

APPENDIX 6: MEDICAL SCIENTISTS WORK LEVEL DEFINITIONS

DEFINITIONS

The following definitions relate to the meanings of the words within these work level definitions.

“Broad guidelines” means instructions received essentially in the form of broadly stated objectives which require competent and professional experience to apply both initiative and *professional judgment*.

“Complex” means professional work which is characterised by ambiguity and/or novelty.

“Crucial” means that a component, an issue, or a decision is fundamental to subsequent actions, considerations and decisions.

“Innovative” means the extent to which there is a requirement to vary from, or make changes to, established professional processes, systems and/or standards.

“Limited complexity” means work which involves the application of established principles, practices and procedures. Generally, such comprises actions and responses which can be readily identified and repeated from previous experience.

“Managerial responsibilities” means an employee:

1. is required to determine operational policy and procedures for a work unit within the framework of an agency's (or health unit's) requirements; and
2. is required to ensure the timeliness, effectiveness, quality and efficiency of a work unit; and
3. has significant independence of action including the use or allocation of both financial and human resources within the constraints or guidelines laid down by executive management; and
4. undertakes human resource management functions including planning, developing and implementing programs associated with equal employment opportunity and occupational health, safety and welfare within the functional area of responsibility; and
5. trains staff, coordinates workflow processes, ensures quality of output of the work unit, conducts performance assessment and review, staff counselling, career planning and development.

“Multi-discipline” means the combination of several *professional disciplines*.

“Novel” means the nature of professional work which requires the extension and application of theories and concepts beyond established principles. Such may include, for instance, creative research or the introduction of new technology.

“Papers” means published refereed papers, refereed conference papers of operational or theoretical interest to other discipline based *scientists*.

“Professional direction” means the form of control exercised, and may include guidance and monitoring, over other *medical scientists* demanding *professional judgment*, including:

- Assessing the application of discipline standards;
- Weighing and discussing professional approaches used;
- Determining professional solutions; and
- Verification and validation of results.

“Professional discipline” means a non-repetitive field of activity which requires a degree in a professional discipline, is exercised with increasing levels of autonomy and accountability, and is governed by standards, ethics and objectives prescribed by a representative professional body and, may interdependently, by the employing agency.

“Professional independence” means the level of accountability within a *professional discipline*.

“Professional judgment” means the application of an amalgam of *professional knowledge* and experience to derive appropriate resolutions within prescribed standards, ethics and objectives.

“Professional knowledge” means an understanding of theory, techniques, practices and principles gained through degree-level discipline-based study.

“Medical scientist” means an employee who is engaged pursuant to the Medical Scientists (South Australian Public Sector) Award and classified as a Medical Scientist.

“Specialist” means a *medical scientist* who has acquired through study and application special subject knowledge which is recognized by peers to be different, distinctive or unique.

“Statutory action” means action taken or authorized by statute.

“Straightforward” means work which is without difficulty and is uncomplicated to a person qualified within the *professional discipline*.

“Very complex” means the application of a soundly based working knowledge of established professional principles, practices and procedures as they affect all aspects of the range of operations, or an in-depth *professional knowledge* of an operation which feature both ambiguity and novelty. Generally responses require the exercise of high levels of analytical skill.

MEDICAL SCIENTIST LEVEL 1 (MeS1)

The *medical scientist* will have attained through discipline based, degree level study a combination of theoretical concepts and practical techniques to enable professional work to be undertaken within a *professional discipline*.

Contributions are essentially operational in nature, and deal with non-repetitive projects, cases and/or situations which will, with experience, become increasingly *complex*, and which contain competing and sometimes conflicting factors. Resolution and/or end results will require the application of acquired experience together with a range of learned professional techniques and theory.

The *medical scientist* will accept responsibility for professional actions, and be expected to seek professional support if there is a concern. *Professional direction* will be provided to the *medical scientist* who may operate individually, as a team member, or within a work group. *Professional direction* will decrease over time from very close to general as the *medical scientist* acquires experience and in accordance with the complexity and variety of projects undertaken.

