

ENTERPRISE AGREEMENT

NO: E.A. 42 /1994

DATE REGISTERED: 16-2-94

PRICE: \$138.00

**GRAPHIC SERVICE OPERATORS
DEPARTMENT OF CONSERVATION AND
LAND MANAGEMENT**

ENTERPRISE AGREEMENT

INDEX

<u>CLAUSE</u>	<u>PAGE NO</u>
1. DEFINITIONS	1
2. PARTIES	2
3. TITLE	3
4. INTENTION	3
5. INCIDENCE	5
6. PERIOD OF OPERATION	5
7. GENERAL EMPLOYMENT CONDITIONS	
7.1 Hours of Work	6
7.2 Shift Transfer	8
7.3 Classification Title & Description	8
7.4 Employment Security	11
7.5 Redundancy Provisions	12
7.6 Training	12
7.7 Superannuation	13
7.8 Worker Compensation	14
8. WAGES AND ALLOWANCES	
8.1 Wage Basis	14
8.2 Remuneration	14
8.3 Allowances	16
8.4 Overtime	16
9. LEAVE	
9.1 Leave Conditions (General)	17
9.2 Leave Loading	18
9.3 Trade Union Training Leave	18
10. CONSULTATION, GRIEVANCE PROCEDURES	
10.1 Employee Representative Body	18
10.2 Ongoing Agreement Review	19
10.3 Introduction of Change	19
10.4 Grievance Procedures	22
11. SAFETY	
11.1 Occupation & Health & Safety	24
11.2 Protective Clothing	25
12. DECLARATION	25

APPENDIX 1	G.S.O. CLASS 2 TRAINING PROGRAMME
APPENDIX 2	G.S.O. CLASS 1 TRAINING PROGRAMME
APPENDIX 3	SHIFT SUPERVISOR TRAINING PROGRAMME
APPENDIX 4	AUSTRALIAN STANDARD 3901 OF 1987
APPENDIX 5	AUSTRALIAN STANDARD 3902 OF 1987
APPENDIX 6	PREMIER'S MEMORANDA 88-40 AND 91-23

1. DEFINITIONS

"Employee" means and includes all persons who are appointed as Graphic Service Operators, Department of Conservation and Land Management and who at the date of commencement of this Agreement were occupying one of the positions covered by this Agreement or who after that date were appointed to such position but does not include any person who resigned or whose services were terminated prior to the date of signing of this Agreement.

"Industrial Authority" means the Public Employment Industrial Relations Authority.

"Department" means the Department of Conservation and Land Management.

"Unions" means the Printing and Kindred Industries Union (P.K.I.U.) and the Public Service Association of N.S.W (P.S.A.).

"Graphic Service Operator" means any employee engaged for the major purpose of operating printing machines, (including film printing machines), photo typesetting, graphic reproduction, book-binding, graphic design, large format camera operation, contact printing, enlarging and film and print development.

"Total Quality Management" (T.Q.M.) means the philosophy which involves employees at all levels taking responsibility for the continuous improvement of all processes, products and services of the organisation.

"Work Team" means a committee consisting of: the Manager, Graphic Services; the Shift Supervisor of the relevant section and the employee representative from the relevant section.

"Enterprise Agreement Committee" means a committee consisting of: the General Manager, Land Information Centre; the Co-ordinator, Industrial Relations; the Manager, Graphic Services; the P.K.I.U. Father of the Chapel and the elected representative of the P.S.A.

"Land Information Centre" for the purpose of this agreement means that Division of the Department of Conservation and Land Management.

"A.C.T.U." means the Australian Council of Trade Unions.

"T.A.F.E." means the New South Wales Technical and Further Education Commission.

2. PARTIES

This Enterprise Agreement, is made pursuant to the provisions of Part 3 Division 2 of the Industrial Relations Act 1991, between:

The Public Employment Industrial Relations Authority, a Corporation constituted under the Public Sector Management Act 1988. The Department of Conservation and Land Management and the Printing and Kindred

Industries Union and the Public Service Association of New South Wales and shall be binding upon the Industrial Authority the Department and all employees as defined by the Agreement.

3. TITLE OF AGREEMENT

This Agreement shall be known as the Graphic Service Operators, Department of Conservation and Land Management Enterprise Agreement.

4. INTENTION

4.1 The purpose of this Agreement is to partially regulate the terms and conditions of employment of Graphic Service Operators employed in the Department of Conservation and Land Management previously regulated by the awards listed in Schedule A.

Schedule B specifies the award provisions that this agreement prevails over.

Schedule C specifies the awards that remain unchanged by this agreement.

4.2 Objectives of Agreement

This Agreement reflects a change in the traditional Management/Union relationship and has been developed through a process of consultation and participation with all parties and reflects the ongoing commitment to making the Graphic Services Branch of the Land Information Centre, within the Department of Conservation and Land Management, a fully competitive operational enterprise in an open market place.

This agreement has at its core the movement from a control to a commitment driven organisation. Employees covered by the agreement will attain great skill flexibility and access to a career path. They will have greater participation in decision making and involvement in matters which have an impact on their working environment. This will mean greater control over their work priorities, structure and outputs and the acceptance of greater responsibility and accountability. These changes will lead to increased productivity.

This agreement encompasses the values and principals of Total Quality Management (T.Q.M.) and represents a new mode of working at the Land Information Centre.

4.3 Quality Assurance

The aim of the Quality Assurance commitment is to constantly reassess our working procedures and production processes so that the best possible customer service can be delivered and the highest product quality achieved in our existing environment.

In achieving these goals the management of the Land Information Centre and employees are committed to the principals of Total Quality Management and in particular to the implementing of Standard Association of Australia requirements for standards AS 3901 - 1987 and AS 3902-1987 (Appendix 4 and 5) through the T.Q.M. process. It is intended that third party certification of these standards will be sought.

5. INCIDENCE

The purpose of this Agreement is to regulate the terms and conditions of employment of Graphic Service Operators as defined, employed by the Department and engaged at the Land Information Centre in its Graphic Services Branch.

6. PERIOD OF OPERATION

This Agreement shall have effect for a period 18 months, from the beginning of the first pay period to commence on or after the date of registration.

7. GENERAL EMPLOYMENT CONDITIONS

7.1 Hours of Work

The ordinary working hours shall be 38 hrs per week and subject to exceptions not exceed eight and three quarter hours per day. The maximum hours to be worked in any one week are not to exceed forty hours with the additional two hours per week being cumulative over a four week period to provide the employee with one Rostered Day off (R.D.O.) every four weeks. Rostered Days Off are to be taken with the mutual consent of both the Department through the Manager, Graphic Services Branch and employees and may be accumulated to a maximum of five Rostered Days Off.

Each day of paid leave taken and any public holidays occurring during any cycle of four weeks shall be regarded as a day worked for accrual purposes, with the exception of long service (extended) leave and accident pay (worker's compensation) which shall be paid as follows:

Where the employee is absent on long service (extended) leave and/or accident pay (workers' compensation) for the whole of one or more cycle of four weeks the time involved shall not be regarded as accruing 0.4 of one hour for each day of paid absence.

Where the employee is absent on long service (extended) leave and/or accident pay (workers' compensation) during the cycle of four weeks and returns to work prior to or on the rostered day off the time involved during the current cycle shall be regarded as accruing 0.4 of one hour for each day of paid absence.

No period of work is to exceed five hours without a break for meals. The minimum time allowance for meals be 30 minutes with a maximum of one hour.

A morning and afternoon tea break of not more than 10 minutes duration on each occasion shall be allowed each individual employee, at a time to be arranged by the employer, and shall be regarded as time worked.

For the purposes of this Agreement 10 hour shifts are permitted subject to the adherence of the occupational health and safety provisions of the A.C.T.U. code of conduct for such shifts, proper health monitoring being introduced, suitable roster arrangements being made, and proper supervision provided. The implementation of 10 hours shifts is only to take place after consultation between both management and the work team has taken place and both parties are satisfied that the above conditions have been met.

With the introduction of 10 hour shifts, employees may accrue pro-rate entitlements toward rostered time off i.e. .5 of one hour per 10 hour shift.

