

AUSTRALIAN INDUSTRIAL RELATIONS COMMISSION

Workplace Relations Act 1996
s.170LJ - Agreement with organisations of employees (Division 2)

Transurban Limited

and

Australian Municipal, Administrative, Clerical and Services Union
(AG2005/2454)

wgnetstart_docassoc_0TRANSURBAN CERTIFIED AGREEMENT 2004

Clerical industry

DEPUTY PRESIDENT IVES

MELBOURNE, 9 FEBRUARY 2005

AMENDMENTS TO THE AGREEMENT

Pursuant to s.111(1)(q) of the Workplace Relations Act 1996 (the Act), the following minor typographical defects are corrected in the agreement document as filed:

Clause 4.5.5 Shift Loadings

CERTIFICATION OF AGREEMENT

In accordance with section 170LT of the Workplace Relations Act 1996, the Commission hereby certifies the attached written agreement.

This agreement shall come into force from 4 February 2005 and shall remain in force until 30 June 2007.

BY THE COMMISSION:

DEPUTY PRESIDENT

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TRANSURBAN

CERTIFIED AGREEMENT

2004

PART 1. AGREEMENT ADMINISTRATION

1.1 Title

This Agreement shall be known as the Transurban Certified Agreement 2004.

1.2. Arrangement

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1.3 APPLICATION

This Agreement shall apply to all employees of Transurban Infrastructure Developments Limited who are engaged in the classifications outlined in Clause 4.1 of this Agreement.

wgnetstart_docassoc_21.4 PARTIES BOUND

The parties to this Agreement are:

1.4.1 Transurban Infrastructure Developments Limited;

1.4.2 All employees whether members of the Union or not, engaged in any of the classifications outlined in Clause 4.1 of this Agreement; and the

1.4.3 Australian Services Union

1.5 DATE AND PERIOD OF OPERATION

This Agreement shall operate from the beginning of the first pay period to commence on or after the date of certification and shall remain in force until 30 June 2007.

1.6 RELATIONSHIP TO PARENT AWARD

This Agreement shall be read and interpreted wholly in conjunction with the Clerical and Administrative Employees (Victoria) Award 1999 (as amended from time to time) provided that where there is any inconsistency between this Agreement and the Award, this Agreement shall take precedence to the extent of the inconsistency.

1.7 DEFINITIONS WHICH APPLY IN THIS AGREEMENT.

When you see the word(s):

1.7.1 "Act", it means the Workplace Relations Act 1996 as amended from time to time.

1.7.2 "Agreement", it means this Certified Agreement.

1.7.3 "Award", it means the Clerical and Administrative Employees (Victoria) Award 1999 as amended from time to time.

1.7.4 "Commission ", it means the Australian Industrial Relations Commission.

1.7.5 "Parties" it means the parties prescribed at Clause 1.4 of this Agreement.

1.7.6 "Union " means the Australian Services Union (ASU).

1.7.7 "You ", "Your" and "Employee", it means or refers to all employees bound by this Agreement.

1.7.8 "We", "Us", "Our" or "Company", it means or refers to Transurban Infrastructure Developments Limited.

1.8 NOT A PRECEDENT

This Agreement shall not be used in any manner whatsoever to obtain similar arrangements or benefits in any other plant or enterprise.

1.9 NO EXTRA CLAIMS

1.9.1 It is a term of this Agreement that the parties bound by this Agreement will not pursue any extra claims, Award or over Award, for the duration of this Agreement.

1.9.2 This includes claims relating to changes arising from any Award variations or decisions of the Commission other than changes that are consistent with the terms of this Agreement.

1.10 RENEWAL OF AGREEMENT

1.10.1 The parties to this Agreement shall commence discussions for another agreement no later than three (3) months prior to the expiry of this Agreement, with a view to finalising another replacement agreement before 30 June 2007.

1.10.2 This Agreement will remain in force until such time that it is replaced, varied or terminated in accordance with the Act.

PART 2 CONSULTATION AND COMMUNICATION

2.1 CONSULTATION

2.1.1 We will consult with employees on a regular basis by means of Staff Forums and regularly with the Union.

2.1.2 The purpose of these consultative processes is to discuss matters that affect your work and the Company's performance; We expect that you will use this process as an opportunity to constructively raise matters that will contribute to the benefit of both yourself and the Company.

