

# ENTERPRISE AGREEMENT

NO: E.A. 52 /1992

DATE REGISTERED: 22-12-92

PRICE: \$ 24-00

# ENTERPRISE AGREEMENT

## 1. TITLE

This Agreement shall be known as the Hawker Pacific Condell Park Warehousing Enterprise Agreement, 1992.

## 2. PARTIES

This Agreement is made on the eleventh day of March 1992 between Hawker Pacific Pty Ltd (the Company) and the National Union of Workers', New South Wales Branch (the Union) in respect of members of the Union employed by the Company as storemen at its warehouse operations at 4 Harley Crescent Condell Park NSW.

## 3. TERM OF AGREEMENT

This Agreement shall operate for a period of twelve months from its date of registration.

## 4. APPLICATION OF AWARD

Except as varied by this Agreement, the provisions of the Storemen & Packers' General (State) Award shall apply.

## 5. ENTERPRISE OBJECTIVES

The parties to this Agreement are committed to contributing to continuous improvement in the performance of the Company's basic operational objectives for its warehousing operations. These are:

- (a) Minimising the impact of warehousing on product net cost;
- (b) Meeting all customer delivery and supply requirements;
- (c) Meeting internal distribution needs;
- (d) Maintaining optimal product and service quality;
- (e) Enhancing operational flexibility; and
- (f) Working safely

## 6. SPECIFIC INITIATIVES

### (a) QUALITY

The parties are committed to the implementation of the Company's Total Quality Management (TQM) program. An overview of Company TQM program is set out in attachment A. The program elements that operate in the warehousing operation include:

- (a) Quality Management training for all employees;
- (b) Formation of a Quality Improvement Team (QIT) to oversee the process of quality improvement;
- (c) Employee participation in a Non-Conformance Review Advice (NCRA) system wherein they can raise systemic problems which prevent them from efficiently performing their job functions;
- (d) Employee participation in a Correction Action Team (CAT) formed by the QIT to address problems raised through NCRA documentation;

### (b) CLASSIFICATION STRUCTURE

Employees under this Agreement are employed under a classification structure designed to enhance flexibility, promote skills acquisition and offer a career path within the warehousing operation. Employees are classified as follows: (Definitions set out in attachment B)

Storeman & Packer Grade 1

Storeman & Packer Grade 2

Storeman & Packer Grade 3

Storeman & Packer Grade 4

Storeman & Packer Grade 5

(c) WORK PRACTICES

Further to the above, and consistent with the objectives set out in Clause 5 of this Agreement, the parties have agreed to implement the following measures designed to enhance the flexibility, productivity and efficiency of the warehousing operations:

- (a) Unloading, inspecting, storing, cutting, packaging and despatching raw material.
- (b) Warehouse printing and recording of remote generated stock transfers.
- (c) Selecting, printing and recording branch restock documents as per restock schedule or branch instructions.
- (d) Altering issue quantities on computer for stock transfers, sales, backorder issues and restock documents as items are picked.
- (e) Advising branches of short shipments and altered freight methods same day.
- (f) Liaising with branches concerning freight schedules, cut-offs, domestic freight costs, export freight costs and services.
- (g) Working staggered ordinary hours to accommodate warehouse serviceability between 0700 and 1800 hours. This may include producing shipping documentation/packing slips and making special after hours freight arrangements.
- (h) 'Aircraft On Ground' (A.O.G.) tracking service - to receipt, pick, pack and despatch urgent and A.O.G. items in the most expeditious manner whilst maintaining tracability and liaising with branches concerning shipping requirements and delivery details.
- (i) To contact branches upon the arrival of engines to request shipping instructions.
- (j) To maintain and alter part locations on the computer.
- (k) To provide pick-up and delivery service for Spares Division in Company vehicles as required.
- (l) To spot check and inspect stock as required and maintain shelf life controls.
- (m) To liaise with sales staff regarding customer release requirements and arrange for appropriate paperwork to be provided on request.
- (n) To strictly control stock movements and maintain proper warehouse security measures
- (o) Integration of Company computer system with employee functions at all levels.