Employees at Level 1 will be encouraged to progressively obtain greater levels of discipline and specialized knowledge through post-graduate qualifications and studies, and/or personal contributions to the development of the *professional discipline*.

Knowledge and Experience

- *Professional knowledge* attained through a study of discipline theory and limited experience.
- A developing level of operational competence.

Operational Outcomes

To contribute to the operational objectives of the work group, a position at this level may include a combination of the following:

- The execution, analysis and interpretation of findings as they relate to elements of the work.
- The selection and adoption of professional techniques and standards which are generally well established and *straightforward*.
- The exercise of *professional judgment* within prescribed areas.
- Results which are subject to professional scrutiny and reflective critique.
- With experience, the *medical scientist* may review aspects of the work of *medical scientists* and others within the same environment.
- Discussing techniques, procedures and results with clients or peers on straightforward matters.
- The undertaking of tasks of limited scope and complexity, comprising in some situations a minor phase of a broader or *complex* project.

Work Level Definitions subject to further discussion

- The provision of reports on progress of project activities including incorporating recommendations.
- With experience, the supervision of assigned employees.
- With experience, responsible for *straightforward* projects.
- Organises, maintains, develops and promotes collections and information sources.
- With experience, provides professional guidance or advice to more recently employed *medical scientists* within the same discipline and other technical employees, or provides operational or organizational context to situations, and monitors professional services to ensure appropriateness..
- Exercises *professional judgment* through the selection and application of procedures, methods and discipline standards within prescribed areas, and results may be subject to verification and validation from other experienced and readily available *medical scientists* or equivalent.
- Assists in the conduct of discipline based research through data collection, collation, processing data management, and data analysis using (for instance) statistical packages.
- Contributes to preparing reports and manuscripts for publication.
- Provides advice regarding *statutory action* when requested.
- May contribute to discipline knowledge.
- Manages and prioritizes personal work load and develops plans and processes for handling cases and/or projects.
- The analysis and interpretation of findings as they relate to the elements of the work, on occasion preparing reports incorporating recommendations on basic operations.

Working Environment

- Applies *professional knowledge* attained through formal studies, to projects, cases, situations or minor phases of broader assignments.
- Performs non-repetitive tasks, governed by established procedures, specific guidelines and standardized instructions.
- Initially works under close *professional direction* from an experienced *medical scientist*.
- Operates individually or as a member of a project team, or within a work group.
- Activities at this level may be undertaken on an individual basis or as the ad hoc leader of a small team.

MeS1 Level – 6th and 7th increments

After 12 months at the 5th increment of MeS1, an employee will be assessed by the agency (or health unit) for progression based on the employee's professional:

- Performance;
- Aptitude;
- Experience;
- Responsibilities; and
- Initiative.

Following assessment, should a *medical scientist* not progress to the 6th increment in the MeS1 range, the *medical scientist's* supervisor or manager will be responsible for implementing a development plan in conjunction with the *medical scientist* to address any issue arising from the assessment. A *medical scientist* may be reassessed at any time following the implementation and completion of the development plan.

Employees will be eligible for incremental progression from the 6th to the 7th increment based on 12 months service at the 6th increment.

MEDICAL SCIENTIST LEVEL 2 (MeS2)

Work at this level:

- is usually performed under reduced *professional direction* with the quality of output monitored;
- requires professional expertise in one or more fields within a discipline; and
- demands a detailed knowledge of standard professional tasks (including problem definition, assessment, planning, liaison, execution, analysis, interpretation and reporting) with scope for exercising initiative in the application of established work practices and procedures.

The content of the work is subject to existing *professional discipline* and agency or health unit standards. Guidance may be given in reviewing work programs or on unusual features of an assignment.

At this level, employees will exercise initiative in the application of professional practices either as a member (in some situations as leader but not a *medical scientist* with *managerial responsibilities*) or a *medical scientist* (who has expertise in one or more fields within a discipline) in a team or independently and may be or may deputize for the professional head of a small work unit.

