

# ENTERPRISE AGREEMENT

NO: E.A. 359 /1994

DATE REGISTERED: 20-9-94

PRICE: \$ 52-00

**Department of Juvenile  
Justice**

**Enterprise  
Agreement**

With the Health and Research  
Employees' Association of NSW

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# Department of Juvenile Justice (NSW)

## Enterprise Agreement, 1994

An Enterprise Agreement made in pursuance of and in accordance with sections 115-132 of the New South Wales Industrial Relations Act 1991.

### Part A - General Clauses

#### 1. Title

This Agreement shall be known as the Juvenile Justice (NSW) Enterprise Agreement, 1994 - Health and Research Employees' Association (NSW).

#### 2. Parties to the Agreement

This Agreement involves:

- a. The Department of Juvenile Justice;
- b. The Public Employment Industrial Relations Authority (PEIRA), and
- c. The Health and Research Employees' Association of New South Wales (HREA).

#### 3. The Enterprise

The Enterprise for which this Agreement is made is the Department of Juvenile Justice operating at various locations throughout NSW. Those locations are shown at Appendix 1.

## 4. Trades and Classifications

The following trades and classifications are covered by this Agreement:

*Senior Youth Workers, Chief Youth Workers, Principal Youth Workers, Vocational Instructors, Cooks, Escorts, Assistant Matron/ Seamstress, Nurses, Ancillary Staff, Maintenance Officers, Laundress and Outdoor Attendants.*

## 5. Definitions

**“Act”** means the New South Wales Industrial Relations Act 1991 and its Regulations.

**“Best Practice”** is a tool for setting standards of excellence within an organisation. It is finding out the most efficient and effective way of doing things and adopting or adapting it to your circumstances.

**“Casual”** means and includes all persons employed who, on or after the operative date of this Agreement, are employed to work in an existing vacancy or in addition to normal staffing needs on a piecemeal basis, but shall not include a person employed in a temporary capacity for a set period.

**“Department”** means the Department of Juvenile Justice

**“Director-General”** means the chief executive officer of the Department of Juvenile Justice.

**“Employee”** means and includes all persons permanently, temporarily and casually employed under the provisions of the Public Sector Management Act 1988 and who, on or after the operative date of this Agreement, were employed at the Department of Juvenile Justice. It does not include those employed in the Senior Executive Service.

**“Industrial Authority”** means the Public Employment Industrial Relations Authority constituted under the Public Sector Management Act 1988.

## **6. Incidence**

This Agreement shall apply, to all staff employed by the Department of Juvenile Justice to whom the Agreements listed in Clause 8 apply.

## **7. Duration**

This Agreement shall be effective from the date of registration and shall remain in force for a period of two years or until replaced by a new Award or Agreement.

The parties to this Agreement may agree to vary its terms during its currency.

The parties agree to commence negotiations on a new Agreement no later than six (6) months prior to the expiration date of this Agreement.

## **8. Relationship with Parent Awards, Agreements and Determinations**

Except as otherwise provided in this Agreement, permanent officers and temporary employees (where relevant) shall be entitled to and shall observe the conditions of employment made pursuant to the provisions of the Public Sector Management Act 1988 and the provisions of :-

Crown Employees (Overtime) Award 1980

Crown Employees (Travelling Compensation) Award 1981

Crown Employees (Transferred Officers Compensation) Award 1992

Crown Employees (Holidays) Award 1981

Crown Employees (Transferred Officers Excess Rent Assistance) Agreement (2354 of 1982)

Flexible Working Hours Agreement (2275 of 1980)

Consultation on the Introduction of Technological Change Agreement (2457 of 1983)

Department of Industrial Relations Employment, Training and Further Education Personnel Handbook

Escorts, Department of Youth and Community Services Agreement, (2270 of 1980)

General Division Instructional Staff etc, Institutions, Department of Youth and Community Services Agreement (2276 of 1980)

Consolidated General Staff Institutions, Department of Youth and Community (2385 of 1982)

Nurses, Determination, Department of Family and Community Services (883 of 1990)

Maintenance Officers Determination (764 of 1982)

## **9. Access to Copies of Agreement**

The Department of Juvenile Justice will provide employees with a copy of this Agreement in accordance with the requirements of Section 130 of the Industrial Relations Act, 1991.