2.2 AVOIDANCE OF INDUSTRIAL DISPUTES - OPEN DOOR ISSUE RESOLUTION POLICY

2.2.1 To promote a culture of fairness, equity and an acknowledgement of the rights of the individual to be treated with dignity and respect, we encourage the use of an Open Door Policy to manage and resolve any issues of concern that you may have. You shall, if necessary, have access to the General Manager to have your concerns resolved.

2.2.2 You have the right to raise issues of concern with your immediate Supervisor/Manager, confident in the knowledge that you will not be prejudiced in any way in your employment merely because you raised that issue of concern. That right extends as far as being able to raise your concern to the General Manager if necessary.

2.2.3 Your concerns should be referred to your immediate supervisor in the first instance within seven (7) days of the issue being raised. Every effort must be made at that level to resolve the issue in a timely fashion. The supervisor is able to call upon any specialist resource or advisory source within the Company to assist in resolving the issue, and is particularly urged to seek advice from the Manager, Human Resources.

2.2.4 If the concern cannot be resolved at that level, the matter shall be referred promptly to the next level of supervision. Eventually, and if necessary, the unresolved concern should be referred to the General Manager. Each stage in the process should be recorded and, to avoid repetitious action, the record should describe what steps were taken at each stage to resolve the concern. The referral to the General Manager from the Department Manager should make a recommendation as to what action is required of the General Manager who may wish to interview you.

2.2.5 The Supervisor/Manager shall, prior to the commencement of any step of this Policy, inform you that you may request the support of a representative including union representation at all stages of the process. If the issue is unable to be resolved with the assistance of the workplace union representative a union official may be invited to attend if you so desire.

2.2.6 No further referral of the matter within the Company will occur beyond the position of General Manager.

2.2.7 If the matter cannot be resolved at the General Manager level, an agreed independent arbitrator may be appointed to settle the matter by arbitration or the matter may be referred to the Commission. We may meet the reasonable cost of appointing the independent arbitrator. The parties agree that the outcome of any such arbitration will be accepted as a resolution of the matter.

2.2.8 Key elements of the Open Door Policy process include the following:

* You must raise your concern through successive management levels commencing with your own immediate Supervisor or Manager;

- * You will not be prejudiced in any way merely by raising your concern under this process;
- * All concerns will be dealt with sympathetically and promptly. Any delays will be communicated to you to keep you informed; and
- * Access to the General Manager for unresolved concerns is genuine and is an integral part of this Policy.

2.2.9 It is a term of this Agreement that all parties comply with the Open Door Policy.

2.2.10 This Policy applies after the satisfactory completion of the probationary period.

PART 3 YOUR HOURS OF WORK AND OTHER EMPLOYMENT CONDITIONS

3.1 EMPLOYMENT AGREEMENT

3.1.1 An offer of employment shall be confirmed in writing to new employees accompanied by a Confidentiality Undertaking that each employee is required to sign before commencing employment. A signed copy of the documentation is to be retained in the employee's personnel file.

3.1.2 The Transurban Human Resources & Policy Documentation contains Policy Statements including:

- * Equal Employment Opportunity
- * Occupational Health and Safety
- * Appropriate Use of Information Technology

3.1.3 We will provide each new employee with access to the above Policies. Each new employee must acknowledge in writing that they agree to abide by the terms of the Policies. The terms of this Agreement shall override the provisions contained in the Policy Documentation to the extent of any inconsistency.

3.1.4 Your employment status, category of employment, position, classification, workplace location/s and salary is that advised in your offer of employment letter in the case of a new employee or confirmation of employment letter in the case of an existing employee.

3.1.5 In the event of a change to your employment status, category of employment, position, classification, workplace location/s or salary, you will be advised in writing of the terms of the change.

3.2 NON PERMANENT EMPLOYEES

3.2.1 Casual Employee

3.2.1.1 We may employ casual and agency employees to satisfy our employment requirements. The parties understand that casual and agency employees will not be permanent employees of the Company. The Company is committed to the building of a permanent workforce.

3.2.1.2 If you are a casual employee you will be paid at the rate of time and a quarter on the equivalent hourly rate of the appropriate salary level in lieu of leave (other than long service leave) entitlements, public holidays not worked, period of notice on termination and redundancy entitlements.

3.2.1.3 If you are a casual employee your base rate will be no less than the equivalent hourly rate payable to our permanent employees (based on same number of hours). (The same will apply to agency staff).

3.2.1.4 If you are employed on a casual basis, you will be offered a minimum of three (3) hours work for

each engagement.