Responsible for *professional direction* of other *medical scientists* and paraprofessionals.

Employees are expected to actively seek personal professional development which includes an ability to effectively articulate concepts and theories.

Knowledge and Experience

- Has attained greater specialized knowledge within the discipline and is achieving higher level of outcomes under reduced *professional direction*.
- Has attained professional expertise, competence and experience to perform any standard professional task within the discipline.

Operational Outcomes

To contribute to the operational outcomes of the work group, a position at this level may involve a combination of the following:

- Tasks may be broad in scope and involve *complex* professional problems.
- Uses *professional judgment* to select and apply new and existing methods and techniques.
- Contributes to the development of advanced techniques and methodology.
- Undertakes *complex* activities under reducing *professional direction* and selects and applies new techniques and methodologies based on *professional judgement*.
- The supervision of staff (which may include employees who are not *medical scientists*) and provides *professional direction* in tasks requiring limited expertise or for functions of *limited complexity*.
- Where appropriate, provides *professional direction* to staff including where appropriate professional development to other *medical scientists*.
- May report investigations directly to the client or peers.
- Addresses problems through combinations of standard procedures and/or modifications to standard procedures.
- Coordinates all phases of a project or assignment.
- Provides discrete professional and advisory services.
- Carries out research under *professional direction*, and contributes to advances of techniques used.

- Undertakes various assignments requiring knowledge of one or more fields within a *professional discipline*.

Working Environment

- Exercises and accepts professional responsibility for the outcomes of a work unit.
- Exercises initiative in the application of professional practices either as a member (in some situations as leader but not a *medical scientist* with managerial responsibilities) or as a *medical scientist* (who has expertise in one more fields within a discipline) in a *multi-discipline* team or independently.

MEDICAL SCIENTIST LEVEL 3 (MeS3)

Operating under general policy direction and with a level of *professional independence* in the determination of operational priorities, strategies, work standards and allocation of resources. Generally the work demands a level of competence from extensive experience and/or additional study. The *medical scientist* at this level will be:

- Specializing within a *professional discipline*; or
- A senior professional supervisor; or
- A professional manager.

Positions at this level demonstrate leadership within the *professional discipline* and may coordinate a number of subordinate *medical scientists*. *Medical scientists* at this level will focus on increasing the value, contributions and effectiveness of the *professional discipline* within the agency or health unit. Any standard professional task within the discipline (including problem definition, assessment, planning, liaison, execution, analysis, interpreting and reporting) may be undertaken at this level.

A senior professional supervisor will be responsible for allocating and determining work priorities to ensure operational standards and efficiencies are met having regard to the needs of clients or peers and providing *professional guidance* for a team of *medical scientists*. The senior professional supervisor is expected to seek ways to develop levels of discipline awareness and specialized knowledge of individual *medical scientists*.

A professional manager will have *managerial responsibilities* for a work unit, which may include a *multi-discipline* team of *medical scientists* to ensure effective and coordinated services to the client group. This is the first level where a *medical scientist officer* may have *managerial responsibilities*.

There will be *professional independence* in a general operational context involving routine research, project or case situations, requiring levels of expertise and experience to ensure and contribute to professional standards, objectives and priorities within the framework of the agency's (or health unit's) corporate goals. *Professional direction* is only received for those aspects of work which involve new or sophisticated techniques or relate to areas of work outside the normal span of activity.

High levels of initiative will be exhibited in accomplishing the objectives and undertaking *complex* projects, either on an individual basis as a recognized *specialist*, as a *medical scientist* with responsibilities for *complex* duties, or as a team leader.

Work may require the development and provision of formal professional advice and advisory/consultancy services to other agencies, industry representatives and the public. The level of information provided and recommendations may influence decisions of others, including superiors and peers, especially in the monitoring, development and delivery of programs.

Knowledge and Experience

- Operates with *professional independence* and high levels of competence.
- Continues to apply knowledge obtained through post-graduate specialised qualifications, and/or extensive recognized expertise.