## **10. State Wage Case Increases**

If, during the term of this Agreement, the NSW Industrial Relations Commission issues a State Wage Case Decision varying wages, providing the Decision is expressed to be on economic or other grounds and is of general application, the following shall apply:-

- the rates prescribed by this Agreement shall be reviewed to the extent necessary to give effect to any pronouncement by the Industrial Relations Commission of New South Wales as to the manner in which such decision is to be applied to State Awards.

Provided that:-

- a. care shall be taken to guard against double-counting; and
- b. when a decision is taken to vary wages during the currency of this Agreement, the amended rates shall be contained in a variation to the Agreement, in accordance with Section 125 of the of the Industrial Relations Act 1991.

## **11. No Extra Claims**

The parties to this Agreement will not pursue any extra claims during the life of the Agreement, except where consistent with the terms of this Agreement.

## **12. Declaration**

The parties to the Agreement declare that this Agreement:-

- a. is not contrary to the public interest;
- b. is not unfair, harsh or unconscionable;
- c. was not entered into under duress by any party to it, and
- d. is in the interests of the parties.



## **Part B - Specific Clauses**

### **13. Aims of the Agreement**

It is the intention of the parties that this Agreement provides a means for:

- achieving the Mission of the Department, namely "serving the community by providing quality services for young people who have offended" by improving the efficiency and effectiveness of the operations of the Department of Juvenile Justice within an overall framework of Best Practice;
- developing a productive and harmonious working environment, where employees can be involved in decisions relating to workplace reform, have the opportunity to achieve their full potential within the constraints of the Department's operations, take pride in their contributions and benefit from the success of their efforts;

The parties acknowledge that improvements in productivity have occurred since the creation of Juvenile Justice as a separate entity.

### **14. The Continuous Improvement Committee**

The development of effective and open consultative practices is paramount to the positive implementation and effective evaluation of this Agreement.

The parties to this Agreement will therefore develop and implement a consultative process and communication strategy that assists in putting in place and monitoring the major features of this Agreement.

Accordingly, the parties agree to establish a Continuous Improvement Committee with representatives from management and the Union. The objectives of the Committee will include, but are not limited to:

- monitoring the implementation of this Agreement;
- facilitating the smooth introduction of initiatives contained in the Agreement;

- making recommendations on any changes to the Agreement that may be thought appropriate during its term;
- consulting and negotiating with respect to items contained in the following clauses:
  - Clause 18 - Organisational Change Restructuring Process
  - Clause 19 - Staffing Ratios and Direct Service Delivery
  - Clause 22 - Higher Duties
  - Clause 28 - Shift Work Allowances; and
  - Clause 30 - Escort Officers
- consulting and negotiating on workplace reform issues affecting the efficiency and productivity of the Department including: best practice; job evaluation; performance management; development of job competencies and skill formation;
- establishing a Waste Watch Program at all Juvenile Justice centres, Head Office and Community-Based offices to ensure the efficient, effective and economical use of the Department's resources;

The Continuous Improvement Committee will exist for the life of this Agreement or as agreed by the parties.

## **15. Code of Conduct**

As part of the continuous process of improvement in service delivery and accountability, the Department has introduced its own Code of Conduct. The Code of Conduct provides a framework for staff to assist them in understanding ethical conduct in relation to the performance of their duties.

The parties to the Agreement adopt the Code of Conduct. Copies of the Code of Conduct are available from the Department or the Union.

