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ACT Government

City and Environment

CED Critical Role Framework

March 2026

Purpose:

The Critical Role Framework provides a consistent, transparent, and defensible method for assessing the **criticality of roles (not individuals)** across the Directorate. It is designed to inform workforce planning, vacancy management, recruitment prioritisation, and internal mobility decisions in a constrained fiscal and labour market environment.

The framework ensures that:

- Public safety, statutory obligations, identified roles and essential services are protected
- Scarce and time critical capabilities are retained
- Workforce decisions are evidence based and comparable across business areas
- People are supported through mobility and upskilling where roles are de-prioritised

A business-critical role is one where absence or failure creates unacceptable risk to: delivery of legislated functions, public safety, continuity of essential services, stewardship of assets, or time-critical government obligations.

Essentially, critical roles can be defined as roles that have the greatest impact on the Directorate achieving it strategic and legislative obligations; and by not having these roles filled, provides the greatest risk to the Directorate.

Governance Principles:

1. Role-Not-Person Principle

All assessments are conducted against the **current Position Description (PD)**.

- Scoring must rely on objective data contained in the PD, including responsibilities, selection criteria, mandatory qualifications, and statutory obligations.
- The framework does **not** assess individual performance, capability, or value.
- Moderation is applied through Workforce Management Section to ensure consistency across the organisation.

2. Currency over history

Roles are assessed based on how they are **required to function now and into the future**, not based on historic tasks and functions.

Where a PD no longer reflects the minimum viable function of the role:

- The assessment acts as a **formal alignment trigger**.
- Managers must validate that the PD reflects the minimum required function.
- If a new job description is required, a PD review aligned to appropriate Work Level Standards must be approved by PSC prior to final scoring.
- Workforce Management, within People, Safety and Culture will provide fast tracked administrative support for Tier 1 PD revisions, including access to pre verified Work Level Standard clusters.

The Criticality Scoring Model:

Each role is evaluated across four key domains. The assessment utilises a scoring system ranging from **1 (Low)** to **5 (High/Critical)**. These scores represent distinct and significant gradations, ensuring that the assessment captures varying levels of impact, risk, and transitional phases. Scoring must be applied carefully and thoughtfully to accurately reflect partial impact, emerging risks, and roles in transition.

Assessment Domains

1. Operational & Safety Impact
1. Minor administrative impact: functions can be deferred with no material service or WHS consequence. 2. Localised operational impact: short term delays or rework required, but no safety risk and impacts can be absorbed within the work area. 3. Significant delays: clear and sustained service delivery impact that is manageable with active intervention. 4. Severe service disruption or compliance risk if the role is vacant or degraded; safety impacts are indirect or contingent but credible. 5. Unacceptable risk to public safety, irreversible environmental damage, statutory breach, or loss of essential services.
2. Skill Scarcity & Replicability
1. Generalist skillset; readily available in the labour market or ACTPS. 2. Common professional skills but with contextual knowledge requirements; replacement feasible with moderate onboarding effort. 3. Standard professional skills: typically, **3–6 months** to reach full proficiency. 4. Specialist capability or deep organisational knowledge; limited candidate pool and extended time to competence. 5. Unique institutional knowledge; scare technical or trade qualification, single point of failure; extremely difficult to recruit or replace or an Identified role.
3. Strategic & Time-Criticality
1. Low alignment to current priorities: flexible delivery windows with minimal consequence for delay. 2. Supports enabling activities or secondary priorities: delays create inconvenience but not material strategic risk. 3. Supports core delivery with identifiable deadlines and manageable peak periods. 4. Directly underpins priority outcomes or ministerial/government commitments: Slippage creates reputational or delivery risk. 5. Time-critical government obligations (e.g Budget, legislation, asset stewardship) where delay is not tolerable.

4. Reputational Risk

1. Minimal reputational exposure: Internal process impact only; unlikely to attract executive, stakeholder or public attention.
2. Localised stakeholder impact: Issues may require explanation at Branch level but do not pose Directorate-wide reputational concern.
3. Moderate reputational sensitivity: Role influences stakeholder confidence or service perception; visible failure of city maintenance (grass not mown, bins aren't collected, bus shelters maintained) may attract complaints, media enquiries or scrutiny requiring coordinated response.
4. High reputational exposure: Failure or absence would likely result in sustained stakeholder dissatisfaction, ministerial enquiries, adverse media attention or erosion of public trust.
5. Critical reputational risk: Direct and immediate risk to Government confidence, Ministerial standing, or whole-of-Directorate credibility; failure would likely result in significant public, political or audit consequences.

Tier Rating and Action Matrix:

The cumulative score determines the role's Tier Rating and associated Workforce Action. Tier status reflects the **nature of the role**, while recruitment decisions are also subject to the **Volume Trigger** (outlined below).

Tier	Score	Profile	Action
Tier 1: Strategic Core	**17–20**	**Critical:** Essential for Public Safety, Legislated Functions, or Stewardship of High-Value Assets.	🔴 **Protected Status (RED).** Priority for retention. Recruitment approved up to **Establishment Baseline**.
Tier 2: Operational Engine	**13–16**	**High:** Vital to daily outputs; manages significant time-critical obligations.	🟠 **Maintain (AMBER).** Vacancies approved to backfilling subject to **Capacity Review**.
Tier 3: Specialist Support	**9–12**	**Moderate:** Important functions; not safety-dependent; lower time-sensitivity.	🟡 **Consolidate (YELLOW).** Review for Resource Pooling or Internal Mobility. Delay backfilling or recruitment.
Tier 4: Non-Core	**4–8**	**Low:** High automation potential; low alignment to current fiscal mandate. Deferrable impact.	🟢 **De-prioritise (GREEN).** Delay recruitment, substitution ability and re-tasking allocation.

Volume Trigger considerations

To ensure the framework is robust, it distinguishes between the **Criticality of the Role** and the **Need for the Vacancy**.

Tier status reflects the nature of the role. Recruitment and backfilling decisions are subject to workforce volume conditions. Enterprise Agreement minimum staffing provisions take precedence, and Tier and Volume Trigger decisions must comply with industrial obligations.

Establishment baseline

The Establishment Baseline represents the approved ongoing FTE required to deliver core services under standard operating conditions.

Where headcount falls below baseline, vacancies may be supported in accordance with Tier-based action.

Seasonal or cyclical uplift

Certain business areas experience predictable seasonal, cyclical or event-driven increases in workload. In these circumstances, a time-bound uplift above baseline may be approved.