## 7. WAGE RATES

In consideration for the implementation of the measures and commitments set out in the Agreement, the wage rates set out below shall be payable from the date of registration of this Agreement:

CLASSIFICATION	WEEKLY RATE
Storeman & Packer Grade 1	437.50
Storeman & Packer Grade 2	455.20
Storeman & Packer Grade 3	462.10
Storeman & Packer Grade 4	484.50
Storeman & Packer Grade 5	500.30

## 8. GRIEVANCE AND DISPUTE PROCEDURE

Disputes between the parties to this Agreement or grievances of individual employees employed under this Agreement shall be dealt with in accordance with the procedures set out in, or applying to, the Storemen & Packers' General (State) Award.

## 9. DECLARATION

The parties to this Agreement declare that they have not entered into this Agreement under duress.

Hawker Pacific Pty Ltd  
Total Quality Management in Hawker Pacific

After surveying the World-wide trends in quality management with particular reference to the Australian scene, Hawker Pacific introduced a Total Quality Management process into our Australian operations early in 1989. The services of Crosby Associates Australasia were used, because of their orientation to the service sector; because they are well located in the world to work with our overseas branches; and because their philosophy was seen to be very down-to-earth regarding the economic cost to the Company of poor management causing employees to perform below their capacity.

Prior to launching this initiative it was necessary to educate all employees on modern attitudes to quality. This was done by sending all senior managers to a course at Crosby Associates. Then after the Company trained in-house instructors, every employee undertook a 20-hour course on quality management, during working hours.

The process works by means of a series of Quality Improvement Teams (QIT) operating as committees in each of the Company's Branches to oversee the quality improvement process. All employees have access to pads of Non-Conformance/Review Advice (NCRA) forms. These enable **any employee** to raise complaints about the System of the Company which prevents them from doing their job properly, whether in office or workshop, and to provide suggestions on how the system could be improved. The complaints are to be about the system, not people.

The completed NCRA is normally presented to the local QIT which then appoints a Corrective Action Team (CAT) of 3-5 people whose task it is to solve the problem. The CAT can comprise anyone who could contribute to the task, but by definition it usually involves people who actually carry out the job day-by-day. The solution is then presented to the local management for implementation and any necessary funding. The real purpose is to tap the knowledge and experience of all the workforce, on the basis that most people prefer the satisfaction of doing a job properly rather than the more common frustrations of industry where the Company system cannot cope with reality.

Since 1989 over 400 NCRA's have been raised with over three-quarters solved to date. The process can thus be seen to be working, particularly since the flow of new NCRA's continues unabated. The whole process was probably best summed up by one Divisional Manager at a recent Branch Manager's conference, when he asked that in future all decisions be delegated to the lowest possible level, both to tap our latent resources and to free up managers to worry about the longer term issues of the Company.

Storeman and Packer Grade 1

For the purposes of this Agreement, a Storeman and Packer Grade 1 shall mean an employee who performs work to the level of their training and:

1. Is responsible for the quality of their own work (subject to instructions and direction).
2. Works in a team environment and/or under routine supervision.
3. Undertakes duties in a safe and responsible manner.
4. Exercises discretion within their level of skills and training.
5. Possesses good interpersonal and communication skills.

Indicative of the tasks which an employee at this level may be required to perform include the following:

- General labouring and cleaning duties.
- Order assembling including picking stock.
- Loading/unloading.
- Receiving, checking, dispatching and sorting of products.
- Satisfying internal and external customer needs.
- Operation of a keyboard to carry out stores work.
- Documenting and recording of goods, materials and components.
- Basic inventory control.
- Use of hand trolleys and pallet trucks.

Storeman and Packer Grade 2

For the purposes of this Agreement, a Storeman and Packer Grade 2 shall mean an employee, who in addition to performing the duties of a Grade 1 Storeman and Packer:

1. Has performed 12 months service as a Storeman and Packer Grade 1 and has satisfactorily acquired the skills relevant to the enterprise at this level;
2. May be required to use, for training purposes, materials handling equipment which requires licensing/certification; and
3. May be required to assist in the development of Grade 1 Storeman and Packer.



