

Appendix: Skills Matrix

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The skills matrix set out in the Appendix has been developed to assist in the implementation of the skills-based structure. The skills matrix identifies skills at the lowest level that they should be applied. Obviously, these skills can be applied at all levels above the minimum, but it would be expected that they would not be applied consistently below the level anticipated.

It can be anticipated that positions in higher-numbered bands may require the exercise of skills shown in the lower-numbered bands. This should be borne in mind when referring to the skills matrix.

Administration			
Band 1, Level 1	Band 1, Level 2	Band 1, Level 3	Band 1, Level 4
<p>Complete standard forms and reports</p> <p>Undertake basic keyboard and clerical duties</p> <p>Complete basic collecting, collating and distributing</p> <p>Carry out routine comparison checks (e.g. proofing)</p> <p>Apply basic office procedures and maintain basic records</p> <p>Demonstrate basic literacy and numeracy</p>	<p>Perform organisational clerical duties including typing</p>	<p>Take minutes of meetings excluding council and committee meetings</p> <p>Prepare basic correspondence</p> <p>Arrange immunisation clinics</p>	<p>Prepare and submit reports on works status</p> <p>Prepare reports to an acceptable standard</p>
Band 2, Level 1	Band 2, Level 2	Band 2, Level 3	
<p>Prepare legal documentation</p> <p>Prepare correspondence</p> <p>Prepare material to promote the council area</p> <p>Provides secretariat and administrative support including taking of minutes of council and/or committee meetings</p>	<p>Prepare reports and/or business papers</p> <p>Develop and implement filing and classification systems</p>	<p>Prepare contract and tender specifications</p>	

Band 3, Level 1	Band 3, Level 2	Band 3, Level 3	Band 3, Level 4
Prepare complex reports, lectures, etc., for the purpose of making a case	Recommend land development needs and pricing policies		
Band 4, Level 1	Band 4, Level 2	Band 4, Level 3	Band 4, Level 4
Formulate policies and procedures and make decisions affecting the department and/or council Monitor work against corporate plan/broad corporate objectives Apply a good working knowledge of relevant organisations external to council if required			

Communication			
Band 1, Level 1	Band 1, Level 2	Band 1, Level 3	Band 1, Level 4
<p>Follow simple instructions</p> <p>Understand and use plain English</p> <p>Operate two-way radio</p> <p>Obtain/provide basic information</p> <p>Use telephone to take/pass on messages</p>	<p>Provide information in writing and by means of tables and diagrams</p> <p>Summarise information without loss of meaning</p>		<p>Act as council witness in Courts or other Tribunals</p> <p>Communicate effectively with operational personnel, supervisor, members of the public to ensure proper understanding</p>
Band 2, Level 1	Band 2, Level 2	Band 2, Level 3	
<p>Promote the services of the council to the public</p> <p>Interpret in a community and/or sign language</p> <p>Translate into or from community languages</p>	<p>Organise and interpret information in detailed and extended written format, setting out key issues and variables</p> <p>Communicate the goals and objectives of the department/council to the work unit</p>	<p>Train staff in group sessions</p> <p>Explain purpose of information gathering</p> <p>Speak publicly on behalf of the council</p>	
Band 3, Level 1	Band 3, Level 2	Band 3, Level 3	Band 3, Level 4
<p>Consult with the community and determine their needs</p>	<p>Brief persons external to the council</p>	<p>Represent council on external bodies</p> <p>Use well-developed liaison and communication skills in dealing with people of the highest level both internal and external to the organisation</p>	<p>Communicate a vision for the organisation to staff</p>
Band 4, Level 1	Band 4, Level 2	Band 4, Level 3	Band 4, Level 4