Seasonal uplift:

- Must be evidence-based and executive approved
- Is financially validated and time-limited
- Does not alter the Tier rating of the role

Where an approved uplift period is active, vacancies may be supported within the defined uplift ceiling.

Case Study 1: Transport Canberra (bus drivers – core delivery)

- **Role criticality:** A Bus Driver scores 18 (Tier 1) due to public safety and service necessity.
- **Establishment Baseline:** 1,000 drivers required to deliver the network timetable.
- **Approved Seasonal Uplift:** +40 drivers during peak timetable periods.

Decision logic:

- 990 drivers → vacancy supported (below baseline).
- 1,000 drivers → additional recruitment constrained (at baseline).
- 1,020 drivers during approved uplift → recruitment supported within uplift ceiling.
- 1,020 drivers outside uplift → recruitment constrained.

Case Study 2: Event surge – Floriade (bus drivers)

- **Role criticality:** Bus Drivers remain Tier 1 due to public safety and essential service delivery.
- **Baseline:** 1,000 drivers.
- **Event Uplift:** +25 drivers approved for the duration of Floriade to support extended services and increased passenger volumes.

Decision logic:

- During the approved event period, recruitment or temporary backfill may proceed up to 1,025 drivers.
- Once the event period concludes, staffing returns to baseline settings.
- The Tier rating remains unchanged; the uplift responds solely to time-bound demand.

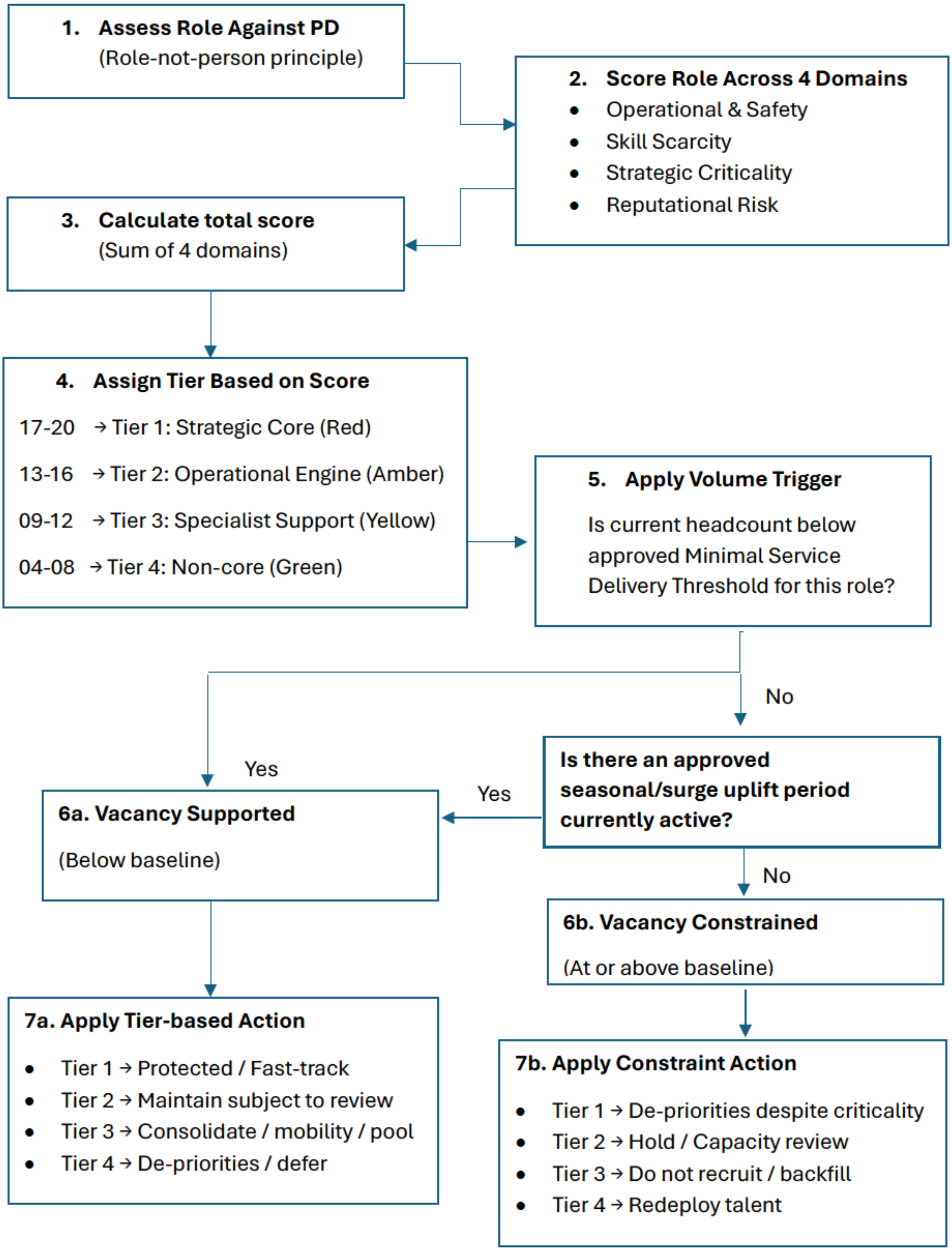
Case Study 3: Seasonal surge – Summer Fire Season (Fire Management Unit, GSOs)

- **Role criticality:** General Services Officers (GSOs) in the Fire Management Unit remain **Tier 2** due to their operational support role in bushfire preparedness, response logistics, and asset readiness during peak fire risk periods.
- **Establishment Baseline:** 32 General Services Officers across PCS Fire Management Unit.
- **Approved Seasonal Uplift:** +8 General Services Officers approved for the declared summer fire season to support increased field activity, fire preparedness works, logistics, and response readiness.

Decision logic:

- During the approved summer fire season, recruitment or temporary backfill may proceed up to **40 GSOs** to meet heightened operational demand driven by fire risk, extended operating hours, and surge requirements.
- The uplift is **time-bound** and linked to seasonal conditions rather than a permanent change in service delivery requirements.
- Once the fire season concludes and operational demand normalises, staffing returns to the baseline level of 32 GSOs.
- The **Tier rating remains unchanged**; the uplift reflects predictable seasonal demand and risk exposure rather than an increase in the inherent criticality of the role.