3.2.1.5 If you are a casual employee you will be compensated for weekend, public holidays and/or shift loadings (as applicable). The weekend and public holiday rates for casual employees will be the same as those that apply to day workers.

3.2.1.6 If you are a casual employee you may be engaged for a period of up to 12 months. Provided that, this period may be extended where such extension is requested by you in writing and we agree.

3.2.1.7 We will inform prospective contractors of the applicable remuneration requirements in this clause. We support effective and harmonious industrial relationships between our contractual partners and the Union.

3.2.2 Fixed-Term Contract Employee

3.2.2.1 If you are a fixed-term contract employee you are not a permanent employee. You are employed by us for a fixed period of time, or event, or on a specific project, as determined by the employment agreement between you and us.

3.2.2.2 You are entitled to all the leave provisions of this Agreement (on a pro-rata basis if appropriate) during the period of your fixed-term contract. You are not entitled to notice on termination or severance pay entitlements at the conclusion of your fixed-term contract period.

3.2.2.3 Individual fixed-term contracts will not be of greater duration than 12 months. From the date of certification any existing employees who have been on contract for greater than 12 months will be offered permanent positions.

3.3 PART-TIME EMPLOYEES

3.3.1 If you are a part-time employee you will be engaged to work on a regular, specified number of hours being:

(a) less than 40 per week - until the first pay period commencing after 1 July 2005; and

(b) less than 38 per week thereafter.

3.3.2 You will be paid for each hour worked at the rate of:

1/2088 of the annual base salary paid to a full time employee - until the first pay period commencing after 1 July 2005; and

1/1983 of the annual base salary paid to a full time employee thereafter.

3.3.3 All other benefits are calculated on a pro-rata basis.

3.3.4 Where you work hours in excess of the specified regular hours you will be paid at the appropriate overtime rate.

3.3.5 We will discuss with you any proposed changes to your shift patterns as appropriate and the ASU will be advised with respect to their members. Your individual requirements will be taken into consideration wherever possible.

3.3.6 For the purposes of implementing the reduction in ordinary hours in 3.3.1 as from July 2005, leave entitlements will continue to be determined by reference to the days or weeks prescribed in the relevant

clause, but accrued entitlements expressed in hours will be adjusted proportionately to the reduction in ordinary hours.

3.4 HOURS OF WORK AND OVERTIME

3.4.1 The Company has a 24 hour by 7 day per week roster operation. Your ordinary hours of work will generally be those stipulated by your Manager and will either be worked Monday to Friday on a weekly basis or according to published shift rosters. Hours of work or shift rosters may be varied following discussion with you and after providing you with at least one (1) week's notice.

3.4.2 Once work area starting and finishing times and shift times are set, they can only be changed if there is a demonstrated need to do so. The ASU will be consulted with respect to their members prior to the change being made.

3.4.3 If you are a full time employee your ordinary hours of work shall be:

(a) 2088 normal hours per annum (inclusive of all categories of leave) resulting in an average of 40 hours per week within a roster period - - until the first pay period commencing after 1 July 2005

(b) 1983 normal hours per annum (inclusive of all categories of leave) resulting in an average of 38 hours per week within a roster period thereafter.

3.4.4 You may be required to work reasonable overtime for operational reasons if so advised by a Supervisor or Manager.

3.4.5 Where you work in excess of the ordinary hours of the normal rostered work cycle, we will pay you at the rate of time and a half of the ordinary hourly rate for the first two (2) hours and double time thereafter on Mondays to Saturdays, double time on Sundays for all hours worked and double time and a half on Public Holidays for all hours worked.

3.4.6 If you and your Manager agree you may take time off in lieu of payment on the basis of one (1) hour off for each excess hour worked aggregated to a total of a minimum of one (1) day to be taken off.

3.4.7 Unless you are a shift worker, your ordinary hours will be rostered between 6.00am and 9.00pm Monday to Friday. Any change in rostered hours will be implemented by mutual consent.

3.4.8 Unless you are a shift worker, hours worked by you on a Saturday will be paid at the rate of time and a half for the first two hours and double time thereafter. All time worked on a Sunday will be paid at double time. (See clause 4.5 for shift workers).

3.4.9 Unless you are a shift worker, all hours worked by you on a Public Holiday will be paid at the rate of double time and a half.

3.4.10 For the purposes of implementing the reduction in ordinary hours in 3.4.3 as from July 2005, leave entitlements will continue to be determined by reference to the days or weeks prescribed in the relevant clause, but accrued entitlements expressed in hours will be adjusted proportionately to the reduction in ordinary hours.