"Day shift" means any shift requiring work to be performed between the hours of 6.00 a.m. and 6.00 p.m.

"Afternoon shift" means any shift finishing after 6.00 p.m. and at or before 12.45 a.m.

"Night shift" means any shift finishing after 12.45 a.m. and at or before 10.00 a.m.

7.2 Shift Transfer

An employee who is transferred from any shift to any other shift shall be allowed a ten hour break between the finishing of the last shift and the commencement of the new rostered shift. An employee shall not be transferred from day shift to night shift or vice versa more than once in a working week.

7.3 Classification Title and Description

Classification Title

All work performed in the Land Information Centre Graphic Services Branch will be covered by the following classifications:

Indentured apprentices and Trainees

Graphic Service Operator Class 2

Graphic Service Operator Class 1

Graphic Service Operator - Shift Supervisor

Classification Description

Graphic Service Operator Class 2

An operator will be classified as Class 2 if they are not in receipt of one of the following certificates:

- T.A.F.E. Trade Certificate for Printing Machining
- T.A.F.E. Trade Certificate for Photo Typesetting
- T.A.F.E. Trade Certificate for Graphic Reproduction
- T.A.F.E. Trade Certificate for Book-binding
- T.A.F.E. Computer Design Certificate Course for Graphic Artist
- T.A.F.E. Associate Diploma in Photography or equivalent
- Completion of the Graphic Service Operator Class 2 Competency Based Training Program (T.A.F.E. verified)

There will be a four level career structure for all employees covered by this classification. Progression through the career path will be dependent on the gaining of additional skills as set out in Appendix 1 of this Enterprise Agreement.

Upon successful completion of the Graphic Service Operator Class 2

Competency Based Training Program an Operator shall be eligible to advance to Class 1 status.

Graphic Service Operator Class 1

An operator will be classified as Class 1 if they possess one of the following certificates:

- T.A.F.E. Trade Certificate for Printing Machining
- T.A.F.E. Trade Certificate for Photo Typesetting
- T.A.F.E. Trade Certificate for Graphic Reproduction
- T.A.F.E. Trade Certificate for Book-binding
- T.A.F.E. Computer Design Certificate Course for Graphic Artist
- T.A.F.E. Associate Diploma in Photography on equivalent
- Completion of Graphic Service Operator Class 2 Competency Based Training Program (T.A.F.E. verified)
- A recognised "Certificate of Competency" in one of the above or a similar discipline from an interstate or overseas institution.

There will be a six level career structure for all employees covered by this classification. Progression through the career path will be dependent on the gaining of additional skills as set out in Graphic Service Operators Multi-Skilling document - Appendix 2.

Graphic Service Operator - Shift Supervisor

The Shift supervisors positions are promotional positions within the Graphic Services Branch. They are trade based and open to people who possess one or more of the following qualifications:

- T.A.F.E. Trade Certificate for Printing Machining
- T.A.F.E. Trade Certificate for Photo Typesetting
- T.A.F.E. Trade Certificate for Graphic Reproduction
- T.A.F.E. Trade Certificate for Book-binding
- T.A.F.E. Computer Design Certificate Course for Graphic Artist
- T.A.F.E. Associate Diploma in Photography on equivalent
- Completion of Graphic Service Operator Class 2 Competency Based Training Program (T.A.F.E. verified)

7.4 Employment Security

The Land Information Centre's policy is to preserve employment. The parties recognise that over a period of time there will be a change in the nature of jobs and the skills required will change. In the event that an employee's job is made redundant by New Technology or work methods, the employee will be offered an alternative position together with the requisite training. In the event that suitable alternative employment cannot be provided to those who qualify for redundancy payments, the agreed Redundancy Provisions will

apply. It is agreed that during this Agreement resignations and retirements will take place. The decision of whether to replace particular jobs will be subject to review by the Enterprise Agreement Committee. If an agreement cannot be reached the issue will be handled through the agreed grievance procedure.

7.5 Redundancy Provisions

The redundancy provisions as contained in the Premier's Memorandum 88-40 and 91-23 will apply to all eligible employees covered by this Agreement should they be made redundant as outlined in Clause 7.4 - Employment Security or be made redundant by external events or decisions made outside the control of the Land Information Centre.

7.6 Training, Education and Skills Level Progression

All training will be competency based with the exception of Indentured Apprentices and Trainee Graphic Designers. Clearly defined and agreed performance standards will be set. Employees will have to demonstrate capability against these standards as part of the training process and additional training will be given as required. In certain circumstances where the work team deems it necessary skill verification may be sought by the Graphic Arts section of the New South Wales Technical and Further Education Commission or the Australian Capital Territory Institute of

Technical and Further Education. Training will focus on the needs of the learner rather than the trainer. As far as possible, training will be self paced and self motivated and employees will be actively encouraged to participate in their own learning. Training will be developed on a modular basis where possible. It will be consistent with the work skills identified through the job skills audit system. The role of every employee in training others is recognised and all employees will be given the opportunity to receive formal training in how to train others. The work team will be responsible for the scheduling of training for that work team. Emphasis will be given to training, consistent with the skill required by the work team.

Employees will acquire mutually agreed skills appropriate to the career path structure. On developing sufficient skills to move into the next skill level the employee will attract the appropriate remuneration for that skill level.

7.7 Superannuation

Provisions and entitlements will continue as previously covered by the State Public Service Superannuation Act, 1985, Superannuation (Amendment) Act, 1985, Superannuation (Scheme Closure) Amendment Act, 1985, Superannuation Act, 1916, State Authorities Superannuation Act, 1987, and the State Authorities Non-contributing Superannuation Act, 1987, and any other related Acts or Regulations pertaining to State Government Employees regarding superannuation.

7.8 Workers Compensation

All conditions as covered by the Workers Compensation Act, 1987.

8. WAGES AND ALLOWANCES

8.1 Wage Basis

The salaries prescribed in Clause 8.2 of this Agreement are based on the basic wage for adult males of \$121.40 per week, and shall be paid into a bank or other account.

8.2 Remuneration

Graphic Service Operator Class 2

Operators to commence on \$26,438 or if after 3 November, 1994 \$27,232 with progression being dependant on additional skill attainment in accordance with the Multi-Skilling document - Appendix 1.

	Date of Commencement	3 Nov. 1994
Commencing Salary	\$26438	\$27232
After Completion of Stage 1 Training	\$27215	\$28031

S. R. (PRU)
R. CALM
Shel
J. N. W.
1994

	Date of Commencement	3 Nov. 1994
After Completion of Stage 2 Training	\$27976	\$28815
After Completion of Stage 3 Training	\$28741	\$29603

Graphic Service Operator Class 1

Operators to commence on \$29555 or if after 3 November, 1994 \$30442 with progression being dependant on additional skill attainment in accordance with the Multi-Skilling document - Appendix 2.

	Date of Commencement	3 Nov. 1994
Commencing Salary	\$29555	\$30442
After Completion of Stage 1 Training	\$30448	\$31361
After Completion of Stage 2 Training	\$31399	\$32341
After Completion of Stage 3 Training	\$32362	\$33333
After Completion of Stage 4 Training	\$34890	\$35937
After Completion of Stage 5 Training	\$35991	\$37071

and thereafter.

Graphic Service Operator - Shift Supervisor

Shift Supervisor will commence on \$37,402 or if after 3 November, 1994 \$38,524 with progression to \$39,652 (effective 4 November, 1994) conditional on the completion of a compulsory training programme. Appendix 3.

*J. N. M.
PEIR'S*

*B. R. (P. M. W.)
CALM
A. M. (P. S. A.)*

8.3 Allowances

In addition to the normal rate of salary, an allowance shall be paid for all shift work as defined in clause 8.1 with the exception of day shift as follows:

Afternoon Shift 20% of the daily rate of pay

Night Shift 30% of the daily rate of pay

8.4 Overtime

When an employee is required to work overtime exceeding thirty minutes but less than one hour the employee shall be paid as though they had worked one hour overtime and if an employee is called upon to work overtime in excess of one hour after the finishing time of that employee's ordinary working hours shall be paid for a minimum of two hours worked at overtime rates. The rates for overtime being set at the following. The first two hours of work performed be paid at one and a half times the rate for the appropriate shift (Including Allowances) with the remainder of work performed being paid at two times the appropriate shift rate (Including Allowances). These rates to apply to Saturday, Sunday and Public Holidays.