Operational Outcomes

To contribute to the achievement of organisational objectives and output, a position at this level may include either of the following:

- Analyses situations and identifies opportunities and/or needs to develop and/or progress work group objectives.
- Develops and promulgates *crucial* information for management.
- Undertakes projects of a *complex* nature with limited or no *professional direction*.
- Contributes to the development of operational policy.
- Undertakes professional duties of an *innovative, novel, and/or crucial* nature without *professional direction* subject to established professional standards.
- Assesses the professional, technical and economic impacts of achievements and/or projects.
- Provides professional advice and advisory/consultancy services to other agencies (or health units), industry representatives and the public.
- Assesses and reviews the standards of work of other *medical scientists* and external consultants.
- Exercises control and coordination of either discrete operations or projects.
- Undertakes duties and ensures the outcome of work which is of a *complex* and varied nature, requiring detailed knowledge of the agency's (or health unit's) operations combined with a *specialist* or very high level of practitioner knowledge of major activities in the work unit.
- Trains staff, coordinates workflow processes, ensures quality of output of the work unit, conducts performance assessment and review, staff counselling, career planning and development.
- Interprets legislation, regulations and other guideline material relating to the operations and functions of the work area.
- Uses significant initiative to accomplish objectives and undertake *complex* projects.

Working Environment

- May influence organisational attitudes and professional development policy within the framework of operational programs.
- Develops professional advice and advisory/consultancy services to other agencies, industry representatives and the public.
- Interprets legislation, regulations and other guideline material relating to the operations and functions of the work area.

MEDICAL SCIENTIST LEVEL 4 (MeS4)

Operates under broad policy direction and with high levels of *professional independence* in the determination of overall strategies, priorities, work standards and allocation of resources. The role will be:

- A senior professional practitioner; or
- A senior professional manager; or
- A senior professional *specialist*.

At this level work may involve the exercise of significant *professional judgment* based on a detailed knowledge of national initiatives and involvement in the development and/or application of discipline principles and new technology and/or knowledge of *crucial* work which can involve a single discipline or a variety of disciplines. Decisions are likely to have a major impact on the health unit, agency, on industry, or on the State, and are rarely subject to professional review.

Work Level Definitions subject to further discussion

The senior professional practitioner at this level will undertake work which is *very complex* and highly *innovative*. At this level there is minimal *professional direction* and the *medical scientist* would be expected to closely examine personal practices and actions to ensure compliance with established ethics and standards for the *professional discipline*.

As a senior professional *specialist*, work is normally without *professional direction* with discretion permitted within the boundaries of *broad guidelines* to achieve organizational goals, and at this level, the *medical scientist* will have a high profile within the discipline through higher qualifications or by publications in refereed journals, and will operate within *broad guidelines* to achieve specific objectives with *professional independence*. This would normally be supplemented by evidence of higher qualifications and wide spread professional recognition of expertise.

It is likely that discipline principles and new technology requiring the exercise of significant *professional judgment* will be developed and applied. This includes initiating, formulating and managing research programs and major projects, or providing scientific services or enterprises involving both a service and research work. It is expected that there will be a lack of precedent for the majority of professional duties and actions which may span a range of activities in a *very complex*, specialized environment and contribute to the formulation of corporate policy and the implementation of policy directives.

The senior professional manager at this level will have *managerial responsibilities* for a large work unit, or *complex* projects involving a number of *professional disciplines*. Skills required include work prioritization, monitoring productivity and setting local strategic plans, in addition to assessment and review of professional and operational standards. At this level, there will also be a demand for an ability to monitor resource allocations, to evaluate professional, technical and economic impacts of programs, and to formulate policy and corporate strategy proposals.

A detailed knowledge of Governmental policies and procedures, and an appreciation of their application in relation to agency or health unit operations is expected. In addition, the senior professional manager will interpret and provide advice on legislation, regulations and other guideline material relating to the operations and functions of the work area.

At this level, expert advisory/consultancy advice to outside bodies, agencies and the public will be provided as well as participation on inter-agency committees to develop policy, planning and other initiatives.