3.5 MEAL BREAKS

Managers or Supervisors shall schedule meal breaks to be taken by all employees. The breaks should be as far as possible standardised but may be varied for emergency or peak operational workload contingencies.

3.6 MEDICAL EXAMINATION

Employees may at the Company's discretion be required to undergo a full medical examination. In such case, an offer of employment is subject to passing the medical examination satisfactorily to ensure that the inherent requirements of the job can be achieved.

3.7 DISCIPLINARY PROCEDURE

3.7.1 Our Human Resources Policies include a policy concerned with employee relations and situations where an employee's work performance is unsatisfactory, where their action breaches reasonable standards of conduct and where the performance or action requires a process for improving employee performance or standards.

3.7.2 Basic principles include a positive approach to performance counselling and discipline as a joint activity that focuses on an expectation of improvement and the development of a strategy for change. Every effort directed towards managing an employee's performance should be founded upon the desire to:-

- * Improve the performance rather than to proceed to disciplinary action;
- * Ensure that all employees are treated fairly, with dignity and with respect;
- * Fully investigate each particular matter and determine the outcome with regard to the particular facts of the matter; and
- * Provide natural justice to the employee by permitting him/her to personally address each and every allegation raised. A union member may invite a union representative to any disciplinary meeting.

3.8 RECRUITMENT AND SELECTION CODE OF PRACTICE

3.8.1 To facilitate the negotiating of collective agreements we will advise prospective Award based employees during the recruitment process:

- * that their conditions of employment will, for the life of this Agreement, be in accordance with a collective agreement negotiated by a single bargaining unit, comprising representatives from the union;
- * that we will allow contact with the union to enable Award based employees to exercise choice to become and remain members of the union.

3.8.2 We will allow a meeting between new employees and the senior delegate of the relevant union during the first month of employment. The union delegate will outline the role of the union in the negotiation process and outline the merits of union membership during this meeting.

3.8.3 As an equal employment opportunity employer, appointment of employees and job selection will be conducted upon fair, non-discriminatory and transparent selection processes.

3.8.4 Positions will, where appropriate, be advertised internally, co-ordinated through our Human Resources section with appointments awarded on merit i.e. based on the best person qualified for the position.

3.9 CODE OF CONDUCT

3.9.1 We are committed to both the consistent and equitable approach to the management of our employees, and to promote and maintain the highest standard of professional conduct and ethical business practices.

3.9.2 To this end, we commit to the development and implementation of a Code of Conduct during the life of this Agreement.

3.10 TERMINATION OF EMPLOYMENT ENTITLEMENTS

3.10.1 Both the Company and you as an employee are required to provide sufficient notice of termination of employment.. Fixed-term contracts or casual engagements expire according to their terms. Summary dismissal is termination of employment without notice for conduct, which justifies summary dismissal

3.10.2 The following notice periods apply to termination of employment initiated by both you or us, or as specified where circumstances differ.

REASON FOR TERMINATION	NOTICE PERIODS	
Resignation:		
All other employees	<1 year continuous service	Two weeks
	>1 year < 3 years	Two weeks
	>3 years < 5 years	Three weeks
	> 5 years	Four weeks
Notice periods are increased by one (1) week if the employee is over 45 years of age and has completed two (2) years continuous service.	We may make payments in lieu of requiring you to work out the notice	You may forfeit pay in lieu of notice unless waived by us.

3.10.3 At your request, we will conduct an exit interview with you regarding the finalisation of your employment with us.

3.11 REDUNDANCY ENTITLEMENTS

3.11.1 This clause will apply to employees, other than those employed on a casual or fixed term basis.

3.11.2 Should Transurban make a decision that a position is no longer required, the provisions of clause 14 of the Award will apply.

3.11.3 In the event of redundancy, we will notify the Union once the decision is made, if members are affected, and the parties shall hold discussions.

3.11.4 Discussions shall take place between us, the employees and the Union as soon as is practicable after our decision to make the position redundant. Reasons for the proposed termination, measures to avoid or minimise the termination and measures to mitigate any adverse effect of any termination on an employee concerned will be discussed. We shall provide in writing to the employee concerned and the Union, all relevant information about the proposed termination including the reasons for the proposed termination, the number and categories of employees likely to be affected, the number of workers normally employed and the period over which the terminations are likely to be carried.

3.11.5 We will endeavour to identify an alternative suitable position for an employee whose position has been made redundant.