An employee who works so much overtime between the normal termination of their work on that day and the commencement of work in the next day that there has not been at least ten consecutive hours, off duty between these times shall subject to this clause be released after completion of such duty without

loss of pay for ordinary working time until they have had at least ten consecutive hours off duty.

Provided that, if on the instructions of the Department through the Manager, Graphic Services Branch such an employee resumes or continues to work, without having had such ten consecutive hours off duty they shall be paid at double rates until they are released from duty for such period and they shall then be entitled to be absent until they have had ten consecutive hours off duty without loss of pay for ordinary working time occurring during such absence.

Employees working overtime at the end of a normal shift may work to a maximum of 6½ hours from the last meal break without taking a further meal break, providing the employee is finishing work at end of such overtime and that any meal allowance applicable would still apply. All other conditions for the working of overtime shall continue to be governed by the Crown Employees (Overtime) Award.

9. LEAVE

9.1 General

Leave conditions will be as covered in the Public Sector Management Act, 1988, and the regulations and policies made thereunder as at the date of registration of this agreement.

9.2 Leave Loading

All Employees covered by this Agreement are entitled to payment of annual loading of 17.5% of the monetary value of up to four weeks recreation leave accrued in a leave year.

9.3 Trade Union Training

Employees covered by this Agreement are allowed a maximum of twelve days in any two year period for the purposes of attending courses conducted by the Trade Union Training Authority (T.U.T.A.), or similar courses.

10. CONSULTATION, GRIEVANCE PROCEDURES

10.1 Employee Representative Body

For the purposes of this Agreement a representative of the Printing and Kindred Industries Union Land Information Centre Chapel and a representative of Public Service Association Land Information Centre Workplace Committee will be the employees representatives on the Enterprise Agreement Committee. The employees representatives will negotiate with the management on behalf of employees to ensure that the terms and conditions of

this Agreement are implemented. The Enterprise Agreement Committee will also be responsible for the renegotiation of the new Agreement upon completion of the existing Agreement.

Any issue in connection with this agreement will be referred in the first instance to the Enterprise Agreement Committee and if necessary pursued under the agreed grievance procedures.

10.2 Ongoing Agreement Review

Regular meetings of the Enterprise Agreement Committee (EAC) will be held to review the viability of this agreement and ensure adherence to the terms of the agreement. This committee will be responsible for initiating and formulating the agreement to be developed and approved to replace this agreement on its expiry.

10.3 Introduction of Change

All parties to this agreement agree to consult on any planned changes to production methods or the introduction of new technology.

This consultation will, depending on the nature of the change on technology, take place in 3 stages.

Stage 1 initial advice.

The Management of the Land Information Centre will advise both unions and staff of contemplated changes in sufficient time that meaningful consultation can occur before decisions are made involving the introduction, the rate and the manner of implementation of the change.

Stage 2 subsequent and ongoing advice.

Subject to the normal requirements regarding confidentiality the management will advise the unions and staff on a progressive basis as more detailed information becomes available. Such advice should include:

- (i) A explanation of the nature and scope of the proposed change and the way it will be operated.
- (ii) A comparison of the designation, numbers and levels of staff expected to be required with the operation of the equipment or system with similar information in respect of existing staff.
- (iii) An outline of the anticipated changes to the work patterns within and beyond the particular work area i.e. the effect of the changes in the pattern of work both in the graphic services area and where appropriate other areas.

- (iv) Proposals for training of staff (where necessary) including retraining of existing staff.

Proposals in respect of any possible redeployment in terms of clause 7.4 or redundancy in terms of clause 7.5.

- (v) An appraisal of the expected benefits and adverse effects of introducing the change.
- (vi) Implications, if any, of the change to the occupational health and physical work environment of staff employed in its operation and for any other aspects of quality of working life; and advice on the expected benefits and adverse affects of introducing the change covering quality of working life, service to the community and the broad economic implications of introducing the change.
- (vii) The proposed rate and timing of introduction of the change.

At any point in this stage the unions and/or staff may raise matters of concern and engage in whatever consultation is considered appropriate by the parties.

Stage 3 firm decisions

Once agreement has been reached in stage 2 the Department will proceed with the requisition or implementation and inform the unions accordingly. If considered necessary a copy of the requisition may be made available to the unions.

Once notification has been provided at this third stage, the onus is on the unions to raise any problems within a reasonable timeframe which will not cause tenders etc. to become invalid. If no problems are identified the management may proceed to order, install and use the new equipment or system.

At any stage where differences cannot be reconciled, the disputes procedure will be followed according to clause 10.4

10.4 Dispute or Grievance Handling Procedure

Disputes or Grievances between employee(s) and the Department over a question, dispute or difficulty concerning the interpretation, application or operation of this agreement, or any alleged discrimination within the meaning of the Anti-Discrimination Act, 1977 shall be dealt with in the following manner.

Step One

In the first instance, the employee(s) will notify, in writing or otherwise, their immediate supervisor, or other appropriate person, as to the substance of the dispute or grievance, and request a bilateral meeting to discuss the remedy sought. A meeting should be held within 48 hours of notification.

Step Two

If the matter is not resolved in the first meeting, the matter shall be further discussed by the employee, and, at their request, the appropriate union delegate, their immediate supervisor and their manager. This should take place within 48 hours of the completion of Step One.

Step Three

If the matter remains unresolved, the matter should be further discussed by the employees, and, at their request, the appropriate union 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 Two.

Step Four

If the matter remains unresolved and the employee(s) are union members, it should be discussed/negotiated between representatives of the State Branch or

the regional organisation of the union(s) concerned and the relevant senior management of the Department. These actions should take place as soon as it is apparent that the earlier discussions will not resolve the dispute.

Step Five

If the matter remains unresolved then, if the parties agree, it may be referred to a mutually acceptable, independent mediator/arbitrator. The parties have the right to refer the matter to the appropriate industrial tribunal at this stage.

It is a condition of this Agreement that these procedures will be followed and that there will be no disruption to work.

11. SAFETY

11.1 Occupational Health and Safety

Occupational Health and Safety provisions will be as covered in the Occupational Health and Safety Act, 1983, and any Amendments and Regulations made thereto.

11.2 Protective Clothing

In addition to any protective equipment required under the O.H. & S. Act, employees covered by this Agreement will be supplied with protective clothing as set out below:

Shorts	-	2 per year	}	
Pants	-	2 per year	}	Replacement if necessary on a
Shirts	-	2 per year	}	condemnation basis
Safety Shoes complying with AS2210	-			One pair issued on commencement of employment then on a condemnation basis thereafter.

All Staff are to wear protective equipment and clothing as supplied.

12. DECLARATION

The parties to this Agreement declare that it:

- a. Is not contrary to the public interest;
- b. Is not unfair, harsh or unconscionable;
- c. Was not entered into under duress;
- d. Is in the interests of the parties.

As Witness the hands of the parties thereto the day and year affixed.

SIGNED for and on behalf of)
THE PUBLIC EMPLOYMENT)
INDUSTRIAL RELATIONS AUTHORITY)
on the 14th day of DECEMBER 1993)
in the presence of)

Colin Gellatly
.....

[Signature]
.....

(Witness)

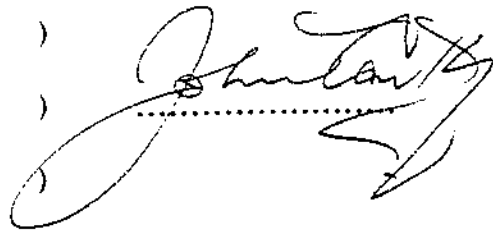
SIGNED for and on behalf of)
THE DEPARTMENT OF CONSERVATION)
AND LAND MANAGEMENT)
on the 24th day of November 1993)
and)
in the presence of)

[Signature]
.....