With *professional independence* and high levels of expertise and experience, the *medical scientist* at this level will determine professional standards, objectives and priorities within the framework of the agency's (or health unit's) corporate goals.

Knowledge and Experience:

- Utilizes comprehensive knowledge within the *professional discipline* and broad exposure to other *professional disciplines*.
- Applies *professional judgment* based on up-to-date discipline knowledge.
- Applies *professional knowledge* having regard to the agency's (or health unit's) policy framework.

Operational Outcomes

To satisfy specified agency or health unit objectives, a position at this level may include a combination of the following:

- Exercises significant *professional judgment* in the development and/or application of *professional discipline* principles and new technology.
- Manages *very complex* projects involving a number of personnel from either one or a variety of *professional disciplines*.
- Contributes directly to the formulation of corporate objectives and the agency's (or health unit's) professional policy.
- Implements and interprets policy directives to satisfy the demands of professional programs.

Work Level Definitions subject to further discussion

- Provides advice to senior management/authorities regarding current relevant developments in the discipline and their potential implications.
- Initiates and manages high level programs and major investigations.
- Determines professional standards and operational objectives for the agency or health unit.
- Is the authoritative *specialist* where requirements are *very complex* and of major importance to the agency or health unit.
- Identifies current and future options relating to developments which impact on agencies and/or industry.
- Provides professional advice to inter-agency committees regarding professional policy, planning, forecasting and development implications.
- Provides *specialist* services to industry where the end product is of major importance to the industry and/or the State.
- Initiates and formulates programs within the framework of (major work group) objectives and priorities.
- Undertakes demanding evaluations of an economic and/or technical nature with *professional independence*.
- Manages programs of *crucial* importance to the State to satisfy the Government's objectives or the agency's (or health unit's) corporate goals.
- Manages large work units, including prioritizing work, training of staff, monitoring work flow and setting local strategic plans.
- Provides expert specialised advisory/consultancy skills with *crucial* impacts to the industry, the State and possibly the nation.
- Develops and oversees the implementation of new and high level programs and major investigations with a strategic management emphasis.
- Verifies the professional standards of operations and outputs.
- Has significant *managerial responsibilities* and abilities.
- Evaluates professional, technical and economic impacts of program.
- Formulates policy and corporate strategy proposals.
- Provides expert professional advice on an advisory/consultancy basis to external bodies, other agencies and the public.
- Participates on inter-agency and/or national committees to develop policy, planning and other initiatives.

Working Environment

- Uses significant *professional judgment* based on knowledge of national initiatives and personal involvement in the development and application of discipline principles and new technology, and/or knowledge of *crucial* work which can involve a number of personnel from the discipline or a variety of disciplines.
- Operates in a highly *complex* or specialized field to establish and/or modify standards, guidelines, concepts, theories, techniques or principles, both adapting precedents and by making significant departures from traditional approaches using significant *professional judgment*.
- With *professional independence*, uses high levels of expertise and experience to determine professional objectives and priorities within the framework of the agency's (or health unit's) corporate goals and discipline standards.
- Manages, initiates and formulates research programs, major projects or manages a major professional service or enterprise.

Work Level Definitions subject to further discussion

- Is the government's "authority" in a particular specialised field of expertise, or has extensive discipline knowledge and broad experience spanning more than one *professional discipline*.
- Uses detailed knowledge of government policies and procedures, and an appreciation of their application in relation to agency (or health unit's) operations.
- Interprets and provides advice on legislation, regulations and other guideline material relating to the operations and functions of the work area.
- Utilizes significant management skills and abilities to monitor resource allocations.

MEDICAL SCIENTIST LEVEL 5 (MeS5)

Operates under general policy direction and with *professional independence* in the determination of overall strategies, priorities, work standards and allocation of resources. The role will be:

- The leading professional manager of a major program and operations; or
- The leading professional *specialist*.