Critical Role Assessment Workflow:



Assessment Domain *Overview*

Perspective 1: Operational & Safety Impact
1. Minor administrative impact: functions can be deferred with no material service or safety consequence. 2. Localised operational impact: short term delays or rework required, but no safety risk and impacts can be absorbed within the work area. 3. Significant delays: clear and sustained service delivery impact that is manageable with active intervention. 4. Severe service disruption or compliance risk if the role is vacant or degraded; safety impacts are indirect or contingent but credible. 5. Unacceptable risk to public safety, irreversible environmental damage, statutory breach, or loss of essential services.
Perspective 2: Skill Scarcity & Replicability
1. Generalist skillset; readily available in the labour market or ACTPS. 2. Common professional skills but with contextual knowledge requirements; replacement feasible with moderate onboarding effort. 3. Standard professional skills: typically, **3–6 months** to reach full proficiency. 4. Specialist capability or deep organisational knowledge; limited candidate pool and extended time to competence. 5. Unique institutional knowledge; scare technical or trade qualification, single point of failure; extremely difficult to recruit or replace or an Identified role.
Perspective 3: Strategic & Time-Criticality
1. Low alignment to current priorities: flexible delivery windows with minimal consequence for delay. 2. Supports enabling activities or secondary priorities: delays create inconvenience but not material strategic risk. 3. Supports core delivery with identifiable deadlines and manageable peak periods. 4. Directly underpins priority outcomes or ministerial/government commitments: Slippage creates reputational or delivery risk. 5. Time-critical government obligations (e.g Budget, legislation, asset stewardship) where delay is not tolerable.
Perspective 4: Reputational Risk
1. Minimal reputational exposure: Internal process impact only; unlikely to attract executive, stakeholder or public attention. 2. Localised stakeholder impact: Issues may require explanation at Branch level but do not pose Directorate-wide reputational concern. 3. Moderate reputational sensitivity: Role influences stakeholder confidence or service perception; visible failure of city maintenance (grass not mown, bins aren't collected, bus shelters maintained) may attract complaints, media enquiries or scrutiny requiring coordinated response. 4. High reputational exposure: Failure or absence would likely result in sustained stakeholder dissatisfaction, ministerial enquiries, adverse media attention or erosion of public trust. 5. Critical reputational risk: Direct and immediate risk to Government confidence, Ministerial standing, or whole-of-Directorate credibility; failure would likely result in significant public, political or audit consequences.

Domains Assessment Matrix

Perspective 1: Operational and Safety Impact		Rating
Minor administrative impact:	• Functions can be deferred to no material service or safety consequences. • Low impact, deferrable administrative function • Non time critical internal support activity • Administrative role with no safety or statutory risk • Operationally flexible with minimal disruption if vacant • Low consequence to service delivery if delayed	1
Localised Operational Impact	• Contained operational disruption requiring management intervention" • Local service impact with manageable safety exposure • Moderate operational impact limited to a defined function or site • Short term service degradation with established mitigations • Operationally important but not safety critical	2
Significant delays: clear and sustained service delivery impact that is manageable with active intervention	• Sustained service delivery delays requiring ongoing management intervention • High operational impact with manageable safety and delivery risk • Key services impaired but recoverable with active controls • Significant delays across multiple functions; escalation required • Service continuity dependent on sustained mitigation	3
Severe service disruption or compliance risk	• Severe disruption to core services with high compliance risk • Business critical service impairment requiring executive oversight • High likelihood of regulatory or assurance failure if vacant • Indirect but credible safety risk due to weakened controls • Service continuity dependent on sustained escalation and mitigation	4
Unacceptable risk to public safety, statutory breach, or loss of essential services.	• Immediate and unacceptable risk to public safety or life • Certain statutory breach if role is vacant • Loss of essential services with no lawful workaround • Regulatory shutdown or licence failure likely • Single point of failure for safety critical or legislated functions	5

Perspective 1: Operational and Safety Impact

Rating 1 - Minor Administrative Impact

Descriptor set (Low operational and safety risk)

Nature of Impact

- Administrative inconvenience only
- Localised, short-term disruption
- No impact on public safety or staff safety
- No legislative, regulatory, or compliance consequences
- No direct customer harm

Service Delivery

- Tasks can be **deferred, rescheduled, or reprioritised** without consequence
- Outputs are **non-time critical**
- Delays are **tolerable** and do not affect downstream services
- Work does not underpin essential or frontline services

Safety and Risk

- No WHS, public safety, or environmental risk
- Maintain all identified controls for the activity without alteration from the approved risk assessment.
- Role does not exercise safety critical decision-making authority

Substitutability

- Work can be **absorbed temporarily** by others with minimal briefing
- Clear procedures, templates, or systems exist
- No reliance on specialist accreditation or statutory delegation

Organisational Impact

- Impact limited to internal efficiency or workflow
- No reputational risk beyond the immediate work area
- Does not affect executive, ministerial, or statutory reporting

Rating 2 – Localised Operational Impact

Descriptor set (Moderate, contained operational and safety risk)

Nature of Impact

- **Noticeable operational disruption** within a specific team, site, or function
- Impact is **contained and manageable**, but not trivial
- Short-term degradation of service quality or timeliness

Service Delivery

- Delays or interruptions affect **local service delivery outputs**
- Service levels may temporarily fall below targets, but **core services continue**
- Backlogs or rework likely without mitigation
- Escalation to managers required, but not to executive level

Safety and Risk

- **Low to moderate WHS risk increase** to tolerated risk from risk assessment
- Additional administrative or supervisory controls being required.
- No immediate public safety risk, but **heightened exposure if unmanaged**

Substitutability

- Role can be covered **only partially or for a limited time**
- Substitutes require handover, prioritisation, or reduced scope
- Productivity or quality declines when backfilled

Organisational Impact

- Impact confined to a **single business area, site, or system**
- Flow on effects possible, but not organisation wide
- Minimal reputational impact outside the affected area

Time Sensitivity

- Tasks are **time-bound**, but delays are tolerable in the short term
- Catch-up effort required once capacity is restored
- Peaks or deadlines can be managed with intervention

Rating 3 – Significant Delays

Descriptor set (High operational impact, controllable with active intervention)

Nature of Impact

- **Sustained disruption** to service delivery over weeks rather than days
- Impact is visible beyond the immediate team or site
- Delivery risk escalates without ongoing management attention

Service Delivery

- **Key services or outputs are delayed, reduced, or intermittently unavailable**
- Performance measures, KPIs, or service standards are **not consistently met**
- Backlogs accumulate and require active recovery planning
- Service continuity is maintained only through **workarounds or prioritisation**