[Signature]
.....
(Witness)

SIGNED for and on behalf of
NEW SOUTH WALES BRANCH OF THE
PRINTING AND KINDRED INDUSTRIES
UNION

)
)
)
)
)
)
)
)



on the 6th day of December, 1993
in the presence of

)
)
)
)
)
)
)
)



(Witness)

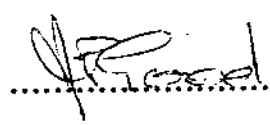
SIGNED for and on behalf of
the PUBLIC SERVICE ASSOCIATION
OF NEW SOUTH WALES

)
)
)
)
)
)
)
)



on the 6th day of December 1993
in the presence of J.P. Good

)
)
)
)
)
)
)
)



(Witness)

SCHEDULE A

List of Awards applying to employees prior to the agreement:-

Crown Employees (Transferred Officers Compensation) Award

Crown Employees (Transferred Officers Excess Rent Assistance) Agreement
No. 2354 of 1981 made pursuant to Section 83 of the Public Service Act, 1979

Crown Employees (Printing and Ancillary Staff etc. - hours) Award

Crown Employees (Travelling Compensation) Award

Common Salary Points Award

Crown Employees (Holidays) Award

Artists etc. Agreement No. 2196 of 1975 made pursuant to Section 83 of the
Public Service Act, 1979

Crown Employees (Overtime) Award

General Printing Staff Agreement No. 2268 of 1980 made pursuant to Section
83 of the Public Service Act, 1979

General Printing Staff Agreement No. 2336 of 1981 made pursuant to Section 83 of the Public Service Act, 1979

Public Service General Division Staff, Salaries Agreement No. 2368 of 1982 made pursuant to Section 83 of the Public Service Act, 1979

Printing Staff Central Mapping Authority Agreement No. 2414 of 1982 made pursuant to Section 83 of the Public Service Act, 1979

General Printing Staff Agreement No. 2415 of 1982 made pursuant to Section 83 of the Public Service Act, 1979

Second Tier Agreement - Printing Staff Variations to Agreements No. 2414 and 2415

Public Sector Management (General) Regulation 1988, Parts 3, 5 and 6.

SCHEDULE B

List of award provisions the agreement prevails over:-

Crown Employees (Printing and Ancillary Staff etc. - hours) Award

- replaced in total

Artists etc. Agreement No. 2196 of 1975 made pursuant to Section 83 of the Public Service Act, 1979.

- replaced in total

General Printing Staff Agreement No. 2268 of 1980 made pursuant to Section 83 of the Public Service Act, 1979

- replaced in total

General Printing Staff Agreement No. 2336 of 1981 made pursuant to Section 83 of the Public Service Act, 1979

- replaced in total

Public Service General Division Staff, Salaries Agreement No. 2368 of 1982 made pursuant to Section 83 of the Public Service Act, 1979

- replaced in total

Printing Staff Central Mapping Authority Agreement No. 2414 of 1982 made pursuant to Section 83 of the Public Service Act, 1979

- replaced in total

General Printing Staff Agreement No. 2415 of 1982 made pursuant to Section 83 of the Public Service Act, 1979

- replaced in total

Second Tier Agreement - Printing Staff Variations to Agreements No. 2414 and 2415

- replaced in total

Crown Employees (Overtime) Award

- Clause 2 "Rates" only

Common Salary Points Award

- replaced in total

SCHEDULE C

List of awards which are unaffected by the agreement and still apply:-

Crown Employees (Overtime) Award

- all clauses except Clause 2 "Rates"

Crown Employees (Holidays) Award

- applies in total

Crown Employees (Travelling Compensation) Award

- applies in total

Crown Employees (Transferred Officers Compensation) Award

- applies in total

Crown Employees (Transferred Officers Excess Rent Assistance) Agreement

No. 2354 of 1981

- applies in total

Public Sector Management (General) Regulation 1988 Parts 3, 5 and 6

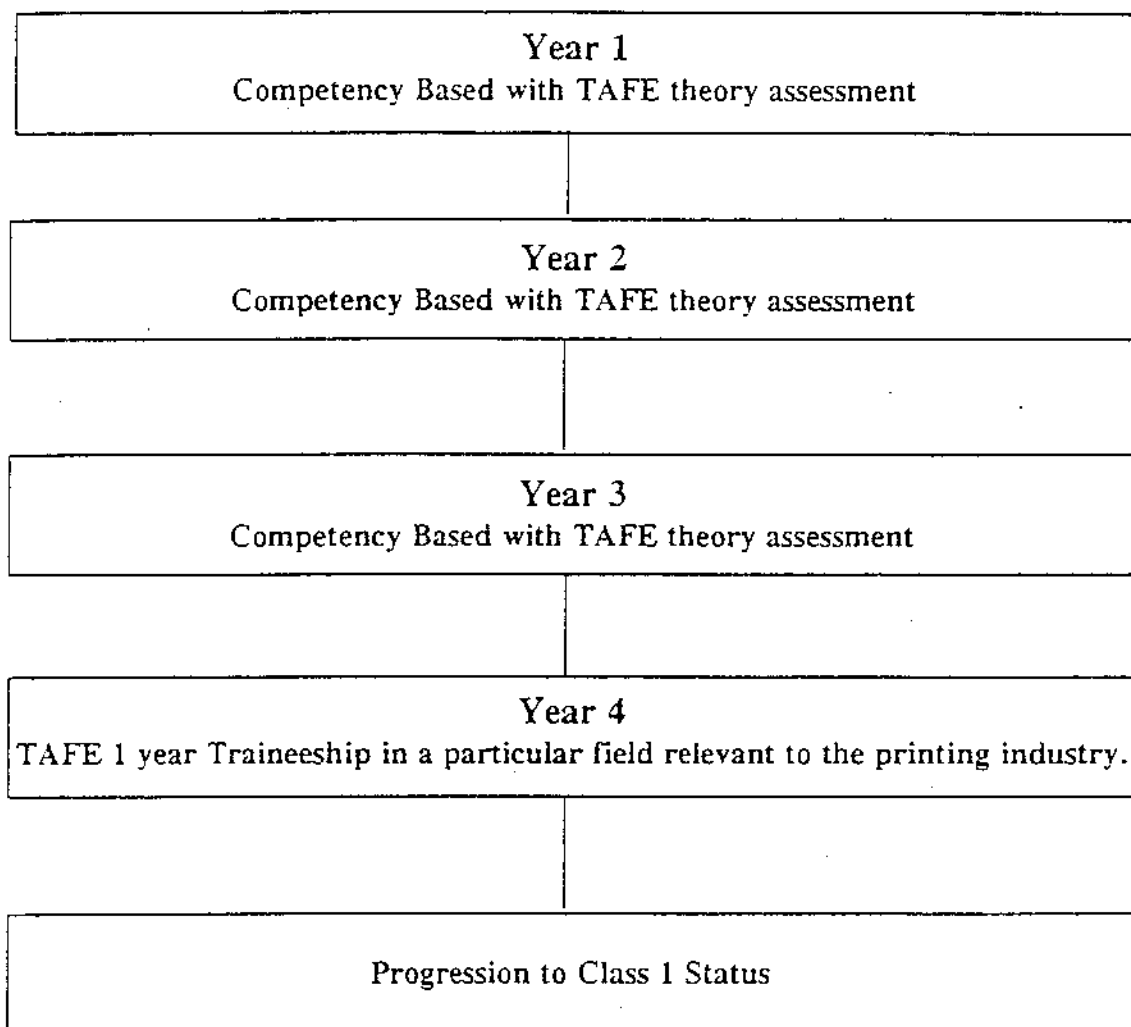
- applies in total

APPENDIX 1

Graphic Service Operator Class 2

Multi-Skilling Training Programme

Graphic Service Operator - Class 2 Multi - Skilling training Programme.



The 4 proposed training modules be condensed into 3 competency based modules. These modules would have a level of TAFE certification similar to what currently in place for the existing GSO Multi-Skilling programme.

I.E. TAFE are to design theory testing based on our practical training programmes.

The fourth year would be a specialist year when the Officer chooses a particular field to specialise in. The competency based training programme for that year will be designed to complement a one year TAFE traineeship in that field.

Progression to GSO Class 1 status will be dependant on completing all four stages succesfully.