Under the broad direction of an executive level, positions at this level will operate within *broad guidelines* to achieve specific objectives with total *professional independence* and be recognized as a national and/or international authority or as a *specialist* both within the public sector and externally. The occupant will generally make a significant contribution on the development of professional understanding on a national or beyond basis.

Positions at this level require high levels of expertise and experience with a comprehensive knowledge of a recognized *professional discipline*. Professional decisions at this level are likely to have substantial impacts to the health unit, agency, to industry, or to the State, and are not subject to professional review.

Work is undertaken in a highly *complex* or specialized field to establish and/or modify standards, guidelines, concepts, theories, techniques or principles, both by adapting precedents and by making significant departures from traditional approaches. *Professional independence* and high levels of expertise and experience to determine professional standards, objectives and priorities within the framework of the agency's (or health unit's) corporate goals will be evident.

This level will involve the management of programs of *crucial* importance to the State, to satisfy the Government's objectives or the agency's (or health unit's) corporate goals, often within a *multi-discipline* environment. This level is also responsible for professional policy development and advice to Government.

For a leading professional *specialist* the lack of precedent is a major feature of the majority of duties and actions undertaken. Development and overseeing the implementation of new and high level programs and major investigations is a major feature of this level, as is an emphasis on strategic management.

The professional manager at this level will have high level *managerial responsibilities* which involve a staff comprising a large number of *medical scientists*, and the coordination and direction of major program objectives to achieve the end result in a timely and effective manner. Programs are normally long term and require high level strategic planning and *innovative* thinking.

Knowledge and Experience

- Has evidence of higher qualifications, and discipline recognition at national and/or international levels.
- Has made a significant contribution to the development of professional understanding on a national and/or international basis.
- Requires very high levels of expertise and experience within the *professional discipline*.

Operational Outcomes

To satisfy the Government's objectives and/or the agency's or health unit's corporate goals, a position at this level may include any of the following:

- Operates in a highly *complex* or specialized field to establish and/or modify standards, guidelines, concepts, theories, techniques or principles, by both adapting precedents and making significant departures from traditional approaches.
- Uses high levels of expertise and experience with *professional independence* to determine professional objectives and priorities within the framework of an agency's (or health unit's) corporate goals and discipline standards.
- Manages programs of *crucial* importance to the State to satisfy the Government's objectives or the agency's (or health unit's) corporate goals.
- Provides expert *specialist* advisory/consultancy skills with *crucial* impacts to the industry, the State and possibly the nation.
- Develops and directs the implementation of new and high level programs and major investigations, with a strategic management emphasis.

Working Environment

- Positions at this level have *crucial* impacts to the agency (or health unit), to industry, to the State or to the Nation and decisions made will not usually be subject to professional review.

MEDICAL SCIENTIST LEVEL 6A (MeS6A)

Knowledge and Experience expected in positions at the MS6A level include:

- a requirement for high levels of expertise and experience to determine *complex* and significant professional objectives and priorities within the framework of an agency's (or health unit's) corporate objectives.
- recognition as a leading national and international recognised authority within a *professional discipline* with the ability to foster excellence in the diagnostic and/or research functions of the agency (or health unit) and the medical/scientific community.
- extensive refereed publications in internationally recognised journals.
- technical and scientific expertise exercised is such that decisions, activities, research and/or diagnostic programs conducted are not subject to review.

Operational Outcomes

To satisfy the Government's objectives and/or agency's (or health unit's) corporate goals, a position at this level may include the following features:

- the initiation and/or management of high level programs and major research activities.
- determine strategic and operational standards/objectives within the organization.
- provision of authoritative and specialist advisory/consultancy services on aspects of *innovative* scientific research and development, where outcomes are of major importance to biomedical science.
- Coordinate, contribute to and develop patents where appropriate.
- provide leadership in the initiation, promotion, implementation and evaluation of *innovative* and relevant medical research functions at the national/international level.
- international recognition as an expert in a *complex* field of scientific and research services and have management responsibility for major programs of national/ international significance which impact on, and directly involve, other internationally recognised scientific officers and scientific activities/initiatives.