Safety and Risk

- **Requiring additional active controls,** increased supervision and potential for increase in training requirements
- **Some identified controls may become partially ineffective**, increasing reliance on active mitigation
- Increased likelihood of safety or compliance incidents if capacity is further reduced
- Risk is **manageable**, but only with sustained mitigation effort

Management and Intervention

- Requires **active intervention by senior managers**
- Reallocation of staff, overtime, contractors, or scope reduction is necessary
- Regular escalation, monitoring, and decision-making required
- Failure to intervene would likely result in escalation to critical impact

Substitutability

- Role coverage is **limited or inefficient**
- Replacement staff require significant ramp-up or supervision
- Loss of role materially affects coordination, quality assurance, or decision flow

Organisational Impact

- Impact felt across **multiple teams, functions, or dependent services**
- Flow on effects to partners, stakeholders, or customers
- Reputational risk increases if delays persist

Time Sensitivity

- Work is **time critical**, with constrained tolerance for delay
- Recovery requires deliberate sequencing and trade-offs
- Missed deadlines are difficult to fully recover

Rating 4 – Severe Service Disruption / Compliance Risk

Descriptor set (Very high operational impact; safety risk is indirect but credible)

Nature of Impact

- **Major disruption to core service delivery** that cannot be sustained without intervention
- Prolonged vacancy creates **systemic strain**, not just workload pressure
- Service continuity is **fragile** and dependent on temporary or non-standard arrangements

Service Delivery

- **Key services are significantly degraded**, intermittently unavailable, or suspended
- Backlogs grow rapidly and are difficult to recover
- Performance failures are **highly visible** to customers, partners, or regulators
- Ministerial, statutory, or Government commitments are at **material risk**

Compliance and Governance

- **High risk of non-compliance** with legislation, policy, contractual, or regulatory obligations
- Controls rely heavily on **individual expertise or oversight**
- Increased likelihood of audit findings, reportable breaches, or adverse assurance outcomes

Safety and Risk Exposure

- **Indirect or contingent safety risks** increase (e.g. weakened oversight, delayed interventions, reduced assurance)
- Unable to implement identified controls from risk assessment effectively with no alternate control available to implement
- Safety outcomes remain intact **only if controls continue to operate effectively**
- Loss of role increases the Likelihood of WHS, public safety, or environmental incidents

Management and Escalation

- Requires **sustained senior management intervention**
- Regular escalation to executive or governance forums
- Active trade-offs between service quality, timeliness, compliance, and risk exposure
- Failure to fill or stabilise the role is likely to escalate to **critical impact**

Substitutability and Dependency

- Role is **functionally unique or quasi-unique**
- Temporary coverage is partial, inefficient, or unsustainable
- Significant reliance on undocumented knowledge, judgement, or delegated authority

Organisational Impact

- Disruption extends across **multiple business areas or service chains**
- Reputational risk becomes credible if disruption persists
- Stakeholder confidence is **materially affected**

Rating 5 – Unacceptable Risk to Public Safety / Statutory Failure

Descriptor set (Critical impact; risk is immediate or unavoidable)

Nature of Impact

- **Service failure is inevitable or imminent** if the role is vacant
- No viable workaround exists without breaching safety, legal, or regulatory obligations
- Impact is **systemic and non-recoverable in the short term**

Service Delivery

- **Essential services cannot be delivered** or must be suspended
- Failure is visible at a **whole-of-directorate or whole-of-government level**
- Immediate interruption to services that protect life, health, security, or critical infrastructure
- Recovery requires reinstatement of the role or formal emergency arrangements

Public Safety

- **Direct and unacceptable risk to public or worker safety**
- Critical safety controls or decision-making authority are absent or invalid without the role
- Continued operation without the role would **knowingly expose people to uncontrolled hazards where no lawful or effective mitigation is available**

Statutory and Regulatory Compliance

- **Certain or near certain breach of legislation**, licence conditions, or mandatory regulatory requirements
- Operations may be **halted or restricted by a regulator**
- Organisation would be unable to meet legally mandated duties or delegations

Governance and Accountability

- Immediate escalation to **executive, Director-General, or emergency governance structures**
- Formal incident, breach, or reportable event likely or unavoidable
- Accountability cannot be delegated or deferred

Substitutability

- Role is a **true single point of failure**
- Authority, accreditation, or statutory delegation **cannot be transferred or replicated**
- Temporary coverage is not legally or operationally permissible

Organisational Consequences

- Severe and sustained **reputational damage** to Government
- Loss of public trust
- Potential legal liability, enforcement action, or judicial scrutiny

Perspective 2: Skill Scarcity & Replicability		Rating
Generalist skillset (Readily available in the labour market / ACTPS)	• Widely held, transferable public sector skillset • Low scarcity: skills readily sourced internally or externally • High substitutability with minimal training • Generalist role with standardised capability requirements • Short time to competence and broad talent pool	**1**
Common professional skills with contextual knowledge requirements	• Common professional capability with local context dependency • Moderate onboarding required to absorb organisational knowledge • Skills readily sourced, but not immediately interchangeable • Replicable with structured handover and ramp-up • Context sensitive role with transferable core skills	**2**
Standard professional skills: typically, 3–6 months to reach full proficiency	• Established professional skills with moderate ramp-up time • Replicable capability requiring structured onboarding • 3–6 month learning curve to full effectiveness • Professional role with transferable core expertise • Not scarce, but not immediately substitutable	**3**
Specialist capability or deep organisational knowledge; limited candidate pool and extended time to competence	• Specialist expertise with high reliance on agency specific knowledge • Limited internal and external supply; long time to competence • Expert level capability developed over time • Difficult to replace without prolonged transition • Low substitutability; extended ramp-up required	**4**
Unique institutional knowledge; single point of failure; extremely difficult to recruit or replace or an Identified role	• Unique institutional memory; true single point of failure • Non-replicable capability with no viable successor • Extremely scarce skills with no effective labour market • Capability loss cannot be mitigated through recruitment or training • Identified critical role with irreplaceable knowledge	**5**

Perspective 2: Skill Scarcity & Replicability

Rating 1 – Generalist / Readily Replicable Skills

Descriptor set (Low scarcity, high substitutability)

Nature of Skills

- Skills are **broad, transferable, and widely held**
- Based on **core public sector capabilities** rather than niche expertise
- Do not rely on rare technical knowledge or specialist accreditation