This inclusion of the Traineeship will formalise the training and should ensure that the qualifications gained will be transportable outside of the Land Information Centre.

Log - Etronic Printers

P.M.T.

- Knowledge of correct safe light
- Auto / Manual / Test
- Raster
- Set high density range
- Set low denisty range
- % of dalying
- Level of shading

Load film and select correct frame.

Run tags / copyright / 1st copy with location

Set paper guides

Expose using either auto or manual exposure and carry out density assessment.

Identify appropriate flight direction.

Maintenance

- Clean frame and glass to produce dust free environment
- Correct air bag inflation.
- Lens maintenance
- Safe light replacement

Photographic Enlargers - Operating Procedures

Choose appropriate lens for the type of work to be performed.

- Aperature selection
- Exposure selection
- Template intrpretation

Adjust magnification to correct level.

Focus lens.

Crop the image to the required size.

Maintenance

- Regular cleaning of negative carriers
- Check light source for consistency
- Leveling of Durst Enlargers to minimize distortion.

Black and White Contacts.

Paper Selection

Contrast Assessment. A frame with average range of contrast of film is required.

Aperture adjustment on CRT

Stiffener replacement.

Black and White Enlargements.

Paper selection

Contrast assessment for use with Poly paper.

Tonal assessment of final print.

Appropriate filter selection for use with Poly paper and exposure assessment adjustment.

OCE Dylene / Xerox High Speed Copier

Operational and maintenance procedures for OCE Dylene machine.

Understanding of Cadastral Map filing system

Contact frame storage

Awareness of Copyright requirements.

Operational procedures for Xerox 1065 high speed copier.

Operation of Processors

Process read and graph control strips in order to keep processor Sensitometrically stable.

Replenisher mixing and adjustment

Temperature control

Maintain and clean roller transport components.

Correction of paper jams.

Programming of computer controls.

Preventive maintenance of machine.

Operation of K.G. 30

Power

Set exposure

Correct air bag inflation.

Film loading and frame selection

Run tags.

Replace light source.

Diffusion of layers.

Perform manual shading.

Black and White Diapositives

Correct choice of film.

Sound understanding of all K.G. 30 operating procedures.

Hand developing process requires skills in the following areas:

- Developing -
- Fixing
- Washing

Ability to assess tonal densities.

Ability to use Densitometer.

Highlight required detail.

Colour Diapositives

Knowledge of C41 process

Filter selection

Set exposure control

Colour and tonal quality assessment

Ability to highlight required detail (e.g. sand etc)

Graphic Service Operator Class 2

Training Module 2

Colour Contacts

Paper Selection

Set up initial colour compensating filter (pack)

Colour assessment of test prints.

Set exposure adjustment using filter adjustment.

To test film select a frame of the film with the most variance in the range of colour.

Colour Enlargements

Appropriate paper selection.

Filter pack selection

Colour assessment of test print and on grey scale.

Colour assessment of Landsat images.

Ability to work in total black environment.

Operation of paper cutting equipment.

Knowledge of colour paper characteristics.

Small Format Photography

Small format enlargers

Use C41 processor

Development of 35mm negatives both colour and black and white

Printing of colour and black and white enlargements from 35mm negatives. Includes

Cropping, paper selection, exposure control.

Ability to use Densitometer.

Highlight required detail.

Graphic Reproduction

Correct usage of opaque and brushes

Application of stripping film for type corrections

Understand the basic elements of film, relevant exposures and different light intensities.

Understand the different film requirements for a particular job.

Produce single exposure contacts.

Produce basic work using small Graphic Camera

Identification of Lithographic halftone screen angles.

Table C

Understanding order of procedure documents

Knowledge of pre-register plate punching system.

Calculate correct exposure times using step wedge techniques and assess developed plate for plus or minus result.

Operation of automatic plate processor.

Understanding of printing machines min and max printing parameters.

Understanding of screen angles.

Colour matching as per order of procedure and P.M.S. book or Pantone colour book.

Proof pre-register punching system.

Application of Cromalin film display as per diagram.

Change Cromalin film display roll.

Dusting procedures.

Knowledge of water based coating substances and coating procedures.

Knowledge of relevant proofing procedures.

Electronic Publishing

Skills required.

Contacting copy proof.

Basic film developing techniques and the operation of the film processor.

Keyboard skills

Competency in P.C. Desktop Publishing using the following software.

- Pagemaker 4.0
- Wordperfect
- Windows environment.

Graphic Service Operator Class 2 Training Module 3

Post Press

Skills required

Health and Safety

Lubrication of all machines.

Assisting on all machines. I.E. Stahl Folder, Guillotine, Small Folder

Unsupervised use of the following equipment.

- Stapler
- Driller
- Electric stitcher
- Small folder
- Guillotine (For the purposes of changing the knife)

Printing

Skills required

Awareness of Health and Safety issues relating to printing equipment.

Lubrication of the following machines with the appropriate oils..

- Roland four colour
- Planeta two colour
- Komori two colour

Knowledge of different paper stocks.

Loading paper ready for printing.

Changing printing plates on all machines.

The washing up of all machines.

Cleaning of dampers on Planeta and Komori presses.

APPENDIX 2

Graphic Service Operator Class 1 Multi-Skilling Training Programme

Graphic Reproduction
Multi-Skilling Training Programme.
Year 1 - 6 Month Training Module

Objective: To gain a level of competency in the Retouching and Camera areas that will enable the Trainee to perform the following tasks.

Skills required:

1. Correct usage of opaque and brushes.
2. Application of stripping film for type corrections
3. Stippling of screens.
4. Topo map corrections.
5. Identification of screen angles
6. Organise the layout of a book or brochure
7. Understand the basic elements of film, relevant exposures and different light intensity.
8. Produce single exposure contacts.
9. Understanding the different film requirements for a particular job.
10. Compile small and large composite negatives.
11. Produce basic work using small Graphic Camera.

Graphic Reproduction
Multi-Skilling Training Programme.
Year 2 - 6 Month Training Module

Objective: To further advance the skills gained in stage one and enable the Trainee to perform the additional tasks as listed.
At the completion of this stage the individual should be able to carry out all Graphic Reproduction techniques used in the Graphic Services environment.

Skills required:

1. Plan complex brochure layouts.
2. Carry out book design and layout of books 32 pages and over.
3. Possess theory and practical experience in dot etching of halftone negatives to achieve correct colour balance.
4. Produce black and white halftones.
5. Carry out linework enlargements and reductions on the small camera.

Graphic Reproduction - Table C

Multi-Skilling Training Programme.

Year 1 - 6 Month Training Module

Objective: To produce printing plates for Roland 800 four colour, Planeta and Komori two colour printing presses. Ability to produce Cromalin colour proofs with ability to assess proof quality. Ability to carry out a range of proofing techniques appropriate to the L.I.C. Graphic Services environment.

Skills required.

1. Related Health and Safety issues.
2. Knowledge of pre-register plate punching system.
3. Understanding order of procedure documents.
4. Calculate correct exposure times using step wedge techniques and assess developed plates for plus or minus result.
5. Development and gumming procedures for plates.
6. Operation and maintenance of automatic plate processor.
7. Understanding of printing machines minimum and maximum printing parameters.
8. Understanding of screen angles used in printing.
9. Colour matching as per order of procedure and P.M.S. book or pantone colour book.
10. Pre-register punching techniques.
11. Application of Cromalin film display as per diagram.
12. Change Cromalin display role.
13. Dusting procedures for Cromalin colour proofs.
14. Knowledge of water based coating substances.
15. Application of waterbased substances using whirler method.
16. Dilux proofs
17. AGFA 4 colour proofing system.

Electronic Publishing Multi-Skilling Training Programme

Year 1: 6 Month Training Module

Objective: To introduce the Trainee to the concept of Electronic Publishing and develop skills associated with the creation and processing of work produced from a major page layout and pagination program.

Skills Required:

1. Safety issues relating to Electronic Publishing
2. Basic Macintosh operation: Understanding of Mac formats/techniques and file safety/storage.
3. Understanding of local and mainframe network links.
4. Copyproof production including darkroom contact frame operation.
5. Printing and paper proofs on laserwriter printer.
6. Ability to operate Hyphen RIP and AGFA Proset image setter
7. Operation of Agfa Rapline film and bromide processor.
8. Develop keyboard skills
9. Sound knowledge of Pagemaker software and ability to create high quality jobs using it.
10. Basic understanding of scanning techniques and colour theory.