Work Level Definitions subject to further discussion

- undertake and manage individual and/or project activities with *professional independence* that is not subject to review.
- attract significant research monies.

To satisfy the objectives of the work group, a position at this level may comprise:

- management of a significant unit/branch and undertake a leadership role in organisational strategic planning, policy development and resource management with significant accountability for outcomes achieved, to ensure the effective management of:
 - research funding (procurement and expenditure)
 - physical and financial (recurrent) resource management
 - human resource management
 - intellectual resources and patents
 - competencies and learning outcomes for research students
- initiation, development, implementation and review of strategic and operational policies, procedures and principles.

To provide services to other agencies and/or private industry, and to other bodies, a position at this level may include any of the following inputs:

- be sought by a range of relevant and recognised bodies and/or individuals as a leading national/international scientist.
- have a *crucial* impact on scientific and research initiatives and activities at the national/international level.
- attract national/international recognition to the employing organization.
- awarded academic status at professorial level D, and contribute to tertiary curricula development and delivery.

Working Environment

Positions at this level have *crucial* and significant impacts on the organisation and the industry at a national/international level. Decisions made will not usually be subject to professional review.

MEDICAL SCIENTIST LEVEL 6B (MeS6B)

Knowledge and Experience expected in positions at the MeS6B level include:

- a requirement for high levels of expertise and experience to promote and determine *complex* and significant professional objectives and priorities within the framework of an agency's (or health unit's) corporate objectives and industry directions.
- recognition as an international leading authority within a *professional discipline* with the ability to foster excellence in the diagnostic and/or research functions of the agency (or health unit) and medical/scientific community.
- extensive refereed publications in internationally recognised journals
- collaborated with recognised international organisations on scientific projects that impact on an international scale.
- technical and scientific expertise exercised is such that decisions, activities, research and/or diagnostic programs conducted are not subject to review.

Operational Outcomes

To satisfy the Government's objectives and/or agency's (or health unit's) corporate goals, a position at this level will include the following features:

- the initiation and/or management of *complex* and high level *innovative* programs and major research activities.
- determine strategic directions and operational standards/objectives within the organisation and industry.
- provision of authoritative and specialist advisory/consultancy services on aspects of *innovative* scientific research and development, where outcomes are of major importance to biomedical science on an international scale.
- attract as an individual or as a manager of team significant research monies into the State
- coordinate, contribute to and develop patents where appropriate.
- collaborate with recognised international organisations on scientific projects
- ensure the provision of leadership in the initiation, promotion, implementation and evaluation of leading edge *innovative* and relevant medical research functions at the international level, both as an individual and in the management of others.
- international recognition as a leading expert in a *complex* field of scientific and research services and have management responsibility for major programs of international significance which impact on, and directly involve, other internationally recognised scientific officers and scientific activities/initiatives.
- undertake and manage individual and/or project activities with *professional independence* and not subject to review.

To satisfy the objectives of the work group, a position at this level will comprise:

- management of a significant unit/branch and undertake a leadership role in organisational strategic planning, policy development and resource management with significant accountability for outcomes achieved to ensure the effective management of:
 - research funding (procurement and expenditure)
 - physical and financial (recurrent) resource management
 - human resource management
 - intellectual resources and patents
 - competencies and learning outcomes for research students
 - initiation, development, implementation and review of corporate strategic objectives, plans and operational policy, procedures and principles.

To provide services to other agencies and/or private industry, and to other bodies, a position at this level may include any of the following inputs:

- be sought by a range of relevant and recognised bodies and/or individuals as a leading national and international scientists.
- have a *crucial* impact on scientific and research initiatives and activities at the National and International level.
- attract National and International recognition to the employing organisation.
- awarded academic status at professorial level D or E, and contribute to tertiary curricula development and delivery.

Work Level Definitions subject to further discussion

Working Environment

Positions at this level have *crucial* and significant impacts on the organisation and biomedical science at the international level. Decisions made will not be subject to professional review.