manage change projects and programs that constitute a major piece of work over an extended timeframe and where this is the primary responsibility of the position.</p>	<p>Regularly manage change associated with critical or large-scale government reforms.</p> <p>Identify and coordinate responses to widely impacting organisational change, working with a strategic understanding of the relevant context and emerging social, political, environmental and technological issues.</p> <p>Oversee multiple, integrated change initiatives with outcomes that have a significant impact on communities, stakeholders and services, or undertake the management of large-scale change projects and programs that constitute a significant piece of work over an extended timeframe and where this is the primary responsibility of the position.</p>	<p>Regularly manage change associated with highly critical or very large-scale government reforms.</p> <p>Regularly identify and coordinate responses to change, working with a strategic understanding of the relevant context and emerging social, political, environmental and technological issues.</p> <p>Oversee very complex, multiple, integrated change initiatives in the context of innovation, political sensitivity and high levels of risk or undertake the management of very large-scale change projects and programs that constitute a highly significant piece of work over an extended timeframe and where this is the primary responsibility of the position.</p> <p>Manage change in an environment of innovation with government-wide, community-wide or whole-of-sector impact.</p>

Appendix A: VPSC Job Evaluation Methodology

Overview of Impact

1	3	5	7
<p>Develop policy frameworks within area of expertise or responsibility based on defined organisational priorities and provide advice to senior management.</p> <p>Develop policies, programs and initiatives that impact on programs or major functional areas within the organisation.</p> <p>Contribute to business unit planning and develop direction for the team.</p> <p>Lead a team and contribute to the organisation's impact into industry, or the sector, through involvement with a range of external bodies and groups.</p>	<p>Influence policy and strategic direction of an organisation through contribution to executive leadership and advice to higher level positions, including the Secretary and Minister where required.</p> <p>Have some impact into industry or the wider community through ensuring the effective delivery of services and/or through engagement with government bodies, external peak bodies, groups and associations at an equivalent level.</p> <p>Contribute to the organisation's strategic planning as a member of the senior executive, and take full responsibility for developing the strategic direction for the business unit, ensuring elements integrate to support higher organisational strategic goals.</p>	<p>Strongly influence policy and strategic direction of an organisation through membership of the executive leadership and contribute to organisation wide goals. Provide advice and recommendations to Deputy Secretaries and the Secretary, and directly to the Minister when required.</p> <p>Have impact into industry or the wider community through oversight of the delivery of major services and/or through leading engagement with external peak bodies, groups and associations at senior levels.</p> <p>Contribute to shaping the organisation's strategic vision as a member of the senior executive, and take full responsibility for developing the strategic direction for the area of responsibility, integrating a range of activities, programs and functions to support organisational goals and priorities.</p> <p>When supporting the work of an organisation through the provision of corporate services or the setting of overarching policy and regulatory frameworks, actions and decisions will impact across the organisation as a whole.</p>	<p>Lead policy development and the strategic vision of an organisation through membership, or as head of, the executive leadership. Routinely provide very high-level, strategic and critical advice and recommendations to the Secretary, and directly to the Minister.</p> <p>Have impact into the sector, industry or the wider community, through leading engagement with external peak bodies, groups and associations at the most senior levels.</p> <p>As a lead member of the Senior Executive, be accountable for leading the development of the organisation's strategic vision and direction, integrating a range of activities, programs and functions to achieve organisational goals and priorities. Lead initiatives that impact statewide and/or that may influence policy and program development nationally or internationally.</p>

Appendix A: VPSC Job Evaluation Methodology

Overview of Breadth

1	3	5	7
<p>Have responsibility for a broad range of activities, or services within a specific area of expertise.</p> <p>Manage staff and activities that are not geographically dispersed but are co-located such as a regional office or team.</p>	<p>Be responsible for a wide range of activities that relate to an area of responsibility or, in a smaller organisation, a number of areas of responsibility.</p> <p>Manage staff and/or activities that may be geographically dispersed such as across offices in different parts of a city, or that occur in offices in regional areas.</p>	<p>Be responsible for an extensive range of activities that relate to a specific major function such as human resource management, ICT or financial services in a larger organisation, or a number of functions that are interrelated and of high complexity such as both policy and program responsibilities. Operate within multiple frames of reference and have accountability for a number of business areas.</p> <p>Manage staff and/or functions that are geographically dispersed such as across offices in different parts of a city, or offices in regional areas.</p>	<p>Lead multiple functions in a large organisation or manage all functions within a small or medium sized organisation. Operate within multiple frames of reference and have accountability for a number of integrated functions or operations.</p> <p>Manage staff and/or functions that are widely geographically dispersed, including management of a number of regional offices and/or functions that are delivered regionally.</p>