## 16. Performance Management

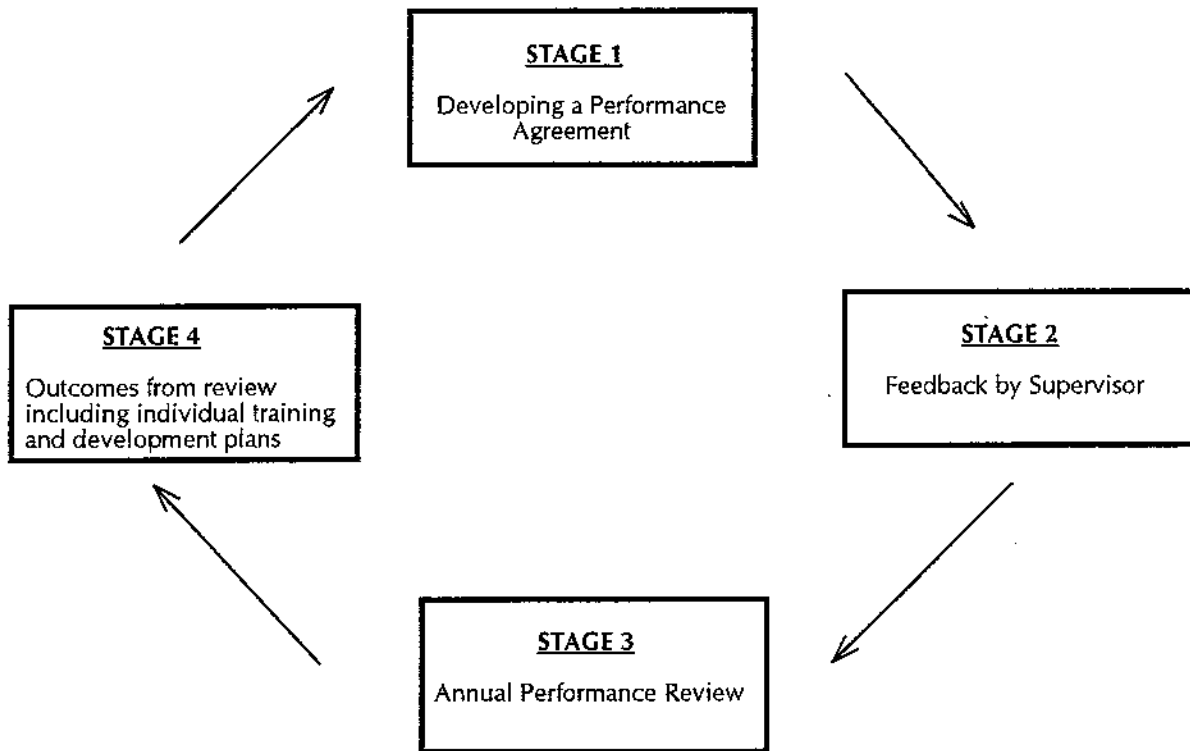
In accordance with the aims of this Agreement to improve service delivery and productivity, the Department intends to introduce a Performance Management System which will apply to all permanent employees.

Performance management is designed to assist employees and supervisors in jointly determining goals, priorities and strategies for managing, evaluating and developing individual performance.

The parties, through the Continuous Improvement Committee, shall ensure during the term of the Agreement that the Department's Performance Management System becomes a process which will include the following objectives:

- a. to maximise the achievement of Juvenile Justice's Corporate Plan, mission and objectives through promotion of a results-oriented work outlook which identifies and promotes quality work performance;
- b. to enhance communication by providing constructive, fair, non-discriminatory and honest feedback from supervisors to staff;
- c. to motivate employees by providing a work environment that fosters and promotes staff to take personal responsibility, and to be accountable for their work performance;
- d. to enable individual training and development needs for each employee to be identified and addressed;
- e. to foster a client-focussed workforce that is innovative, flexible and responsive.

## Performance Management Cycle



### **17. Productivity**

**17.1** Increases in the pay structure as set out in clause 32 "Wage Increases Under This Agreement" are wholly dependent on productivity increases.

Productivity is defined as improving enterprise performance as measured against set performance indicators. The ongoing development, implementation and monitoring of productivity indicators will be undertaken jointly with management and representatives of the Union as part of the consultative process.

The performance of Juvenile Justice will be measured by the introduction and implementation of matters contained in this Agreement and by the application of Best Practice Principles as set out in the Australian Best Practice Demonstration Program, tailored to meet the needs of the Department as necessary.