Labour Market Availability

- **Large internal ACTPS talent pool** with comparable capability
- Skills are commonly available in the **external labour market**
- Recruitment pipelines are established and competitive

Time to Competence

- **Short ramp-up period**
- New starters or internal movers can reach effective performance quickly
- Learning curve supported by existing procedures, templates, and guidance

Replicability

- Capabilities can be **readily substituted** by staff at the same or similar classification
- Role functions are not dependent on individual judgement, memory, or authority
- Multiple staff could perform the work with minimal additional training

Knowledge Characteristics

- Knowledge is **documented, standardised, and system based**
- Work relies on policies, procedures, and tools rather than tacit knowledge
- Low reliance on historical or institutional memory

Organisational Context

- Role aligns to **common job families** or occupational streams
- Suitable for workforce mobility, job rotation, or short-term backfilling
- Low risk of capability loss if the role becomes vacant

Rating 2 – Common Professional Skills with Contextual Knowledge

Descriptor set (Moderate scarcity, moderate replicability)

Nature of Skills

- Based on **recognised professional skillsets** (e.g. policy, project, procurement, HR, finance, regulatory)
- Skills are **portable across organisations**, but effectiveness depends on local application
- Requires understanding of **government operating context**, not niche technical mastery

Contextual Knowledge Requirements

- Familiarity with **ACTPS processes, governance, and decision-making pathways** is important
- Role effectiveness depends on knowledge of:
  - Local policies and procedures
  - Stakeholder landscape
  - Internal systems and workflows
- Context can be learned, but **cannot be assumed on day one**

Labour Market and Internal Supply

- Skills are available **internally and externally**, but not instantly interchangeable
- Internal candidates often exist in **adjacent job families or classifications**
- External recruits are viable with structured onboarding

Time to Competence

- **Moderate ramp-up period** required to reach full effectiveness
- Replacement can perform core tasks early, with quality improving over time
- Full productivity achieved once organisational context is absorbed

Replicability and Coverage

- Role can be **covered temporarily**, but with some efficiency or quality trade offs
- Backfilling requires handover, shadowing, or targeted learning
- Not a single point of failure, but loss is **noticeable**

Knowledge Characteristics

- Mix of **documented knowledge and applied judgement**
- Some reliance on experience, relationships, and tacit understanding
- Knowledge transfer is feasible through playbooks, mentoring, or pathways

Organisational Context

- Often sits at the **intersection of multiple functions or stakeholders**
- Benefits from continuity, but does not rely on unique accreditation or delegation
- Suitable for **internal mobility with structured transition support**

Rating 3 – Standards Professional Skills (3-6 months to proficiency)

Descriptor set (Moderate scarcity; replicable with deliberate onboarding)

Nature of Skills

- Recognised **professional or technical discipline skills**
- Skills are **not generalist**, but are common within the profession
- Typically aligned to established **job families** (e.g. policy, finance, HR, ICT, project delivery, procurement)

Labour Market and Internal Supply

- Available in both **internal ACTPS cohorts** and the broader labour market
- Candidate pool exists but is **not immediately interchangeable**
- Recruitment is feasible without exceptional market intervention

Time to Proficiency

- **3–6 months** required to reach full effectiveness
- Replacement can contribute earlier but needs time to:
    - Understand systems and processes
    - Build stakeholder relationships
    - Apply professional judgement in context

Replicability and Coverage

- Role can be **temporarily covered**, but at reduced efficiency or quality
- Backfill requires **structured handover and prioritisation**
- Loss of the role causes **measurable disruption**, but not service failure

Knowledge Characteristics

- Combination of:
    - **Documented procedures and standards**, and
    - **Applied professional judgement**
- Some reliance on experience, but knowledge can be transferred
- No unique accreditation or statutory authority held

Organisational Impact

- Vacancy creates a **capability gap**, not a single point of failure
- Delivery risk increases if vacancy is prolonged
- Impact is manageable with planned recruitment and onboarding

Rating 4 – Specialist Capability / Deep Organisational Knowledge

Descriptor set (High scarcity; low replicability)

Nature of Skills

- **Specialist or expert level capability** within a profession or discipline
- Skills extend beyond standard professional practice into **deep applied expertise**
- Often aligned to **expert / specialist** work levels rather than generalist streams

Organisational Knowledge

- Heavy reliance on **agency specific knowledge**, including:
    - Legislative and policy interpretation in context
    - Historical decisions, precedents, and risk positions
    - Complex stakeholder and system dependencies
- Knowledge is **partly tacit** and accumulated over time

Labour Market and Internal Supply

- **Very limited internal talent pool**
- External candidates exist but are **scarce or highly competitive**
- Recruitment is possible, but outcomes are uncertain and slow

Time to Competence

- **Extended ramp-up period** required to reach full effectiveness
- New incumbents may take **6–12 months (or longer)** to operate autonomously
- Early contribution possible, but high-risk decisions require supervision

Replicability and Coverage

- Role can be covered **only partially or temporarily**
- Backfilling increases workload, risk, or quality degradation
- Loss of the role materially weakens organisational capability

Knowledge Transfer

- Documentation exists but is **insufficient on its own**
- Effective transfer requires:
    - Shadowing
    - Mentoring
    - Progressive exposure to complex matters
- Succession planning is difficult but possible with lead time

Organisational Impact

- Vacancy creates a **significant and sustained capability gap**
- Increased reliance on external advice, contractors, or risk acceptance
- Capability erosion accelerates if vacancy is prolonged

Rating 5 – Unique Institutional Knowledge / Single Point of Failure

Descriptor set (Extreme scarcity; non-replicable in the short to medium term)

Nature of Capability

- **Unique, non-replicable capability** embedded in the role
- Knowledge cannot be readily sourced through recruitment or training
- Capability has been built through **long tenure, exposure, and accumulated judgement**

Institutional Knowledge

- Holds **deep organisational memory**, including:
  - Historical decisions and risk positions
  - Unwritten governance norms and precedents
  - Complex system or asset dependencies
- Knowledge is **predominantly tacit** and not fully documented

Replicability and Substitution

- **No viable internal substitute**
- External recruitment is **extremely unlikely to succeed** or would take years
- Interim coverage is not realistic, lawful, or safe
- Loss of the role represents a **true single point of failure (SPOF)**

Time to Competence

- Time to rebuild capability is **measured in years**, not months
- Training, shadowing, or documentation alone is insufficient
- Capability erosion accelerates immediately upon vacancy