Storeman and Packer Grade 3

For the purpose of this Agreement, a Storeman and Packer Grade 3 shall mean an employee who has undertaken sufficient training so as to enable him/her to perform work within the scope of this level in addition to the work of lower grades and who has been appointed by the employer to perform such work on a continuous basis. An employee at this level performs work to the level of their training and is:

1. Able to work from complex instructions and procedures.
2. Able to co-ordinate work in a team environment under general supervision.
3. Responsible for assuring the quality of their own work.
4. Possesses sound interpersonal and communication skills.
4. Licensed and/or certified to operate all appropriate materials handling equipment, e.g. forklift, mobile crane, carousal, etc.
5. May be required to perform the following tasks/duties:
  - Inventory and stores control
  - VDU operation using intermediate keyboard skills to carry out stores work.
  - Use of other electronic equipment e.g. scanner, to carry out stores work.
  - Routine maintenance of stores equipment and machinery.

Storeman and Packer Grade 4

For the purposes of this Agreement, a Storeman and Packer Grade 4 shall mean an employee who has undertaken sufficient training so as to enable him/her to perform work within the scope of this level in addition to the work of lower grades and who has been appointed by the employer as either a single storeworker in charge of a store or as an operator of computer technology used for high level inventory and stock control.

An employee appointed in this capacity performs work to the level of their training and:

1. Understands and is responsible for their own quality control.
2. Possesses a sound level of interpersonal and communication skills.
3. Sound working knowledge of all stores duties performed at levels below this grade, exercises discretion within scope of this grade, and has a good knowledge of the employer's product.
4. Where appropriate, accredited by the employer as competent in the understanding of Regulations relating to handling, storage and loading/unloading of specific product e.g. chemicals, solvents and explosives.
5. May perform work requiring minimal supervision, either individually or in a team environment.
6. Must be competent to perform the following tasks/duties:
  - Licensed to operate appropriate materials handling equipment, e.g. fork lifts, mobile crane, carousal, etc.
  - Routine maintenance of stores equipment or machinery.
7. In addition, may be responsible for the proper application and maintenance of appropriate occupational health and safety standards (optional).
8. May also be responsible for quality control of the work of other Storemen and Packers without being responsible for their direction (optional).

Storeman and Packer Grade 5

For the purpose of this Agreement, Storeman and Packer Grade 5 shall mean an employee who undertakes stores work of all lower grades and who has, at the request of the employer, completed the Warehousing and Distribution Course (No. 8502) at a TAFE college. An employee who is appointed by the employer to this level may be required to perform the following in addition to the work performed by other grades:

1. Implement quality control techniques and procedures.
2. Utilise highly developed level of interpersonal and communication skills.
3. Assisting in the provision of on-the-job training and standards.
4. In addition, may be responsible for the proper application and maintenance of appropriate occupational health and safety standards.
5. This position is accountable for performing some of the following tasks, or a combination thereof:
  - Performing multiple stores activities.
  - Managing the information flow within the store.
  - Understands and applies computer techniques as they relate to the stores operation.
  - Has a sound knowledge of the employer's operation and product.

Leading Hand Definition

A Leading Hand is appointed by the Company to assist in the good order of work flow in an operating area by:

Receiving instructions and allocating the work flow to employees.

To control the standards of work and work output set by management and other staff.

To determine shortages in labour, or material or equipment failures, and to bring any deficiencies to the management staff for consideration.

Where a failure in training or behaviour occurs a Leading Hand shall disengage from further action and place the matter into the hands of management staff.

Nonetheless this does not preclude the Leading Hand from giving training but only on the general instructions of a Manager.

A Leading Hand shall not become involved in:

Planning - Annual Leave rosters or rostered days off except by consultation with a Manager to ensure an orderly overview of work cover, nor in discipline for behaviour, absenteeism or performance.

However, a Leading Hand shall give advice to the Manager or other staff to assist with each of the above but only to the extent of ensuring good order and work flow.

A Leading Hand is appointed on merit and skill taking into account the following factors:

1. Clerical aptitude
2. How supervise assessment
3. Work performance - experience
4. Attendance
5. Attention to detail
6. General attitude to Company standards
7. Training and education

On behalf of

The National Union of Workers', New South Wales Branch

James Ruckey JP.  
R. Worsley

Witness

\_\_\_\_\_  
Date

On behalf of

Hawker Pacific Pty Ltd

[Signature]  
R. Worsley

Witness

\_\_\_\_\_  
Date