Construction/Maintenance			
Band 1, Level 1	Band 1, Level 2	Band 1, Level 3	Band 1, Level 4
<p>Use hand tools and simple appliances</p> <p>Undertake routine manual duties</p> <p>Cleaning and basic maintenance of equipment and work area</p>	<p>Apply basic concrete construction techniques</p> <p>Construct formwork for concrete construction</p> <p>Apply construction techniques for laying and joining pipes</p> <p>Work to set levels</p> <p>Apply construction techniques for crib, block or other retaining walls</p> <p>Plant and care for trees, shrubs and annuals</p> <p>Apply construction techniques for gabion retaining walls</p> <p>Check, adjust or sharpen manual and power-operated tools</p>	<p>Apply soil compaction techniques</p> <p>Assess road-base material compaction</p> <p>Assess moisture content of road-construction material</p> <p>Assess the grade of road construction materials</p> <p>Apply proper methods for erecting and dismantling scaffolding for building construction or maintenance</p> <p>Select and use reinforcing steel to plan</p> <p>Determine how to sling and rig a load to ensure a safe lift</p> <p>Apply correct explosive charge rates</p> <p>Determine needs of plants for water, fertiliser, etc.</p>	<p>Set out works from construction plans</p> <p>Assess and repair broken sewer or water mains</p> <p>Make construction decisions involving the interrelationship of multiple use trades in order to produce an integrated result</p> <p>Develop routine maintenance strategies</p> <p>Analyse damage to bitumen surfaces and apply proper methods to rectify</p> <p>Interpret construction plans</p> <p>Install new sewer or water mains</p>

Band 2, Level 1	Band 2, Level 2	Band 2, Level 3	
<p>Determine construction levels by using a dumpy level</p> <p>Maintain, repair and test public address and air conditioning systems</p> <p>Test soil</p> <p>Repair, overhaul and modify metering and timing systems</p> <p>Identify problems and institute repairs and service to equipment</p> <p>Maintain, repair and test a variety of pumping and dosing equipment</p> <p>Use a range of precision measuring equipment to measure accuracy on construction jobs, eg. electronic distance measurement equipment</p>	<p>Use theodolite</p> <p>Determine construction levels by using laser</p> <p>Identify and institute building maintenance program</p> <p>Give technical guidance to employees on construction/ maintenance techniques</p> <p>Provide reports on works progress and recommend action</p> <p>Give technical guidance to employees in respect of the selection of appropriate equipment and materials</p>	<p>Resolve routine technical problems of construction/ maintenance without reference to higher authority</p> <p>Develop preventative maintenance procedures</p>	
Band 3, Level 1	Band 3, Level 2	Band 3, Level 3	Band 3, Level 4
		<p>Provide direction to all staff involved in major construction projects including new construction techniques</p> <p>Establish priorities, monitor work-flow and/or maintain staffing resources to achieve objectives</p>	
Band 4, Level 1	Band 4, Level 2	Band 4, Level 3	Band 4, Level 4

Design			
Band 1, Level 1	Band 1, Level 2	Band 1, Level 3	Band 1, Level 4
Use basic layout skills and follow simple diagrammatic instructions	Draw illustrative sketches Copy a variety of simple charts and sketches	Read blueprints and plans of basic construction Plan and prepare window displays showcards and signs	Conceptualise outcomes from plans and diagrams Interpret test results, plans, maps, working drawings and specifications
Band 2, Level 1	Band 2, Level 2	Band 2, Level 3	
Draw plans to scale Prepare maps, diagrams, graphs etc from rough drafts and broad instructions regarding layout Engage in drafting, routine planning or technical tasks requiring technical skill Engage in basic drafting in technical cadastral areas requiring detailed understanding of the subject Prepare plans on CAD equipment (Computer Aided Drafting) Design exhibitions, arrangements and/or informational displays	Engage in advanced design work in a technical speciality such as electrical circuits Design small projects to maintain aesthetic quality of an area Prepare final design/ maps of agreed layouts	Investigate and develop programs for the control or recycling of waste Survey area for purpose of designing the construction or maintenance of a structure Devise, develop and use training aids and resources Research and develop new programs Design and develop advertising/ promotional material	

Band 3, Level 1	Band 3, Level 2	Band 3, Level 3	Band 3, Level 4
<p>Design, implement and evaluate employee training and development programs</p> <p>Design and administer employee health monitoring program</p> <p>Design learning programs to meet children's needs</p> <p>Design and implement programs for community services</p> <p>Design drawings, using detailed technical/scientific expertise</p>	<p>Design projects such as roadworks, aerodromes, drainage, subdivisions, sporting fields, bridges, wharves, culverts and buildings, etc.</p> <p>Recommend the development of the appropriate waste disposal facilities</p>		
Band 4, Level 1	Band 4, Level 2	Band 4, Level 3	Band 4, Level 4