17.2 Productivity indicators during the life of the Agreement are as follows:

Initiative	Method	Desired Productivity Outcomes
i. Intent and Objectives of the Enterprise Agreement	Review the effectiveness of workplace changes as detailed in the Aims of the Agreement.	As outlined in the Agreement.
ii. Best Practice	The implementation of Best Practice principles during the life of the Agreement.	<ul style="list-style-type: none"> <li>➤ Establishing a Best Practice framework for Departmental activities.</li> <li>➤ Establishing a Continuous Improvement Committee.</li> <li>➤ Establishing a Waste Watch Program.</li> </ul>
iii. Training, Education and Development	That during the life of the Agreement, a major Training, Education and Development Review will be completed which will establish a comprehensive framework for skills development.	<ul style="list-style-type: none"> <li>➤ Increased competency levels.</li> <li>➤ Improved client service.</li> <li>➤ Consistency of quality service across the organisation.</li> </ul>
iv. Performance Management	A Performance Management system will be implemented.	<ul style="list-style-type: none"> <li>➤ Improved performance accountability.</li> <li>➤ Recognition of individual contributions and performance.</li> <li>➤ Improved communication between managers and staff.</li> </ul>
v. Job Evaluation	All new positions to be evaluated under the Department's job evaluation methodology.	Improved labour market competitiveness
vi. Information Technology	The establishment of upgraded; <sup>1</sup> <ol style="list-style-type: none"> <li>1. networked client information systems.</li> <li>2. Financial and Human Resource systems.</li> </ol>	Improved information access to client data and improved service to clients.  Improved; <ol style="list-style-type: none"> <li>i. clerical efficiency by reduction of paper flow;</li> <li>ii. information access;</li> <li>iii. improved management decision-making;</li> <li>iv. individual skill enhancement (multi-skilling).</li> </ol>

Initiative	Method	Desired Productivity Outcomes
vii. Case Management	Full implementation of the casework management system.	<ul style="list-style-type: none"> <li>➤ Co-ordination of services to individual clients between centres and community based Juvenile Justice offices.</li> <li>➤ Reduction in the duplication of services to individual clients'.</li> <li>➤ Improved responsiveness to clients needs with respect to services provided.</li> <li>➤ Improved program evaluation.</li> </ul>
viii. Planning	Set productivity targets in each Unit's Business Plan.	Efficient application of corporate resources.

17.3 Future real sustainable productivity improvements will be achieved by way of:-

- a. the creation of a "culture" which links excellence in service delivery to employees' primary concerns, by creating an environment in which meaningful jobs can be maintained and individual performance acknowledged;
- b. establishment and maintenance of consultative and participative processes, including the Continuous Improvement Committee, that encourage all within the Department to focus on improvements in the organisation's productivity and efficiency;
- c. developing and implementing a competency and skills development framework which will enable employees to function and contribute to their full potential;
- d. the introduction of technology to improve productivity and assist with service delivery.

## **18. Organisational Change Restructuring Process**

The parties are committed to improvements in productivity and to quality service delivery to clients.

Organisational structures are currently being reviewed within the context of productivity and service delivery in both centres and community-based operations.

The parties support this on-going organisational improvement Program which will ensure flexibility and relevance in organisational structures which support changing work requirements.

## **19. Staffing Ratios and Direct Service Delivery**

The parties agree to review jointly, staffing ratios throughout Juvenile Justice in line with Best Practice.

A committee composed of management and union representatives will be established to review and make recommendations by 30th September, 1994. Any recommendations approved by the Director-General will be met from budget.

## **20. Juvenile Justice Pay Points**

The parties agree to introduce a system of pay points which will replace the existing salary structure as seen in Appendix 2. The parties also agree that pay points will be introduced along with job-evaluation and performance management by 30th June, 1995.

## **21. Work Environment**

### **21.1 Occupational Health and Safety**

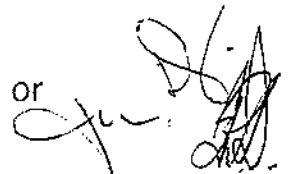
The Department of Juvenile Justice is committed to maintaining an accident-free and healthy workplace. This will be achieved by:

- implementation of appropriate health and safety procedures;
- appropriate management practices;
- recognition of occupational health and safety issues for staff in isolated and one person offices;
- the active and constructive involvement of all employees; and
- management and employee participation on Safety Committees.

At all times the Department of Juvenile Justice and employees will comply with the Occupational Health and Safety Act, 1983.

