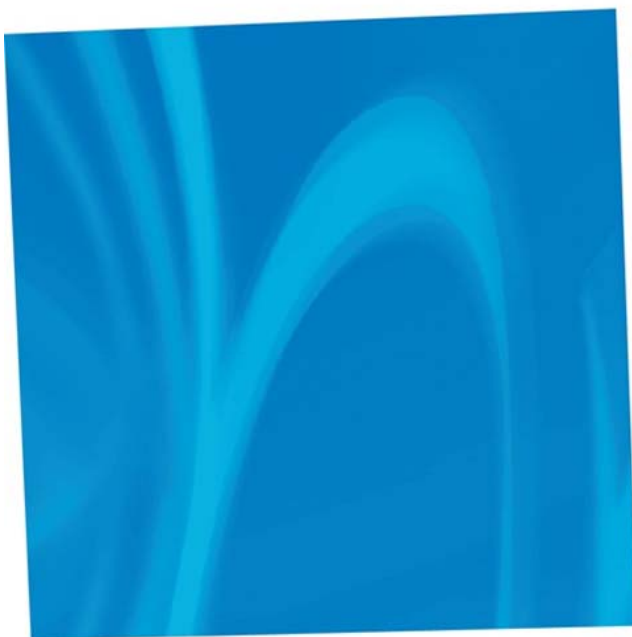




Department of Education and  
Early Childhood Development

# Human Resources

VPS Job Resizing Guide –  
Conducting a Value Range Review



# A GUIDE FOR MANAGERS AND EMPLOYEES

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## INTRODUCTION

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This guide provides general information for managers and employees in facilitating a Value Range Review. It also contains an outline of the processes, required to be undertaken by the Manager, to review the value range of a position.

In this guide, reference to "Manager" refers to the employee's direct manager, Reference to the "General Manager" includes OGSE Regional Directors, and "Deputy Secretary" includes Agency Heads.

A key objective of the VPS Career Structure is to encourage employee development and job growth. The progression system facilitates a consistent process across the VPS for rewarding performance. Performance outcomes are rewarded through progression criteria set in agreement by the manager and employee, according to the requirements of the grade.

An employee is eligible for progression payments by successfully meeting the agreed progression criteria until such a time when the employee's salary reaches the top of their current value range or grade. It would then follow that the employee may seek promotion to the next grade, or require a resizing of their current position to enable progression into the second value range within their current grade.

## WHAT IS A VALUE RANGE REVIEW?

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A Value Range Review is the formal process to move an employee's classification over the "soft" barrier within a grade, i.e. from Value Range 1 to Value Range 2.

The movement over the "soft" barrier within a grade into Value Range 2 is not automatic and is a separate process to performance planning and review. A Value Range Review involves a review of the position's current accountabilities with a view to growing or resizing the job.

Job resizing is the redesign of a job to meet the grade descriptors of the higher value range. Job resizing can occur at any time (when the employee is at any stage within the lower value range) subject to Department administrative requirements.

## WHY CONDUCT A VALUE RANGE REVIEW?

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A Value Range Review (the process to enable job resizing or job growth) is conducted for an employee within the lower value range of a grade to support ongoing movement through the grade. This may occur where:

- an employee's salary has reached the top of the first value range within a grade, or
- an employee is required to work at a higher level of responsibility due to operational changes or work demands, consistent with Value Range 2 descriptors within the employee's current grade.

The outcome of the review will lead to no change or the job being resized.

## WHEN SHOULD A VALUE RANGE REVIEW BE CONDUCTED?

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An employee may advance to the next value range within their current grade via job resizing or job evolution where:

- there is an operational need, and
- the employee is willing and able to undertake the role at a higher level.

A common sense rule of thumb would be that consideration of job resizing will arise as the employee's salary reaches, or is approaching, the top of the lower value range.

There is no policy that prevents an employee's classification remaining at the top of a value range, however to support progression, in ordinary circumstances, it would not be considered reasonable for an employee to remain at the top of the first value range for more than one progression cycle without review.

It is recommended that a Value Range Review is conducted in conjunction with, but separate from, the Performance Review Process. Any resulting change to the value range would then take effect from the start of the next performance cycle with the new effectiveness measures reflecting the higher level of complexity in the role.

## HOW IS A VALUE RANGE REVIEW CONDUCTED?

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A Value Range Review may be initiated by the manager or requested by the employee. In all cases, the assessment is prepared and undertaken by the employee's manager.