Driving and Operation of Machinery			
Band 1, Level 1	Band 1, Level 2	Band 1, Level 3	Band 1, Level 4
Drive vehicle requiring a Class 1A licence	<p>Load and unload vehicle in a safe manner</p> <p>Understand, explain and operate small items of plant</p> <p>Use air operated tools, eg. jackhammer</p> <p>Drive vehicle requiring a Class 1A licence towing a box trailer</p>	<p>Apply defensive driving techniques</p> <p>Drive truck towing a dog trailer</p> <p>Drive a single or double bogey truck</p> <p>Drive an articulated vehicle</p> <p>Understand, explain and operate large ride-on construction machinery working to levels such as a grader, backhoe and excavator</p> <p>Understand, explain and operate large ride-on construction machinery such as bulldozer, front-end-loader, road roller</p> <p>Drive a vehicle requiring a licence above a Class 1A and up to and including a Class 5A</p> <p>Understand, explain and operate ride-on machinery in confined spaces</p> <p>Understand, explain and operate attachments to major plant item</p> <p>Understand, explain and operate major plant items with more than one motor</p>	Drive vehicles requiring a Class 5B licence

		<p>Understand, explain and operate major plant items utilising hydraulic, pneumatic or electronic controls or circuitry</p> <p>Understand, explain and operate large stationary plant items, eg. gravel crushers</p> <p>Understand, explain and operate gas furnace or boiler</p> <p>Understand, explain and operate a motor launch</p> <p>Carry out start-up and shut-down procedures, for machinery</p>	
Band 2, Level 1	Band 2, Level 2	Band 2, Level 3	
Maintain and operate printing equipment	Development and coordination of training in specific plant operations		
Band 3, Level 1	Band 3, Level 2	Band 3, Level 3	Band 3, Level 4
Band 4, Level 1	Band 4, Level 2	Band 4, Level 3	Band 4, Level 4

Evaluation			
Band 1, Level 1	Band 1, Level 2	Band 1, Level 3	Band 1, Level 4
	Review work and ensure that quality meets required standards	Participate in testing of new items of plant	Assess whether materials should be discarded or replaced Determine whether to prune or remove trees, shrubs, etc Assess whether actions of public are in compliance with council codes and policies Evaluate performance of staff Interpret basic council policy and procedure
Band 2, Level 1	Band 2, Level 2	Band 2, Level 3	
Determine the value of vehicles and plant to be auctioned Evaluate reports and recommendations Collect samples, conduct tests to determine quality of product/materials and maintain records of results	Evaluate the performance of materials, machinery and equipment to determine suitability for council Evaluate performance under a contract for service Evaluate performance against operating plans	Evaluate the alternate methods of waste disposal Evaluate new technologies for the workplace Evaluate and rectify hardware and software computer problems Prepare and evaluate tenders and contract documents Investigate public liability claims	

Band 3, Level 1	Band 3, Level 2	Band 3, Level 3	Band 3, Level 4
<p>Determine community profile</p> <p>Appraise aesthetic value of artworks</p> <p>Assess landscape design proposals</p> <p>Assess cultural value of artefacts</p> <p>Evaluate and report on architectural and urban design merit of development proposals</p> <p>Evaluate and report on aesthetic worth and location of trees</p> <p>Interpret legislation, legal documentation and council policies</p> <p>Evaluate and report on provision of community services</p> <p>Interpret technical reports on specifications of contracts</p> <p>Research and assess suitability of child carers</p> <p>Assess impact of development on community</p>	<p>Analyse technical/ specialist information relative to environmental, health, building and development proposals</p> <p>Undertake job evaluation and analysis</p> <p>Assess and interpret environmental impact studies</p> <p>Evaluate progress against agreed objectives</p> <p>Assess opportunities to promote products which can be marketed by council</p>	<p>Assess complex information quickly, understanding the central concepts and determining their importance to the organisation</p>	

Band 4, Level 1	Band 4, Level 2	Band 4, Level 3	Band 4, Level 4
<p>Evaluate potential to develop and improve processes and procedures, using conceptual, analytical, creative and professional skills</p> <p>Evaluate and be accountable for the department/ organisational performance against stated objectives</p>			

Finance			
Band 1, Level 1	Band 1, Level 2	Band 1, Level 3	Band 1, Level 4
	Conduct simple monetary transactions, eg. receiving payments, providing receipts, etc.	Issue, control and balance monetary transactions and financial records Calculate rate assessments Interpret figures and information for financial reporting Reconcile financial information	Compare expenditure outlays with budget and report variances
Band 2, Level 1	Band 2, Level 2	Band 2, Level 3	
Analyse/cost options and benefits Compiles statements involving a knowledge of accounting principles	Compile and control asset registers	Rectify differences between expenditure outlays and budget Prepare submissions for funding of projects Allocate cost of risk Preparation of cost estimates Assess the financial position of projects and programs	
Band 3, Level 1	Band 3, Level 2	Band 3, Level 3	Band 3, Level 4
Conduct systems-based audit reviews Supervise and monitor council investments Conduct property valuations	Analyse detailed financial reports Identify opportunities to optimise revenue Forecast and analyse financial data Apply financial program management techniques	Control council's borrowings and loan register	Control investment portfolio

Band 4, Level 1	Band 4, Level 2	Band 4, Level 3	Band 4, Level 4
Coordinate all aspects of financial management within and outside council.			