The Department of Juvenile Justice will encourage employees to take a constructive role in promoting improvements in occupational health, safety and welfare to achieve a healthy and safe working environment.

A Departmental Occupational Health and Safety Steering Committee or equivalent is to be established ~~by 30th June, 1994.~~



## 21.2 Equality of Employment and Elimination of Discrimination

The parties are committed to providing a work environment which fosters equity and the elimination of discrimination in employment. The development of unbiased systems and fair procedures will ensure equitable outcomes for all employees.

The Department's Corporate and Business plans will integrate Equal Employment Opportunity by:

- ensuring that specific equity objectives are included in all corporate/business plans and that equity concerns are included in all stages of the planning process;
- ensuring that measurable, outcome oriented equity performance indicators are included in Performance Agreements, and performance management schemes for non-SES positions;
- ensuring that responsibility for EEO implementation is included in position descriptions of all staff with a supervisory role;



- establishing and evaluating affirmative action strategies to meet the needs of EEO groups and the Department.

### **21.3 Harassment Free Workplace**

The Department of Juvenile Justice is committed to ensuring that employees work in an environment free of harassment.

“Harassment” is any uninvited or unwelcome behaviour directed at another person. The effect of harassment is to offend, annoy, or intimidate another person and to make the workplace uncomfortable and unpleasant.

Harassing behaviour is unacceptable and disruptive to individual performance and workplace productivity.

Harassment on any grounds including but not limited to sex, race, marital status, physical and mental impairment, age, religion, sexual preference or HIV/AIDS will not be condoned by the Department of Juvenile Justice.

Managers and supervisors shall prevent all forms of harassment by setting personal example, by ensuring proper standards of conduct are maintained in the workplace, and by taking immediate and appropriate measures to stop any form of harassment of which they may be aware.

All employees are required to refrain from perpetrating, or being a party to, any form of harassment.

## **22. Higher Duties**

Currently staff in Juvenile Justice are remunerated at a higher level for assuming the duties and responsibilities of a more senior position.

With respect to direct care staff employed in Juvenile Justice centres, higher duties allowances will only be paid on completion of a minimum of one eight hour shift.

Relieving for part of a shift in a higher position will not attract monetary payment but will be compensated through the acquisition of skills and experience gained by this opportunity. Provided that no person covered by this Agreement shall be disadvantaged by this provision.

In line with continuous improvement, equity and quality service delivery, the parties commit to review jointly the current higher duties policy and practice and make appropriate recommendations.

## **23. Grievance and Dispute Handling Procedure**

### **23.1 Procedures Relating to Grievances of Individual Employees**

The Department of Juvenile Justice Grievance Policy outlines the procedures relating to grievances of individual employees. Whilst the procedures are being followed, normal work must continue. Copies of the Grievance Policy are available from the Department or the Union.

### **23.2 Procedures Relating to Disputes etc. of the Department and its Employees**

The aim of this procedure is to ensure that, during the life of this Agreement, industrial grievances or disputes are prevented or resolved as quickly as possible, at the level they occur in the workplace. When a dispute or grievance arises or is considered likely to occur the following steps are to be followed:-

- a. In the first instance, the employee(s) will notify (in writing or otherwise) the immediate supervisor, or other appropriate person, as to the substance of the grievance/dispute, request a bilateral meeting to discuss it, and state the remedy sought. A meeting should be held within 48 hours of notification.
- b. If the matter is not resolved in this meeting, the matter shall be further discussed by the employee(s), and, at their request, the appropriate Union or workplace delegate, the immediate supervisor and their manager. This should take place within 48 hours of the completion of step 23.2(a).
- c. If the matter remains unresolved, the matter shall be further discussed by the employee(s) and, at their request, the appropriate union or workplace delegate, the immediate supervisor, the supervisor's manager and a more senior management representative. This should take place within 48 hours of the completion of step 23.2(b).