Where the employee's salary aligns to the top of the lower value range preventing further progression, the manager will consider possible job growth. This will involve an assessment of the operations of the work unit to determine whether job growth will support delivery of the unit's objectives. This will determine whether there is potential to support the growth of the responsibilities of the position to meet the higher value range. The manager will document areas assessed using the [VPS Grade & Value Range Assessment Tool](#).

The position description and/or performance plan accountabilities/responsibilities will need to be reviewed as part of this process, however in all cases the grade of the position will not change.

A review of the effectiveness measures within the performance plan to reflect the higher level responsibilities and capabilities relating to the position is also required.

To support all processes the following resources are available on HRWeb:

- [VPS Grade & Value Range Descriptors](#)
- [Using the Descriptors](#)
- [VPS Descriptor Tool Kit](#)
- [Using the VPS Descriptor Tool Kit](#)
- [VPS Grade & Value Range Assessment Tool](#) (to be completed by the manager)
- [Value Range Job Resize Recommendation Form](#) (to be approved by the General Manager)

## EMPLOYEE SEEKING A VALUE RANGE REVIEW

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Where an employee is seeking a value range job resize of their position, it is necessary for them to complete the attached [VPS Employee Request for a Value Range Job Resize](#) form and to submit documentation which supports their position being resized. This will assist the manager in making an informed decision when considering the staff member's request for a job resize.

Supporting documentation should include:

- An accurate and up-to-date position description
- Highlighted details of the job's key roles and activities
- Identification of what areas of the position have specifically grown to demonstrate growth at the higher value range
- Indicative statements from the [VPS Grade & Value Range Descriptors](#) that are now applicable to the job at the higher value range.

It is expected that the manager and employee maintain discussions on the job resize review to ensure the correct value range is determined.

## SALARY AND BUDGET IMPLICATIONS

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Consideration needs to be given to the timing of a Value Range Review and the effective date for any resulting remuneration change against eligibility for progression payments.

Movement between Value Range 1 and 2 for VPSG2 and VPSG3 will result in a salary increase of an amount consistent with a progression payment for that grade.

Movement between Value Range 1 and 2 for VPSG5 and VPSG6 will result in an initial salary increase of \$1.

Following a Value Range Review and job resizing, ongoing end-of-performance-cycle progression payments may then be made as substantive salary increases upon successful achievement of agreed progression measures.

Managers need to be aware of the eligibility requirements with regard to progression payments:

- a change to remuneration for any reason (including a Value Range Review) in the last three months of a performance cycle (i.e. 1 April to 30 June) will result in an employee not being eligible to receive a progression payment for that cycle; and
- an employee needs to be in the role to be assessed for a minimum of three months at the end of the relevant performance cycle.

In this regard, the most appropriate time to conduct a Value Range Review is at the beginning or the end of the performance cycle.

Where the review is conducted at the end of the cycle, for example in a case where there is no eligibility for progression but progression targets have been met, the effective date for the value range change should be no later than 30 March within the cycle under review. This will provide the employee with the resulting salary adjustment and eligibility for a progression payment at 30 June.

For VPS Grades 2 and 3, where there is no eligibility to receive a progression payment within a performance cycle, the effective date for the value range change would be 1 July of the next cycle. This would deliver a payment equal to a progression payment and provide eligibility for ongoing progression in subsequent cycles.

For VPS Grades 2 and 3, care should be taken not to unintentionally provide a double payment within a performance cycle (i.e. an increase for the Value Range Review in addition to the Progression Payment).

At VPSG5 and G6, a Value Range Review may result in setting progression measures for a particular cycle at the higher value range to facilitate movement into Value Range 2. The employee would not receive a progression payment within the year of review. Eligibility for progression payments would then commence the following year. The progression measures previously set at the higher value range would then move to expected levels of performance for the role. This approach may be preferred where the manager needs to ensure the capability to work at the level of the higher value range is developed.

While at VPS Grade 5 and 6 it is not considered unreasonable for an employee to remain at the top of the lower value range for more than one progression cycle, it would be expected that the manager and the employee would jointly undertake a review. It would not be considered reasonable to leave an employee at the top of a lower value range without any action being taken by the manager.