Human Relations			
Band 1, Level 1	Band 1, Level 2	Band 1, Level 3	Band 1, Level 4
<p>Working cooperatively with other employees and the public</p> <p>Develop an understanding of functions and procedures of the particular work group in order to work in a team</p>	<p>Identify and respond to children's needs</p> <p>Advise and assist the public</p> <p>Guide and assist fellow employees</p> <p>Understand the roles of other work groups</p>		<p>Resolve conflict / problems involving staff</p> <p>Resolve conflict/problems within the work area involving the public</p> <p>Advise employees on interpersonal behaviour</p> <p>Assist others to produce ideas or to identify result areas</p> <p>Liaise with people, either individually or in groups, to achieve co-operation and resolve problems</p> <p>Motivate staff to accept "unpopular" decisions</p> <p>Motivate staff to undertake difficult assignments</p> <p>Motivate staff to improve performance</p>
Band 2, Level 1	Band 2, Level 2	Band 2, Level 3	
<p>Motivate children to participate in activities</p> <p>Resolve conflict between children</p>			

Band 3, Level 1	Band 3, Level 2	Band 3, Level 3	Band 3, Level 4
<p>Assist and comfort patients by application of nursing skills</p> <p>Train patient in self-care</p>	<p>Counsel staff</p> <p>Conduct formal selection interviews and interviews associated with performance feedback, discipline</p> <p>Facilitate a participative decision-making process and participate in decision making on issues relating to work area</p>	<p>Promote team-building and a teamwork approach within all organisational work areas</p>	
Band 4, Level 1	Band 4, Level 2	Band 4, Level 3	Band 4, Level 4
<p>Solve major personnel and industrial problems without higher reference</p> <p>Train and lead others in understanding, accepting and working toward organisation goals</p>			

Information Technology			
Band 1, Level 1	Band 1, Level 2	Band 1, Level 3	Band 1, Level 4
<p>Operate microfiche, microfilm, photocopiers and other reproduction equipment</p> <p>Use storing, indexing and filing procedures</p> <p>Sort and file materials in accordance with system</p> <p>Operate a camera</p>	<p>Perform bibliographic searches and checks</p> <p>Operate data processing and business machines</p> <p>Retrieve information from library collection or external sources</p> <p>Use word processing</p>	<p>Repair and bind printed material</p> <p>Classify and allocate correspondence</p> <p>Load computer system software</p> <p>Operate a video camera or audio visual equipment</p> <p>Use and apply computer software packages such as desktop publishing, spread sheets, data bases</p>	<p>Control the operation of computer equipment to process data</p>

Band 2, Level 1	Band 2, Level 2	Band 2, Level 3	
<p>Identify new book collection needs</p> <p>Collect, conserve and restore archival and printed material</p>	<p>Assist with the installation and servicing of computer network systems</p>	<p>Manipulate programs by using operating system commands</p> <p>Design archival system</p> <p>Design and prepare software to meet specific requirements</p> <p>Write tests and maintain computer programs to meet the application needs of end users of computer systems</p>	
		<p>Write programs using generalised software packages</p> <p>Identify system faults and provide technical and problem solving support to system users (clients)</p> <p>Write instructions (user manuals and standards) for the operation of information systems</p>	

Band 3, Level 1	Band 3, Level 2	Band 3, Level 3	Band 3, Level 4
<p>Identify artefact conservation and restoration needs</p> <p>Plan and implement artefact conservation and restoration programs</p>	<p>Design, implement and monitor management and information systems</p> <p>Analyse and identify and provide recommendations on the organisation's computer needs</p> <p>Develop systems strategies</p> <p>Develop and maintain support facilities for the development / enhancement of computer system</p>		
Band 4, Level 1	Band 4, Level 2	Band 4, Level 3	Band 4, Level 4