- d. If the matter remains unresolved and the employee(s) is/are union members, the matter shall be discussed/negotiated between representatives of the State Branch of the union(s) concerned and the relevant senior management of the employer. These actions should take place as soon as it is apparent that the earlier discussions will not resolve the grievance/dispute. In addition, in the case of a grievance, if the matter has not been resolved at the conclusion of this stage of discussions, the employer must provide a written response to the grievance, including reasons for not implementing any proposed remedy.
- e. A matter relating to the conditions of employment fixed by this Agreement may be submitted by one or other of the parties when all steps 23.2(a) to 23.2(d) above, have been exhausted, to the relevant industrial tribunal which may exercise its functions under the Industrial Relations Act, 1991.

The parties agree that there will be no strikes by employees during the life of this Agreement in relation to salary and conditions contained within this Agreement and those Agreements listed in Clause 8.

## **24. Working at Home**

Circumstances may arise where it is convenient for an employee to work from home or another location away from their usual place of work.

Approval may be granted by the Director-General for such an arrangement provided:

- it is more productive;
- that it is to meet special circumstances;
- that appropriate outcomes will be agreed between the supervisor and the employee, and;
- that the officer is able to be contacted whilst working away from the Department.

## **25. Family Leave**

The Director-General may approve, if good and sufficient reason is shown, short leave on full pay for family reasons.

The maximum amount of short leave on full pay shall be:

- a. During the first 12 months of service 2½ working days or
- b. After the completion of 12 months service, 5 working days in any period of two years.

## **26. Leave Loading**

The parties agree that payment for annual leave loading will be incorporated into salary rates for all day workers and shall no longer be paid separately.

## **27. Shift Work Allowances**

The parties are committed to jointly review the current shift work allowances and make appropriate recommendations.

## **28. Union Subscriptions**

The Department agrees to automatically deduct union dues from the pay of union members.

## **29. Escort Officers**

The parties agree to continue the review of working conditions and rates of pay for Escort Officers and Senior/Chief Youth Workers, within Juvenile Justice Transport Service.

### 30. Hours of Work

The current hours of work prescribed for persons covered by this Agreement are not varied by this Agreement. Hours of work are prescribed by existing awards, agreements and public sector procedures.

### 31. Sick Leave

The current sick leave entitlements prescribed for persons covered by this Agreement are not varied by this Agreement. Sick leave entitlements are prescribed by existing legislative and public sector provisions.

### 32. Wage Increases Under This Agreement

The following increases shall apply to the wage rates contained in the Agreement as set out in Appendix 2.

Wage Increase	Effective Date
4%	First pay period on or after 1/1/94*
3%	First pay period on or after 1/7/94
3%	First pay period on or after 1/7/95
* This increase is to be applied to employees covered by this Agreement by administrative action following the registration of the Agreement.	

- a. The above rates shall take effect on date of registration of the Enterprise Agreement.
- b. The employees covered by this Agreement at the date of registration will be paid in accordance with the above schedule from 1st January, 1994 or date of employment whichever is the later.
- c. That payment for the period preceding registration is to be made from the first pay period following registration.
- d. In applying the wage increases, the above rates will be rounded up or down to the closest dollar.


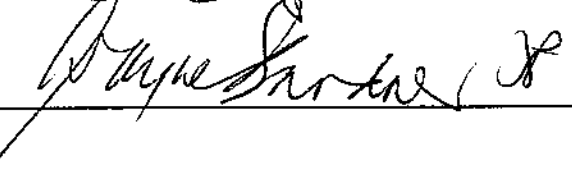
## Part C - Signature of Parties to this Enterprise Agreement

Signed for and on behalf of the Public  
Employment Industrial Relations Authority

*15 August*  
*July*, 1994

by the Director-General of the Department  
of Industrial Relations, Employment,  
Training and Further Education,  
Ms Jane Diplock

in the presence of

Signed for and on behalf of the Health and  
Research Employees' Association of New  
South Wales

*27th* July, 1994

by State Secretary, Mr H.A. White, Health  
and Research Employees' Association of  
New South Wales

in the presence of the Assistant State  
Secretary, Health and Research Employees'  
Association of New South Wales,  
Mr Peter Clapham