### Timing of Consideration

An application by an employee for a job resize/reclassification should be given every consideration by managers. A manager should commence consideration of an employee's request for a job resize/reclassification within 15 working days of receiving the request and very effort should be made to finalise the outcome of any such request within 30 working days of receiving the request. There may be circumstances (such as leave absences or temporary staffing arrangements) that prevent finalisation within the recommended period, however administrative delays per se would not be regarded as a strong basis for justifying a more lengthy review period.

The [VPS Grade & Value Range Assessment Tool](#) can be used by managers to both aid the assessment process in a formal way and as part of formal feedback provided to applicants for job resizing or reclassification. It is particularly important to provide an unsuccessful applicant with reasons as to why/how the decision not to grant the request has been reached.

### Processes for Review of Action

An employee may lodge a review of action where job growth is being withheld and there is continued non-eligibility for progression payments due to salary being at the top of Value Range 1 within their grade.

An employee may also lodge a review of actions (personal grievance) as a result of a non-progression outcome.

## PROCESS STEPS FOR VALUE RANGE REVIEWS

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### Value Range Review Process to support Operational requirements

1. The manager determines that a review of an employee's position is required to meet new or changing operational requirements.
2. The manager assesses the position using the [VPS Value Range Descriptors](#).  
An initial determination is made of whether the changing requirements present a higher level of complexity and responsibility in the role. Employee consultation may occur during this phase of the process should the manager determine this as being appropriate.
3. The manager completes the [VPS Grade and Value Range Assessment Tool](#) to document the new position responsibilities to reflect the higher level of capability.
4. The manager prepares the [VPS Value Range Job Resize Recommendation Form](#) for forwarding to the General Manager for approval along with all supporting documentation. The recommended salary increase will typically be to the bottom of the higher value range. All stages must be documented in case a dispute is lodged and a review of the decision is required.
5. The General Manager will review and approve the decision, after considering all implications of the decision which will result in a salary increase to recognise the required higher capability. Should the General Manager not agree with the recommendation made by the manager, a discussion will be held to agree an outcome for endorsement.
6. The General Manager will return the request to the direct manager.
7. The direct manager will arrange for written notification to the employee.
8. The General Manager will forward the [VPS Value Range Job Resize Recommendation Form](#) and all associated documentation to HR Services.
9. HR Services will arrange for processing of the salary increase where this is approved.

### Value Range Review Process for Job Growth to support movement

1. A Request for Value Range Review may be made by the employee for the growth (expansion) of their current responsibilities to support the higher level of capability required within the grade for their position, using the published process.
2. The manager conducts an assessment of the work unit's operations to determine whether the employee's position responsibilities can be justified at the higher value range. This will then provide the basis on which the employee may demonstrate a higher level of capability in performing their current position. Employee consultation may occur during this phase of the process should the manager determine this as being appropriate.
3. The manager completes the [VPS Grade and Value Range Assessment Tool](#) to document the new position responsibilities to reflect the higher level of capability.
4. The manager prepares the [VPS Value Range Job Resize Recommendation Form](#) for forwarding to the General Manager for approval along with all supporting documentation. The recommended salary increase will typically be to the bottom of the higher value range. All stages must be documented in case a dispute is lodged and a review of the decision is required.
5. The General Manager will review and approve the decision, after considering all implications of the decision which will result in a salary increase to recognise the required higher capability. Should the General Manager not agree with the recommendation made by the manager, a discussion will be held to agree an outcome for endorsement.
6. The General Manager will return the request to the direct manager.
7. The direct manager will arrange for written notification to the employee.
8. The General Manager will forward the [VPS Value Range Job Resize Recommendation Form](#) and all associated documentation to HR Services.
9. HR Services will arrange for processing of the salary increase where this is approved.

### APPROVAL OF THE NEW POSITION

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If a value range change is to occur the recommendation of the manager must be approved by the General Manager. [VPS Value Range Job Resize Recommendation Form](#) is to be used to capture the required information and approvals.

The value range is then confirmed and where approved, no merit selection process is required. A Value Range Review is not required to be published on HRWeb as it is not considered a promotion.

The details of the change and associated salary change will be processed by HR Services.

The current job description should be relative to the whole grade and therefore should not require amendment. Job Resizing as part of a Value Range Review does not alter the classification of the position.

A review of the Effectiveness Measures in the performance plan will be required to ensure they reflect the higher level of capability required to be demonstrated in the resized position.