3.11.6 In the event that we are, or are likely to be faced with employee terminations through redundancy, severance payments will be in accordance with the following Termination Change and Redundancy Test Case decision of the Commission.

Length of Service	Severance Pay
Less than 1 Year	Nil
More than 1 year but less than 2 years	4 weeks' pay
More than 2 years but less than 3 years	6 weeks' pay
More than 3 but less than 4 years	7 weeks' pay
More than 4 years but less than 5 years	8 weeks' pay
More than 5 years but less than 6 years	10 weeks' pay
More than 6 years but less than 7 years	11 weeks' pay
More than 7 years but less than 8 years	13 weeks' pay
More than 8 years but less than 9 years	14 weeks' pay
More than 9 years but less than 10 years	16 weeks' pay
More than ten years	12 weeks' pay
"Week's pay" means the ordinary time rate of pay for the employee concerned.	

3.11.2 An employee whose employment is terminated due to redundancy shall be entitled to a period of notice of four (4) weeks.

3.11.3 Provided that, if an employee is over 45 years old and has completed two (2) years of continuous service with us, the period of notice will be increased to five (5) weeks.

3.11.4 The provisions of this clause will not apply where, as a result of corporate restructuring, employees are transferred to corresponding positions in another entity within the Transurban Group and retain their entitlements and continuity of employment.

3.11.5 Notwithstanding the above provisions, in the event that a redundancy situation occurs during the life of this agreement, the parties agree that an alternative redundancy package may be negotiated.

PART 4 YOUR CLASSIFICATION AND REMUNERATION ENTITLEMENTS

4.1 CLASSIFICATION STRUCTURE

4.1.1 The classification structure to which your position with us aligns is set out in the attached Classification Criteria at Schedule 1.

4.1.2 The parties agree that, within the first three months of this Agreement, a joint working party will be established to review the classification criteria.

4.2 SALARIES

The minimum salary levels are as prescribed below:

	First pay period on or after 1 July 2004	First pay period on or after 1 July 2005 4%	First pay period on or after 1 July 2006 3%
Level 1	\$32,920	\$34,236	\$35,606
Level 2	\$35,417	\$36,834	\$38,307
Level 3	\$37,119	\$38,604	\$40,148
Level 4	\$39,163	\$40,730	\$42,359

4.3 SALARY INCREASES

4.3.1 The salary rates in the table above will apply from the respective dates appearing in the heading of each column.

4.3.3 The salary increases in this clause apply to the classification structure minimums prescribed at clause 4.2 of this Agreement

4.3.4 The Company is committed to the application of performance based salary increases, allowing you to earn above the minimum rates prescribed at clause 4.2 of this Agreement. A performance review will be completed in July of each year. Any salary increases arising from a performance review will be confirmed in writing and are at the complete discretion of the Company.

4.4 PAYMENT OF SALARIES

4.4.1 Payment of salaries will be made by us to you by means of electronic funds transfer into a nominated bank account on a monthly basis if you are a permanent or fixed-term contract employee and fortnightly if you are a casual employee.

4.4.2 If you work an average of standard working hours in a work cycle, your salary will be paid according to a monthly average of ordinary hours worked, even though more or less than the standard working hours may be worked in any particular month of If the work cycle.

4.4.3 We have incorporated into your salary, compensation for the following:

4.4.3.1 Base salary

4.4.3.2 Annual Leave Loading

4.5 SHIFT LOADINGS

4.5.1 The need for shift work is part of our contractual obligations and the need to change current shift rosters may arise from time to time to cater for a range of reasons, including changed methods of working, emergency conditions etc. We will determine the best method of working, including both day work and shifts and shift start and finish times and rosters to suit operational requirements. Should the need to change shift rosters arise, we will discuss proposed changes to shift patterns and your requirements will be taken into consideration wherever possible.

4.5.2 "Afternoon shift" means any shift finishing after 7.00 p.m. and at or before midnight.

4.5.3 "Night shift" means any shift finishing subsequent to midnight, and at or before 6.00 a.m.

4.5.4 If you work afternoon or night shift, you will be paid a shift loading of 15% for the whole period of the shift.

4.5.5 If you work permanent night shift, you will be paid a shift loading of 30% for the whole period of the shift.

4.5.6 If you are rostered to work on Saturdays, Sundays or public holidays, we will pay you a loading of:

50% for work on a Saturday

100% for work on a Sunday

150% for work on a Public Holiday.

4.5.7 The loading prescribed at subclause 4.5.6 is in substitution for, and not in addition to, the shift loadings in this clause.