Signed for and on behalf of the  
Department of Juvenile Justice

*29th* July, 1994

By Ian Graham, Director-General,  
Department of Juvenile Justice

in the presence of

**Locations of the Department  
of Juvenile Justice  
Covered by this Agreement**

Mt Penang  
Pacific Highway  
Kariong 2250

Riverina  
Fernleigh Road  
Wagga Wagga 2650

Yasmar  
Parramatta Road  
Haberfield 2045

Kariong  
Pacific Highway  
Kariong 2250

Cobham  
Water Street  
St Marys 2760

Reiby  
Briar Road  
Campbelltown 2560

Minda  
Joseph Street  
Lidcombe 2141

Worimi  
Lambton Road  
Broadmeadow 2292

Keelong  
Staff Road  
Unanderra 2526

Bidura  
Juvenile Transport Services  
357 Glebe Point Road  
Glebe 2037

## Salary Scales for Various Classifications

### Senior Youth Worker

➤	1st year	\$23,457
➤	2nd year	\$24,557
➤	3rd year	\$24,801
➤	4th year	\$24,984

### Chief Youth Worker

➤	1st year	\$26,628
➤	2nd year	\$26,900
➤	3rd year	\$27,130

### Principal Youth Worker

➤	Grade I	\$30,191
➤	Grade II	\$35,693

**Note:** There is no incremental progression from Grade I to Grade II.

### Vocational Instructor

➤	1st year	\$25,226
➤	2nd year	\$25,689
➤	3rd year	\$26,168
➤	4th year	\$26,628
➤	5th year	\$27,130
➤	6th year	\$27,636

**Note:** A Vocational Instructor with a trade qualification will be paid \$777 p.a. Journeyman Tradesman Allowance.



## Cooks

➤	1st Cook	\$22,208	plus incidence allowance \$2,554
➤	2nd Cook	\$21,847	plus incidence allowance \$2,512
➤	Cook (Other)	\$21,271	plus incidence allowance \$2,446

**Note:** There is no incremental progression from Cooks (Other) through to 1st Cook.

## Escorts

**Rate A** Applicable Monday- Friday and all overtime/travelling time/weekdays/public holidays

➤	1st year	\$12.06 per hour
➤	2nd year	\$12.06 per hour
➤	3rd year	\$12.18 per hour
➤	Thereafter	\$12.58 per hour

**Rate B** Applicable for the first 8 hours on Saturday

➤	1st year	\$16.45 per hour
➤	2nd year	\$16.45 per hour
➤	3rd year	\$16.60 per hour
➤	Thereafter	\$17.15 per hour

**Rate C** Applicable for the first 8 hours on Sunday

➤	1st hour	\$19.19 per hour
➤	2nd hour	\$19.19 per hour
➤	3rd hour	\$19.37 per hour
➤	Thereafter	\$20.01 per hour

**Rate D** Applicable for the first 8 hours on Public Holidays

➤	1st year	\$27.42 per hour
➤	2nd year	\$27.42 per hour
➤	3rd year	\$27.67 per hour
➤	Thereafter	\$28.59 per hour

### Assistant Matron/Seamstress

- 1st year \$20,072 plus incidence allowance \$3,846 p.a.
- 2nd year \$20,722 plus incidence allowance \$3,970 p.a.
- 3rd year \$21,100 plus incidence allowance \$4,043 p.a.

### Registered Nurse

- 1st year \$469.70
- 2nd year \$484.40
- 3rd year \$510.90
- 4th year \$537.20
- 5th year \$565.40
- 6th year \$593.40
- 7th year \$621.40
- 8th year \$653.50

### Nursing Unit Manager

- Level 1 1st year \$754.50
- Level 1 2nd year \$775.80

### Clinical Nurse Specialist

- 1st year \$680.30

### Clinical Nurse Consultant

- \$836.40

### Enrolled Nurse

- 1st year \$390.00
- 2nd year \$404.00
- 3rd year \$423.40
- 4th year \$441.10
- 5th year \$453.40

### Ancillary Staff

➤	Category 1	\$19,544
➤	Category 2	\$20,072
➤	Category 3	\$20,722

**Note:** There is no incremental progression from Category 1 through to Category 3.

### Maintenance Officer

➤	1st year	\$21,847
➤	2nd year	\$22,208

**Note:** There are various allowances attached to this position depending on what trade the officer has.

### Laundress

➤	\$19,884
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### Outdoor Attendant

➤	5th year	\$20,929
➤	11th year and thereafter	\$21,110