Recruitment and Labour Market

- **Severely constrained or non-existent candidate pool**
- Role may require rare combinations of:
  - Specialist expertise
  - Delegated authority or accreditation
  - Deep ACT specific context
- Market competition is high or supply effectively absent

Governance and Risk

- Role is often formally or informally **identified as critical**
- Vacancy creates unavoidable exposure to:
  - Service failure
  - Compliance or assurance risk
  - Loss of organisational control or resilience
- Executive intervention required immediately if the role is at risk

Knowledge Transfer and Succession

- Knowledge transfer is **not realistically achievable** without long lead times
- Succession planning is constrained or impossible without overlap
- Risk must be actively managed through **retention, redundancy protection, or bespoke succession arrangements**

Perspective 3: Strategic & Time-Criticality		Rating
Low alignment to current priorities: flexible delivery windows with minimal consequence for delay	• Low strategic urgency with flexible timeframes • Deferrable work with minimal impact if delayed • Not time-bound to external or mandated deadlines • Limited alignment to current Government priorities • Low consequence for reprioritisation or pause	**1**
Supports enabling activities or secondary priorities: delays create inconvenience but not material strategic risk	• Supports enabling functions with moderate timing sensitivity • Secondary priority work with manageable delay impacts • Indirect contributor to strategic outcomes • Delay causes inconvenience, not strategic failure • Important but not time-bound to Government commitments	**2**
Supports core delivery with identifiable deadlines and manageable peak periods	• Supports core delivery with defined milestones • Time-bound work with manageable delivery peaks • Material impact if deadlines slip, but recoverable • Core business support with predictable demand cycles • On the delivery critical path, but not immovable	**3**
Directly underpins priority outcomes or ministerial/government commitments: Slippage creates reputational or delivery risk	• Direct contributor to Ministerial or Government commitments • High reputational risk if delivery milestones are missed • Time critical priority work with external scrutiny • Firm deadlines with limited tolerance for slippage • On the critical path for high-profile outcomes	**4**
Time-critical government obligations (e.g Budget, legislation, asset stewardship) where delay is not tolerable	• Non-negotiable Government obligation with zero tolerance for delay • Legislated or mandated delivery with immovable deadlines • Failure would constitute statutory breach or loss of control • Absolute critical path for Government operations • Time critical obligation requiring uninterrupted continuity	**5**

Perspective 3: Strategic & Time Criticality

Rating 1 – Low Strategic Alignment / Low Time-Criticality

Descriptor set (Low urgency - high scheduling flexibility)

Strategic Alignment

- **Limited or indirect alignment** to current Government or Directorate priorities
- Work supports **business as usual improvement** rather than priority outcomes
- Not linked to Cabinet, Budget, legislative, or Ministerial commitments

Time Sensitivity

- **Delivery windows are flexible** and can be re-sequenced
- Work can be paused, slowed, or deferred with **minimal downstream impact**
- Deadlines are internally set and **not externally mandated**

Consequence of Delay

- Delay results in **minor inconvenience or inefficiency**, not delivery failure
- No material impact on service continuity, compliance, or reputation
- Benefits are incremental rather than time dependent

Dependency Profile

- Work has **few critical dependencies**
- Delays do not block other programs, services, or decisions
- Outputs are not on the critical path for other initiatives

Governance and Escalation

- Does not require regular executive oversight or escalation
- Low likelihood of scrutiny from Ministers, central agencies, or auditors
- Can be reprioritised locally without formal approval

Workforce Implications

- Role or activity can be **temporarily deprioritised**
- Capacity can be reallocated during peak demand elsewhere
- Vacancy or delay creates **minimal strategic risk**

Planning Horizon

- Longer-term or “nice-to-have” improvements
- Suitable for opportunistic delivery when capacity allows
- Can be absorbed into broader transformation or consolidation efforts

Rating 2 – Enabling Activities / Secondary Priorities

Descriptor set (Moderate strategic relevance; low–moderate time pressure)

Strategic Alignment

- **Indirect alignment** to Government or Directorate priorities
- Supports delivery of priority work rather than delivering it directly
- Contributes to outcomes through **enablement, coordination, or support**

Time Sensitivity

- Timeframes are **important but adjustable**
- Delivery can shift without undermining core strategic commitments
- Deadlines are typically **internally driven**, not externally mandated

Consequence of Delay

- Delays create **inconvenience, inefficiency, or knock-on effects**
- Impacts are felt by teams or programs, but **not at a whole of organisation level**
- Rework, backlog, or slower progress may occur, but outcomes remain achievable

Dependency Profile

- Work often sits **upstream or alongside priority initiatives**
- Delays may slow other work, but **do not block critical decisions or delivery**
- Dependencies can usually be managed through sequencing or reprioritisation

Governance and Escalation

- Limited need for executive or central agency oversight
- Issues are generally managed within branch or division
- Escalation occurs only if delays become sustained or compound

Workforce and Capacity Implications

- Role or activity can be **temporarily deprioritised** during peak demand
- Short-term vacancies or absences are manageable with workarounds
- Some pressure on delivery quality or timeliness, but **no strategic failure**

Planning Horizon

- Typically, medium-term or cyclical work
- Often aligned to **annual plans, internal programs, or service improvement agendas**
- Benefits are meaningful but **not time critical**

Rating 3 – Core Delivery Support with Defined Timeframes

Descriptor set (Moderate–high strategic relevance; bounded time pressure)

Strategic Alignment

- **Directly supports core business delivery** or priority programs
- Alignment to Directorate priorities is **clear and current**
- Work underpins the achievement of strategic outcomes rather than peripheral improvement

Time Sensitivity

- **Defined milestones, deadlines, or delivery windows** exist
- Timeframes are meaningful, but **not absolutely fixed**
- Some tolerance for slippage, provided recovery action is taken

Consequence of Delay

- Delays result in **noticeable delivery impacts**, such as:
    - Missed milestones
    - Compressed future timelines
    - Increased workload during recovery
- Strategic outcomes remain achievable, but at **higher cost or effort**

Peak Periods and Workload

- **Predictable peak demand periods** (e.g. reporting cycles, implementation phases)
- Peaks can be managed through planning, temporary uplift, or prioritisation
- Sustained failure to manage peaks would escalate risk

Dependency Profile

- Work often sits on or near the **critical path** for delivery
- Delays may slow dependent activities, but **do not immediately halt delivery**
- Dependencies are understood and can be actively managed

Governance and Escalation

- Issues may require **senior management attention**, but not routine executive escalation
- Risks and delays are typically managed through program or project governance
- Central agency involvement is unlikely unless delays persist