Electronic Publishing Multi-Skilling Training Programme

Year 2: 6 Month training Module.

Objective: The Trainee will be required to learn a wide range of design concepts used in Electronic Publishing and ultimately will be able to produce high quality 4 colour and grey scale work under minimum supervision.

Skills Required:

1. Design concepts for all types of production.
2. Production of high quality jobs by combining text, graphic and scanned images created in different software packages and platforms.
3. Using both local and mainframe networks to the best advantage, saving both time and storage.
4. Be able to operate both Array and Colourgetter scanners to produce high quality 4-colour, grey scale and bitmap tiff images.
5. Sound knowledge of colour theory and applying it to 4-colour work.
6. Understanding of all software used in Electronic Publishing.
7. Production of fully combined 4-colour and spot colour separated films.
8. Operation of Dicenet Server and Cannon CLC500.
9. Ability to further develop the Electronic Publishing area by keeping up with technology and new techniques.

Post Press
Adult Training Programme
Year 1: 6 Month Training Module

Objective: To provide the Trainee with a general idea of the whole Bookbinding area, and how the various machines operate.
The Officer, after 6 months, should be competent enough to work the small machines (I.E. drill, stapler, small folder and assist in setting and running the Stahl folding machine.

Skills Required.

1. Health and Safety issues relating to the Post Press area.
2. Lubrication of all machines.
3. Learning the basic uses and working of the various machines.
4. Assisting on all machines.
5. Using small machines, I.E. Stapler, Driller, Electric stitcher.
6. Using small folder.
7. Learning to plan layouts used in the area.
8. Learn the workings of, and be able to use the Stahl folding machine (under supervision)
9. Learn mechanics and operate Mandelli Guillotine (Under supervision)
10. Learn to change knife on the Guillotine.

Post Press
Adult Training Programme
Year 2: 6 Month Training Module

Objective: Provide the trainee with comprehensive knowledge of techniques and skills used for hand book binding, machine stitching, text gold blocking, framing, mounting and laminating. The trainee will also be required to assist in the Bindery on a needs basis.

Skills Required

1. Display a high level of competency in hand binding, overcast sewing and the operation of the Omcoa sewing machine.
2. Competent in the use of the Marshall and Pragent Gold Blocking machines.
3. Preparation of books for re-binding
4. Competent in all requirements of Framing and Mounting including;
 - Frame cutting
 - Frame pinning
 - Matt cutting
 - Dry mounting
5. Use of Laminator machines

Printing

Multi-Skilling Training Programme.

Year 1 - 6 Month Training Module

Objective 0 - 3 months: To provide proper understanding of related Health and Safety issues and introduce the Trainee to the basic concept of printing press operation.

Skills required:

1. Awareness of Health and Safety issues relating to printing equipment.
2. Awareness of the properties of the chemicals currently in use and their correct application procedures.
3. Lubrication of all machines with appropriate oils.
4. Knowledge of different paper stocks.
5. Loading paper ready for printing.
6. Changing printing plates on all machines.
7. The washing up of all machines.
8. Cleaning of dampeners.

Objective 3 - 6 months: To enable the Trainee to gain a level of competency sufficient to be able to operate a small offset printing press unsupervised and fulfil the duties of assistant printer on the large format printing presses.

Skills required:

1. Machine delivery setup.
2. Assist in machine startup.
3. Fundamentals of feeder setup and pile height in relation to varying stocks of paper.
4. Mixing and matching of inks.
5. Set ink ducts for correct colour distribution
6. Be acquainted with densitometer readings.
7. Change blankets and packing.
8. Repair damaged blankets.

Printing
Multi-Skilling Training Programme.
Year 2 - 6 Month Training Module

Objective: To enable the Trainee to work as part of a team and operate without supervision on a relief basis the large format printing presses.

Skills required:

1. Understand plate register systems and make adjustments to print register using plate bars and machine dial settings.
2. Set feeder unit to relevant stocks of paper.
3. Set cylinder pressure to relevant stocks of paper.
4. Plate, blanket packing tolerances.
5. Set inking rollers for correct ink distribution.
6. Set dampeners for correct water distribution.
7. Plate, blanket cylinder pressure settings.
8. Correct operating speed for particular stocks.
9. Ability to accurately assess print quality and make recommendations for adjustment.

Optronics 50/40 Scanner Plotter Multi-Skilling Training Programme 6 Month Training Module

Objective: To train staff in :

- The operations of the optronics 50/40 scanner plotter in conjunction with Graphic Services Electronic Publishing system.
- Processing and manipulation of files using the IP 60/40 Workstation utilising a variety of software including Iplot, IPScript, Map Publisher, DP Colour Separator, Iras B, Iras C and Microstation.
- To carry out file importing and exporting between Graphic Services Electronic Publishing and the Intergraph system utilising the following file and programme formats.
 - Postscript
 - Presswise
 - TIFF
 - R.G.B.

Skills Required:

1. Safety issues as they relate to the Electronic Publishing and Intergraph (Optronics 50/40) systems.
2. Keyboard Skills.
3. Sound knowledge of MacIntosh operating system.
4. Knowledge of page and pagination programmes in the Electronic Publishing environment.
5. Identification of lithographic screen angles and densities.
6. Understanding the basic elements of film and relevant exposure levels.
7. Sound Knowledge of Ip60/40 operating system
8. Knowledge of the UNIX operating language.
9. Knowledge of Postscript language
10. Comprehensive understanding of the L.I.C. Network.
11. File compatibility across platforms.
12. Be able to scan images using the Optronics 50/40 Scanner Plotter, Optronics Colour Getter and the Array Scanner using the appropriate software.

APPENDIX 3

Graphic Service Operator Shift Supervisor

Training Programme

Graphic Service Operator

Shift Supervisor Training Programme.

Objective Statement

To provide the Officers with comprehensive knowledge of the production and quality control processes within Graphic Services and in addition aid the development of managerial skills in a range of disciplines

Training for Shift Supervisors will be ongoing and part of their regular duties. It will be considered a responsibility of the position they hold to undertake courses as directed by the management of the Department.

Ongoing training will be provided in the following areas;

Managerial.

- The latest Management Techniques For Middle Management
- Equal Employment Opportunity (E.E.O.)
- Total Quality Management (T.Q.M.)
- Best Practice Principals
- Inter-personal Skills
- Production processes within the trade classifications of:
 Photo-composing, Printing, Graphic Reproduction and Bookbinding & Finishing.
- Production scheduling within Graphic Services.
- Liaising with customers.
- Interpretation of all types of orders within Graphic Services
- The relevant quality standards for all work performed within Graphic Services
- Additional Training on a needs basis

Computers.

Computer training will be in the following fields

1. Operations of both Mac and PC computers
2. Computer Based Management Systems
3. Windows Environment
4. Spreadsheet/Database
5. Page layout / Pagination Systems
6. Word Processing Software

Trade

Ongoing training will take place in relation to technological and quality control developments within the industry. This training may take the form of in-house competency based training or more formal training by way of T.A.F.E. or other equivalent industry institutions.

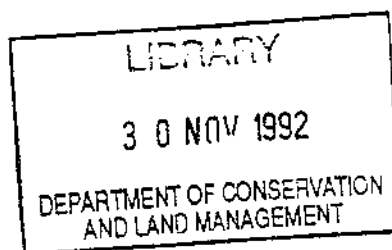
APPENDIX 4

Australian Standard 3901

Quality Systems for Development,

Production, Installation and Servicing

AS 3901—1987
NZS 9001:1990
ISO 9001:1990



Australian Standard®
New Zealand Standard

Quality systems for design/development, production, installation and servicing

(ISO Title: Quality systems—Model for quality assurance in design/development, production, installation and servicing)

In Australia
First published as AS 3901—1987/
ISO 9001:1987.
Redesignated and reprinted in 1990 as Joint
Standard AS 3901—1987/
NZS 9001:1990/ISO 9001:1987.