Appendix A: VPSC Job Evaluation Methodology

Overview of Resource Management

1	3	5	7
<p>Oversee the work of fewer than 20 staff and/or expenditure under \$10m pa</p> <p>Manage the staff and resources of a team or work area.</p> <p>Manage a resource base which may include operational, capital, and/or project/program/grants funding and be responsible for the development of budgets and expenditure within area of responsibility.</p>	<p>Oversee the work of 20 to 100 staff and/or expenditure between \$10m and \$100m pa</p> <p>Manage the staff and resources of a portion of an organisation, such as a business unit/branch.</p> <p>Manage a resource base which may include operational, capital and/or project/program/grants funding and be accountable for the development and management of budgets, finances, procurement and expenditure within a business unit/branch.</p>	<p>Oversee the work of 100 to 1,000 staff and/or expenditure between \$100m and \$1b pa</p> <p>Manage the staff and resources of a division/group or set of business units within an organisation.</p> <p>Manage a large resource base which may include operational, capital and/or project/program/grants funding, tactically balancing resources across areas of responsibility.</p> <p>Be accountable for the development and management of budgets, finances, procurement and expenditure for a division/group or set of business units and influence the allocation of resources over the long term.</p>	<p>Oversee the work of more than 1,000 staff and/or expenditure above \$1b pa</p> <p>Manage a substantial proportion of the staff and resources of a larger organisation or manage the whole of a smaller one.</p> <p>Manage a very large resource base which may include operational, capital and/or program funding across multiple areas of responsibility or for a whole organisation.</p> <p>Be accountable for the development and management of budgets, finances, procurement and expenditure for a substantial portion of an organisation and plan the allocation of resources over the long term.</p>

Appendix B: MCED Job Evaluation System

In the evaluation process for each job, assessments are made for each of the eight sub-factors. Each subfactor typically has from three to eight levels. The definitions for each level determine how the position is rated on each sub-factor.



The expertise factor measures the requirements of the position for education, training and work experience, the diversity of individual tasks as well as interpersonal skills.



The judgement factor evaluates reasoning components of a job, focusing on the task definition and complexity, the constraining within which employees need to resolve problems and other thinking challenges of the position.



This factor evaluates the nature of the position's authority and involvement in managing the organisation's resources. It includes the influence of the position's advice and accountability for results of decisions.

Knowledge & Experience

This subfactor measures the education, training and work experience requirements of the position. As knowledge is the result of education and training and experience, both the nature and extent of knowledge are considered. When evaluating a position, we consider the training and experience required to do the job. This does not necessarily reflect the training and experience of the current job holder.

Breadth

This aspect of expertise measures the diversity of functions performed by the position. It considers not only the breadth of knowledge requirements for the position, but also the impact of various environmental influences on the position. Such influences may include geographic considerations or the variety and nature of product/ services and suppliers/ clients. The breadth sub factor also considers the need to integrate diverse or related activities.

Interpersonal Skills

This subfactor measures the position's requirement for skill in managing people and in negotiations. It is NOT meant to be a measure of the amount of interpersonal skills possessed by any incumbent, but rather is concerned with the people management, persuasive and negotiating skills required to achieve the position objectives.

Job Environment

Job environment identifies the clarity, objectives, guidelines and policies as well as the nature and variety of tasks, steps, processes, methods or activities in the work performed. It measures the degree to which a position holder must vary the work and develop new techniques.

Reasoning

This facet of judgement focuses on the requirements in the position for reasoning, analysis and creativity. Its emphasis is on the need for analysing and solving problems.

Impact

This subfactor is measured in terms of the resources for which the position is primarily held accountable or the impact made by the policy advice or service given. It may be measured in monetary terms or on a policy/advice significance scale. The Impact can also be assessed on following focus areas:

Direct Accountability is applied in circumstances where there is a clearly quantifiable outcome that is the direct responsibility of the position around revenue or expenditure.

Indirect Accountability is applied in circumstances where position enables others to achieve quantifiable outcomes.

Independence & Influence

This subfactor focuses on the position's level of accountability and independence in the commitment of resources, provision of advice or delivery of services. The requirement for acting as a spokesperson for the organisation is also considered. The extent of accountability is considered in conjunction with the position impact measure chosen.

Involvement

The involvement subfactor is concerned with the nature of the position's accountability for the management of, or influence over, organisation resources. For example, one consideration might be whether the position has accountability for a particular resource fully delegated to it or shared with other positions.

Appendix C

Glossary of Standard Remuneration Terms

Mercer has referenced current market remuneration data for a range of market percentiles in the Australian General Market:

- The 15th percentile is the position at which 15% of positions are paid below, and 85% are paid above; this was the **reference point for the previous SES TRP structure (with the 15th percentile set at the maximum of each TRP range)**
- The 25th percentile is the position at which 25% of positions are paid below, and 75% are paid above
- The 37.5th percentile is the position at which 37.5% of positions are paid below, and 62.5% are paid above
- The 50th percentile is the position at which 50% of positions are paid below, and 50% are paid above
- The 62nd percentile is the position at which 62% of positions are paid below, and 38% are paid above
- The 75th percentile is the position at which 75% of positions are paid below, and 25% are paid above.

Appendix D

Factors considered for Work Value Ranges

The following factors were considered in 2019 to develop the indicative work value ranges for the SES levels:

- An increasing width of each band at higher levels; this follows best practice in terms of classification design principles, and provides an improved link to remuneration
- The entry point for SES1
 - Of note, Mercer assessed the Senior Technical Specialist 7 roles with work value up to 751 points; as such, commenced the SES framework at 751 points
 - It was noted that the entry point to executive levels varies across jurisdictions - in the range of 700 + 50 points (except for WA which commences at 900 points), so commencing at 751 is not out of line
- A narrower SES2 range, with a slightly higher entry point for SES2 compared to the pre-2019 structure
- A narrower SES3 range than the pre-2019 structure starting at a lower work value level

In Mercer's view, it would be a cleaner approach to consider Senior Technical Specialist 7 roles as below executive, given the work value methodology. It is acknowledged that in some parts of the Victorian public service/sector, some roles have been classified as Senior Technical Specialist that are above 750 points. Arguably, these roles would be more appropriately classified at SES-1.



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