Workforce Implications

- Short-term vacancies or capacity gaps create **pressure**, not failure
- Requires continuity across peak periods to avoid compounding delays
- Substitution is possible but impacts efficiency and quality

Rating 4 – Priority Outcomes / Government Commitments

Descriptor set (High strategic alignment; high time sensitivity)

Strategic Alignment

- **Directly aligned to current Government or Directorate priorities**
- Supports delivery of **Ministerial commitments, Cabinet decisions, Budget measures, or public commitments**
- Outcomes are politically, publicly, or centrally visible

Time Sensitivity

- **Firm deadlines or delivery windows** that are difficult to move
- Timing is often externally influenced (e.g. Parliamentary sitting cycles, Budget timelines, public announcements)
- Slippage is possible but **highly undesirable and closely scrutinised**

Consequence of Delay

- Delay creates **material delivery risk**, including:
  - Missed commitments
  - Reduced confidence from Ministers or central agencies
  - Need for formal explanations, re-baselining, or remediation
- Reputational impact is **credible and real**, though not necessarily catastrophic

Dependency Profile

- Work commonly sits on the **critical path** for priority initiatives
- Delay may block or cascade into other high-profile deliverables
- Dependencies are complex and often cross Directorate or whole-of-government

Governance and Escalation

- **Regular executive oversight** is required
- Issues are escalated early to senior leadership
- Central agencies (e.g. CMTEDD, Treasury, CM&C equivalents) may be engaged if risk materialises

Workforce and Capacity Implications

- Continuity is important across delivery phases
- Vacancies or capability gaps significantly increased risk
- Temporary backfill is possible, but **inefficient and risk bearing**

Planning Horizon

- Typically tied to **annual or multi-year Government programs**
- Work is sequenced against published plans, announcements, or funding profiles
- Recovery from slippage is possible, but **costly and politically sensitive**

Rating 5 – Non-Negotiable Government Obligations

Descriptor set (Extreme strategic alignment; zero tolerance for delay)

Strategic Alignment

- **Directly delivers legislated, mandated, or constitutionally required obligations**
- Central to the functioning of Government (e.g. Budget process, legislation, asset stewardship, statutory reporting)
- Failure directly undermines Government authority, accountability, or continuity

Time Sensitivity

- **Immovable deadlines** defined by law, Parliament, or whole-of-government processes
- Timing is externally fixed and **cannot be renegotiated or deferred**
- Delivery windows are narrow and unforgiving

Consequence of Delay

- Delay is **not acceptable under any circumstances**
- Slippage would result in:
    - Statutory breach or unlawful operation
    - Loss of Government control over assets, finances, or obligations
    - Immediate and severe reputational damage
- Recovery after a missed deadline is often **not possible**

Dependency Profile

- Work sits at the **absolute critical path** of Government operations
- Multiple systems, agencies, or portfolios depend on timely completion
- Any delay cascades immediately across Government

Governance and Escalation

- **Direct executive and central agency oversight**
- Continuous monitoring at senior leadership level
- Any risk of delay is escalated immediately and treated as a priority incident

Workforce and Continuity Implications

- Role continuity is **essential and protected**
- Vacancies or capability gaps are unacceptable
- Contingency arrangements, parallel coverage, or redundancy are often required

Planning Horizon

- Anchored to **annual or statutory cycles** (e.g. Budget year, legislative sittings, audit cycles)
- Delivery timelines are known well in advance but allow **no slippage**
- Requires disciplined forward planning and assured capability

Perspective 4: Reputational Risk		Rating
Minimal reputational exposure: Internal process impact only; unlikely to attract executive, stakeholder or public attention	• Internal only impact with no external visibility • Unlikely to attract senior executive or public attention • Routine issue with negligible reputational consequence • Contained operational matter, no stakeholder confidence impact • No credible media, Ministerial, or community interest	**1**
Localised stakeholder impact: Issues may require explanation at Branch level but do not pose Directorate-wide reputational concern	• Localised stakeholder concern with limited visibility • Requires Branch level explanation or remediation • Minor reputational irritation, not Directorate wide • Contained reputational impact, manageable through engagement • Low-level external interest without escalation risk	**2**
Moderate reputational sensitivity: Role influences stakeholder confidence or service perception; failure may attract complaints, media enquiries or scrutiny requiring coordinated response	• Moderate external visibility requiring coordinated response • Impacts stakeholder confidence and service perception • Likely to attract complaints or media enquiry if unmanaged • Directorate level reputational sensitivity • Recoverable reputational impact with active management	**3**
High reputational exposure: Failure or absence would likely result in sustained stakeholder dissatisfaction, ministerial enquiries, adverse media attention or erosion of public trust	• High likelihood of Ministerial and media scrutiny • Sustained reputational damage if unresolved • Material erosion of stakeholder or public trust • High-profile issue requiring executive leadership response • Beyond local remediation; whole-of-Directorate exposure	**4**
Critical reputational risk: Direct and immediate risk to Government confidence, Ministerial standing, or whole-of-Directorate credibility; failure would likely result in significant public, political or audit consequences	• Catastrophic reputational consequence with systemic implications • Direct threat to Government credibility or Ministerial standing • Likely trigger for inquiry, audit, or integrity investigation" • Severe and enduring loss of public trust • Whole-of-Directorate reputational crisis	**5**

Perspective 4: Reputational Risk

Rating 1 – Minimal Reputational Exposure

Descriptor set (Low visibility; internally contained impact)

Visibility and Audience

- Impacts are **not visible outside the immediate work area**
- Unlikely to be noticed by senior executives, Ministers, stakeholders, or the public
- No media, parliamentary, or community interest anticipated

Nature of Impact

- Consequences are limited to **internal processes, workflows, or administrative efficiency**
- Errors or delays are **routine and correctable**
- No effect on service users, external partners, or regulated entities

External Scrutiny

- **No realistic risk of adverse media attention**
- No likelihood of public complaints, FOI interest, or audit focus
- Issues would not be raised in Ministerial briefs or executive reporting

Stakeholder Confidence

- Does **not affect trust or confidence** in the Directorate or Government
- Internal stakeholders may experience inconvenience, but credibility is unchanged
- No reputational signal beyond the immediate team or branch

Governance and Escalation

- Managed entirely at **local management level**
- Does not require executive notification or escalation
- Can be resolved through standard BAU processes

Persistence and Recoverability

- Impacts are **short-lived and easily reversible**
- No enduring reputational footprint
- Learning and correction can occur without broader exposure