In New Zealand
First published as NZS 5601—1987.
Redesignated as NZS 9001 in 1990 and
issued as Joint Standard AS 3901—1987/
NZS 9001:1990/ISO 9001:1987.

PUBLISHED JOINTLY BY:

STANDARDS AUSTRALIA
(Standards Association of Australia, 80 Arthur Street, North Sydney,
NSW, Australia)

STANDARDS ASSOCIATION OF NEW ZEALAND
6th floor, Wellington Trade Centre, 181-187 Victoria Street,
Wellington 1, New Zealand

UDC 658.56

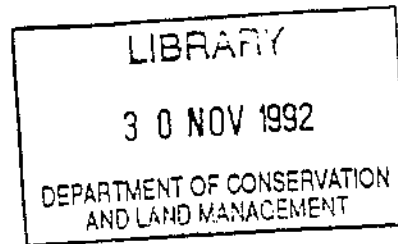
ISBN 0 7262 4814

APPENDIX 5

Australian Standard 3902

Quality Systems for Production and Installation

AS 3902—1987
NZS 9002:1990
ISO 9002:1987



Australian Standard®
New Zealand Standard

Quality systems for production and installation

(ISO Title: Quality systems—Model for quality assurance in production and installation)

In Australia
First published as AS 3902—1987/
ISO 9002:1987.
Redesignated and reprinted in 1990 as Joint
Standard AS 3902—1987/
NZS 9002:1990/ISO 9002:1987.

In New Zealand
First published as NZS 5602:1987.
Redesignated as NZS 9002 in 1990 and
issued as Joint Standard AS 3902—1987/
NZS 9002:1990/ISO 9002:1987.

PUBLISHED JOINTLY BY:

STANDARDS AUSTRALIA
(Standards Association of Australia, 80 Arthur Street, North Sydney,
NSW, Australia)

STANDARDS ASSOCIATION OF NEW ZEALAND
6th floor, Wellington Trade Centre, 181-187 Victoria Street,
Wellington 1, New Zealand

UDC 658.56

ISBN 0 7262 4815 0

APPENDIX 6

Premier of New South Wales

Memorandum Nos. 88-40 and Nos. 91-23



Premier of New South Wales
Australia

HANDLING OF EXCESS STAFF IN PUBLIC SECTOR ORGANISATIONS

(Memorandum to Ministers)

MEMORANDUM NO : 88-40

Recent experience has shown the necessity for the Government to adopt the most consistent line possible in dealing with staff found to be surplus to organisation requirements.

As you are aware, Cabinet recently approved of the standard of public sector redundancy pay prevailing under the former Government being applied in the case of retrenchments at the Homebush Abattoir and State Brickwork closures.

A copy of that redundancy package, the main components of which involve payment in lieu of notice, severance payments, and a superannuation retrenchment benefit, is now attached for information and for general application in the case of future voluntary redundancies and retrenchments arising out of reorganisations and restructures. I now add to those conditions the requirement that the package should not be applied where there is a reasonable expectation by employees of future employment elsewhere in the public sector.

I have decided that as a general principle, any planned redundancies and/or retrenchments should be referred through our colleague, the Minister for Industrial Relations, Mr. Fahey, for his approval, prior to announcement. His Department would have, in any event, replaced the Public Service Board in the reference in paragraph (F) of the Redundancy Package document, to the need for consultation, upon the proclamation of the new Public Sector Management Act.

While planned redundancies initially involve a one-off cash outlay which can be significant, you would appreciate the resultant savings quickly offset that outlay and continue to be realised over the long term. Treasury should be consulted as part of the process, especially by those reliant on consolidated revenue.

Allied to the matter of redundancies is the question of the possibility of redeploying excess staff, and in this connection, my Memorandum of the 31st May, 1988, is still relevant in respect of the requirement therein that current vacancies should not be filled before checking with the Redeployment Group within my office.

It should be appreciated, however, that redeployment, whilst a useful option in dealing with excess staff, is restricted by the number that can be handled by the co-ordinating body, and management must retain the complete discretion for its use as an alternative to instituting redundancies either on a voluntary basis or by retrenchment.

The Public Service Board earlier this year negotiated a set of Redeployment Procedures with the Labor Council of N.S.W. acting on behalf of public sector unions, which involve the redeployment of staff at all levels across Departments and Statutory Authorities, as an alternative to redundancy.

Those procedures, with alterations to do with the question of salary maintenance, have now received the endorsement of Mr. Fahey. I believe they can be usefully applied between Authorities and Departments, (having regard to existing properly approved internal arrangements as mentioned in the procedures), especially to meet the situation where one organisation may actually require the skills of those not required in another, and to prevent individuals obtaining a retrenchment payout followed by Government employment elsewhere, as described above.

The reference therein to the Public Service Board as the co-ordinating body does not constitute any difficulty, given that this role will be taken over by Mr. Fahey's Department in the near future, consistent with his co-ordination of the redundancies policy. In fact, Mr. Fahey is being asked to commence the setting up of a small unit to administer the procedures, with assistance from the Board, which I anticipate will absorb the work of the group now operating within my office.

In summary, I would appreciate you ensuring that administrations under your control properly assess situations involving surplus staff arising from restructures, to determine the best course of action, and to refer the proposed strategy to our colleague Mr. Fahey. This might involve offering voluntary redundancy based on the standard Redundancy Package in the first instance, or as an alternative to, or in conjunction with voluntary redundancies, an offer to process those wishing to remain, through the Redeployment Procedures. However, the Government retains the option to retrench staff as a last resort.

Yours sincerely,



Premier.

The Hon. I.R. Causley, M.P.,
Minister for Natural Resources.

ISSUED: 24th June, 1988.
IRU.

UNIFORM REDUNDANCY PACKAGE FOR
APPLICATION IN THE N.S.W. PUBLIC SECTOR

- A. The package is for uniform application throughout the public sector and is to apply to both direct retrenchments and approved voluntary redundancies.
- B. Its essential elements comprise -
1. Four weeks' notice or pay in lieu
PLUS
 2. Severance pay at the rate of 2 weeks per year of continuous service with a maximum of 26 weeks
PLUS
 3. The benefit allowable to the employee as a contributor to a retirement fund
PLUS
 4. Pro rata annual leave loading in respect of leave accrued at date of termination.
- C. The fund provisions in B.(3) above will be amended by legislation so that -
1. The lump sum benefit allowance under the Public Authorities Superannuation Scheme (PASS), the State Superannuation Fund (SSF) and the Public Service Superannuation Fund (PSSF) is available after 3 years instead of 10 as is the preserved benefit.
 2. The lump sum benefit under SSF to be calculated on the same basis as the preserved benefit and pension benefit (employee's rights in the fund).

In the meantime, approval has been given to employers to apply these amendments by administrative action in co-operation with the fund Boards and in respect of (2.) in accordance with a formula approved by the Government Actuary.

- D. Severance payments will be available to a contributor subject to retrenchment who accepts early retirement benefit (ages 55 to 59) but whether a contributor or not, severance payments are not to exceed the amount an employee would have earned by staying with the employer until normal retirement age.

The new formula for calculation of lump sums under SSF will not apply to persons eligible for early retirement at age 55 or beyond.

- E. Excluded from the package are -
1. Employees engaged on a short term and/or casual basis or for a specific period.

2. Apprentices whose services would normally be terminated at the conclusions of their apprenticeship or within a short period thereafter.
 3. Employees on workers' compensation or those awaiting determination of claims against the employer (on the basis that compensation for the termination may arise from that source).
 4. Employees subject to termination on the grounds of misconduct or unsatisfactory service.
- F. Any proposals for retrenchments including voluntary retrenchments coming within the ambit of the package will be subject to approval of, and in the case of statutory authorities consultation with the Public Service Board and approval of the Minister. There will be a clear requirement that a direct cost saving will result from voluntary terminations and that the savings will be permanent. Treasury should be consulted as part of this process.
- G. The use of the package is to be accompanied by firm and decisive management directives as to its introduction, availability and application to individuals or groups. Abuses involving re-employment in casual or consultative capacities will not be condoned.



Premier of New South Wales
Australia

MEMORANDUM NO. 91-23

RESTRUCTURE OF PUBLIC SECTOR - DEALING WITH EXCESS STAFF

As you are aware, the Government's programme of reform will result in further restructuring of the public sector. The following arrangements provide additional flexibility for the identification and handling of excess staff, and supersede those issued in Memorandum (88/40).

Throughout this programme, which will obviously be difficult, it is most important that information about the rationale for any reductions and the subsequent arrangements for those affected, be made widely available.

While there will be some functions and positions which can be identified immediately as a result of the recent restructuring, other savings may only become apparent during the Fundamental Review of Programmes, which is currently being conducted in agencies. A reduction of 12,500 positions is the anticipated effect of the structural changes over the next two to three years (7,500 for the outer budget and 5,000 for the inner budget sector).

There are a number of initiatives aimed at improving the State's financial position and the efficiency and effectiveness of operation,

* **Specific portfolio savings requirements:**

Ministers have been advised of the savings requirements which are subject to final Expenditure Review Committee determinations. Many of these do not have substantial implications for staffing levels, however where staff reductions are required and have been identified, these should be implemented without delay.

* **Restructure of selected agencies:**

Following the changes in Ministerial portfolios announced on 6 June, organisational restructures are now generally in place to reflect the re-distribution of functions.

Ministers and Chief Executives should now finalise their structures and work in close consultation with the central agencies to achieve financial benefits from this rationalisation.

* Corporate Support and Contracting Out:

I am aware that there are already underway considerable activities in both the review of corporate support functions and contracting out. The Government believes that there is potential to do considerably more in these areas over the longer term, and is keen to ensure that advice and support for these initiatives is available. Guidelines to assist agencies review corporate support services, (as opposed to service delivery functions) will be issued in the near future by my Department to help agencies which have not yet embarked on this task. Similarly, work is progressing on options for contracting out of services and functions. It is recognised that this process will take time to achieve results. Guidelines on options for best practice are in preparation and will be released shortly.

I do expect all Ministers and Chief Executive Officers to begin to look at corporate support functions and contracting out if these activities are not already in train. I shall be requiring a report on progress to date and the capacity for the future in the Ministerial Reviews to be held early next year.

Having identified areas in which there is scope for restructuring and dependent on the scale of staff reduction required, a number of options are available. These will vary according to the need, and range from natural attrition (i.e. not replacing employees who retire, resign, transfer or are promoted) through redeployment, retraining, voluntary redundancy and ultimately retrenchment.

All decisions in this process must be based on the need to reduce the overall cost of staffing, the continuation of all essential services and the commitment to equity in the identification process. Care should be taken to ensure that in identifying non-essential functions or surplus staff, target groups covered by the Anti-Discrimination Act are not disproportionately affected, (i.e. decisions should not be made on the basis of age, sex, pregnancy, marital status, disability, race or ethnicity).

Handling staff deemed excess requires careful consideration. Options include:

Attrition

Many agencies may find that they may achieve the results required by carefully assessing the need for recruitment action for vacant positions. Turnover rates in some areas of the public sector are traditionally high, and limiting replacements may be sufficient to reach target numbers. Attrition is a natural way to reduce the size of an organisation, however, the results will appear

across the agency, not in a targeted way, and will not be able to be included in definitive plans which can be controlled. Leaving positions vacant will obviously require management ensuring that remaining employees possess the necessary skills and knowledge to maintain essential functions. To adopt a policy which relies heavily on attrition may require initiatives under award restructuring and multi-skilling to be effective.

Voluntary Redundancy

Voluntary redundancy will attract staff who wish to leave the public sector. If targeted staff reductions are required, this may be a suitable way of "right sizing" with minimum disruption. Employees should be approached in identified functions, occupations or locations, rather than an across the organisation approach which has the potential for raising wide expectations amongst staff for whom redundancy is not an option, i.e. those holding key positions and those in short supply occupational groups. Such a process is a matter for local management, and requires careful co-ordination. The identification of positions, and the selection of staff is the responsibility of local management.

Under revised arrangements Ministers may, on the recommendation of their Chief Executive Officers, approve voluntary redundancy packages being offered to staff in identified areas of their agencies, to the extent of the number of surplus positions, and subject to the availability of funding.

The aim of this strategy is to effect easily identifiable reductions quickly. Offers can be made to staff in identified areas and if an acceptance is received within two weeks of the offer, then the voluntary redundancy incentive is available. The decision about the most appropriate timing for implementation then rests with the employer.

The quantum of the package will be increased by the following amounts subject to the above conditions.

* less than 1 year's service	2 weeks pay
* 1 year and less than 2 year's service	4 weeks pay
* 2 years and less than 3 year's service	6 weeks pay
* 3 year's service and over	8 weeks pay

To receive severance payments under the voluntary redundancy arrangements, an employee will be required to sign an undertaking that as a condition of re-obtaining permanent employment in the New South Wales public sector within a period equivalent to the payment, the person will refund to the Government, that portion of the severance payment which applies to the period of re-employment. The Minister of the employing agency may approve.

on a case by case basis, that the repayment be waived in circumstances where the further employment is on a limited part-time basis or re-employment is at a substantially lower rate of pay.

Redeployment

Wherever practicable, redeployment will remain the preferred option for surplus staff. To minimise the loss of expertise, Chief Executive Officers are encouraged to explore alternative employment options within their agencies and elsewhere in the public sector before considering voluntary redundancy or retrenchment. However, redeployment activities will be only available to persons who are genuinely seeking redeployment and will be limited to persons in occupations which are in demand in the public sector and who, therefore, have a reasonable chance of successful redeployment. The Industrial Authority will continue to be available to co-ordinate redeployment between agencies, and will provide advice within 7 days, on the likelihood of redeployment for individuals or groups of employees across public sector agencies.

Retraining

There are a number of ways in which existing staff could be retrained. Organisations may wish to initiate programmes to retrain staff with a view to either further employment or provide skills which are in demand in the broader community. Basic skills in job search, interview and application preparation are essential and should be widely available. I have approved of a special allocation being made to DIRETFE to fund retraining for inner budget sector employees who are excess to current needs. Outer budget agencies will be required to fund DIRETFE for retraining or similar services from their own budgets. Preliminary advice from CEOs on the extent, nature and approximate dates should be forwarded to assist DIRETFE plan these activities.

Retrenchment

As a last resort and not to be implemented without prior notice to my Department, Ministers may, subject to available funding, approve Chief Executive Officers' recommendations for the retrenchment of staff whose positions are excess to requirements, where redeployment is not practicable. The Industrial Authority will continue to provide advice to agencies within 7 days, on whether it is practicable to redeploy excess staff elsewhere in the public sector.

Concessional Taxation

Chief Executive Officers will need to ensure that where voluntary redundancies are envisaged, arrangements are made with the Australian Taxation Office in order to ensure concessional tax treatment of severance payments. This will

require prior approval by the Commissioner of Taxation for the voluntary redundancy to be considered as part of an early retirement scheme. This is intended to ensure that those staff who accept voluntary redundancy attract the concessional rate of taxation, similar to the rate which applies for retrenchment.

In respect of retrenchment, a concessional rate of taxation applies where payments meet prescribed "bona fide redundancy" criteria of the Australian Taxation Office.

Funding

As at present, Treasury funding can be made available for budget sector agencies and selected outer budget sector agencies undertaking redundancies/retrenchments. This funding is on the basis of off-setting savings being built into the forward estimates.

Further Information

Advice on this process will be available from a number of sources, and I have asked that assistance be provided to all Chief Executive Officers as a matter of priority. It is most important that there is adequate liaison between departments, authorities and the central agencies throughout this exercise. There will be an ongoing need for information, announcements and briefings to assist with co-ordination across agencies, and I have asked that my Department take responsibility for this function.

Contacts include:

PEIRA	Rod Morrison	266 8764
DIRETFE	Industrial Relations issues	
	Barry Riley	
	Redeployment issues	266 8129
DIRETFE	Philip Moore	
	Retraining issues	266 8476
Treasury	Bob Sendt	
	Funding issues	228 5182
Premier's Dept	Jane Bridge	
	Personnel policy issues and co-ordination	228 5513