Rating 2 – Localised Reputational Impact

Descriptor set (Limited visibility; contained stakeholder concern)

Visibility and Audience

- Impact is visible to a **small, defined stakeholder group**
- Likely limited to local partners, clients, or internal customers
- **Unlikely to attract Directorate wide, Ministerial, or media attention**

Nature of Impact

- Issues may cause **irritation, confusion, or reduced confidence** among affected stakeholders
- Perceived as a **service or process issue**, not a failure of integrity or governance
- Does not undermine trust in the Directorate as a whole

External Scrutiny

- May prompt **questions, complaints, or requests for explanation** at Branch or Section level
- Not expected to trigger audit focus, parliamentary interest, or sustained media coverage
- Any external interest is **short-lived and narrowly scoped**

Stakeholder Management

- Resolution typically requires:
  - Clear explanation
  - Apology or clarification
  - Minor corrective action
- Issues can be **managed through routine stakeholder engagement**

Governance and Escalation

- Managed by **Branch leadership** without escalation to executive forums
- Escalation only required if issues recur or compound
- Does not meet thresholds for inclusion in strategic risk reporting

Persistence and Recoverability

- Reputational effects are **temporary and recoverable**
- Confidence is restored once the issue is explained or corrected
- Limited risk of long-term reputational damage

Rating 3 – Moderate Reputational Sensitivity

Descriptor set (Visible externally; manageable with coordinated response)

Visibility and Audience

- Impacts are **externally visible** to clients, partners, or regulated stakeholders
- Likely to be noticed beyond the immediate Branch, including at **Division or Directorate level**
- May attract **limited media interest or enquiries**, typically local or issue specific

Nature of Impact

- Directly affects **stakeholder confidence, service perception, or trust**
- Issues are perceived as **service quality, reliability, or fairness concerns**
- Does not fundamentally undermine Government integrity, but **raises credibility questions**

External Scrutiny

- Likely to generate:
    - Formal complaints
    - Ombudsman or review body interest
    - Media or advocacy group enquiries
- Scrutiny is **episodic**, not sustained or systemic

Stakeholder Management

- Resolution requires a **coordinated response**, often involving:
    - Communications or media support
    - Legal, policy, or governance input
    - Consistent messaging across teams
- Reactive handling by a single area is insufficient

Governance and Escalation

- **Directorate level awareness** required
- Issues may be reported to executive forums or risk registers
- Escalation occurs if issues persist, compound, or broaden in scope

Persistence and Recoverability

- Reputational impact is **moderate but recoverable**
- Confidence can be restored through:
    - Clear explanation
    - Corrective action
    - Demonstrated accountability
- Risk of recurrence exists if underlying causes are not addressed

Planning and Controls

- Requires **proactive risk controls**, not just ad hoc response
- Monitoring of trends (complaints, enquiries) is necessary
- Poor handling may escalate the issue into a higher reputational tier

Rating 4 – High Reputational Exposure

Descriptor set (High visibility; sustained external scrutiny)

Visibility and Audience

- **High external visibility** beyond the Directorate
- Likely to attract attention from:
    - Ministers and Ministerial offices
    - Central agencies
    - Media, advocacy groups, or peak bodies
- Issue is visible to a **broad stakeholder base**

Nature of Impact

- Directly affects **public confidence, trust, or perceived legitimacy**
- Failures are framed as **systemic or governance related**, not isolated incidents
- Perceived as reflecting **organisational competence, fairness, or integrity**

External Scrutiny

- **Sustained or recurring media coverage**, not one-off enquiry
- High likelihood of:
    - Ministerial questions or correspondence
    - Parliamentary questions or estimates scrutiny
    - Interest from integrity, oversight, or review bodies
- Narrative may extend beyond the specific issue to broader capability or culture

Stakeholder Consequences

- **Ongoing dissatisfaction** among key stakeholders or communities
- Loss of goodwill that requires deliberate effort to rebuild
- Stakeholder trust does not automatically recover once the issue is resolved

Governance and Escalation

- Requires **active executive and Ministerial engagement**
- Issues likely to be escalated to:
    - Executive Management Group
    - Audit and Risk Committees
    - Central agency oversight
- Managed as a **significant organisational risk**, not a BAU issue

Response Requirements

- Requires a **coordinated, multi-disciplinary response**, typically involving:
    - Executive leadership
    - Communications and media teams
    - Legal, policy, and assurance functions
- Reactive or fragmented responses **amplify reputational damage**

Persistence and Recoverability

- Reputational damage is **material and slow to recover**
- Restoration of trust depends on:
    - Visible corrective action
    - Demonstrated accountability
    - Independent assurance or reform
- Risk of escalation to Point 5 if mishandled

Rating 5 – Critical Reputational Risk

Descriptor set (Severe, systemic, and immediate reputational threat)

Visibility and Audience

- **Immediate, high-profile public visibility**
- Almost certain attention from:
    - Ministers and Ministerial offices
    - Parliament and central agencies
    - State-wide or national media
- Issue is framed as a **failure of Government or public administration**, not a single role or function

Nature of Impact

- **Direct erosion of trust and confidence** in Government decision-making, integrity, or competence
- Failure is perceived as **systemic**, structural, or cultural
- Raises questions about **fitness to govern, steward public resources, or deliver essential services**

External Scrutiny and Consequences

- Very high likelihood of:
    - Ministerial statements or resignations
    - Parliamentary questions, inquiries, or Estimates scrutiny
    - Audit Office, Ombudsman, or integrity body investigations
- Risk of **adverse formal findings** with mandatory corrective action

Governance and Escalation

- **Immediate escalation to Director-General, Secretary, or Chief Executive level**
- Whole-of-Directorate or whole-of-Government coordination required
- Managed as a **crisis**, not an issue

Media and Political Environment

- **Sustained and hostile media narrative**
- Issue persists beyond the initial incident and shapes broader perceptions
- Political ramifications extend beyond the portfolio to the Government as a whole

Persistence and Recoverability

- Reputational damage is **deep and long-lasting**
- Recovery requires:
    - Public accountability and transparency
    - Structural reform or leadership action
    - Independent review or inquiry
- Trust restoration may take **years**, not months

Workforce and Organisational Impact

- Significant internal impacts including:
    - Reduced staff morale and confidence
    - Recruitment and retention challenges
    - Heightened scrutiny of related roles and functions
- Risk of further exposure if remediation is incomplete or delayed