4.5.8 You will be entitled to a meal break on each shift before the expiration of five (5) hours. We will pay you for 20 minutes of this meal break.

4.5.9 If a new roster is introduced or your current roster requires change, your Department Manager will consider any changes required to your remuneration.

4.5.10 We will give no less than one (1) weeks notice of any change to your shift roster unless you and your Manager otherwise agree.

4.5.11 Notwithstanding the other provisions of this clause, the rate of at which leave, other than annual leave, is to be paid will be the ordinary rate without the loading.

4.6 HIGHER DUTIES

4.6.1 Where you act in and perform the majority of duties of a position at a level higher than your substantive appointed position, we will pay you at the higher minimum level salary for all time so worked.

4.6.2 Provided that this entitlement will not apply where the higher level work is undertaken for a period of less than two (2) weeks.

4.6.3 Where you perform the higher level duties of another position for a continuous period of 12 months or more, we will (except where relieving another employee who is on approved leave) permanently appoint you to the higher level position and confirm this in writing with you.

4.7 EMPLOYEE SHARE OWNERSHIP PLAN

We are committed to investigating and if possible implementing during the life of this Agreement an Employee Share Ownership Plan to our employees.

PART 5 - YOUR LEAVE ENTITLEMENTS

5.1 OUR RESPONSIBILITY TO MANAGE YOUR LEAVE ENTITLEMENTS

5.1.1 Annual Leave will be rostered around the business and employees' requirements. If you are genuinely ill or injured, maximum personal (sick) leave amounts may be exceeded at Senior Management discretion. On the other hand, Managers may require medical certificates for every absence that you are on sick leave where excessive or pattern absenteeism has been observed.

5.1.2 To take leave, you must seek approval from your immediate Manager or Supervisor. All leave applications are to be forwarded to Payroll for salary adjustments (if applicable) and for recording on your personnel records.

5.1.3 Any absence from the workplace during a period when you are scheduled or rostered to be at work must be covered by an approved leave application. Any other absence will be treated as unauthorised leave, and (unless specifically agreed otherwise with the Manager), is unpaid leave.

5.1.4 A Manager/ Supervisor should make a determination with regard to a leave application in a timely manner. Normally, your application should not require longer than two (2) weeks to process.

5.2 ANNUAL LEAVE

5.2.1 If you are a full time employee on day work, you will accrue four (4) weeks annual leave based on the average hours per week of your rostered work pattern. While the ordinary hours average 40 hours per week within a work cycle, you will accrue leave at the rate of 160 hours per year. When the ordinary hours reduce to 38 per week, you will accrue leave at the rate of 152 hours per year.

5.2.2 If you are a full time employee on continuous shift work, ie where you are rostered to work regularly on Sundays and public holidays, you will accrue five (5) weeks annual leave for each year of continuous service. While the ordinary hours average 40 hours per week within a work cycle, you will accrue leave at the rate of 200 hours per year. When the ordinary hours reduce to 38 per week, you will accrue leave at the rate of 190 hours per year. The additional week is in recognition of the requirement to work shift work and because of a requirement to work on some public holidays in accordance with the roster.

5.2.3 If you are a full time employee and work part of the year as a seven (7) day shift worker, you will accrue a further half day for each month so worked in addition to that prescribed at clause 5.2.1 of this Agreement.

5.2.4 If you are a part time employee you will accrue a proportionate amount on a pro rata basis.

5.2.5 Unless you are a casual employee, we will pay you annual leave loading of 17.5%. This has been included in the calculation of your total salary remuneration package.

5.2.6 The parties acknowledge that service levels provided by us to our customers must be maintained throughout the year. To cater for this requirement, annual leave periods are to be rostered. Every effort will be made to meet your personal requirement for leave periods of first preference, but we must reserve the right to refuse a leave application in meeting the operational requirements of the business.

5.2.7 You will be required to take your leave annually. However, approval may be given to accrue up to a maximum of eight (8) weeks annual leave credits before having to take your total accrued leave. The total accrued leave must be taken within six (6) months of the two (2) year accrual date. You may be directed to take the outstanding leave at a time suitable to our operational requirements.

5.2.8 You may request to have your annual leave paid in advance subject to approval by the Manager Human Resources. (Approval will not be unreasonably withheld). Such requests must be made in writing. Approved advance payments for annual leave will be paid into your nominated bank account no earlier than 1 week prior to the scheduled absence. Upon returning to work, you will resume normal scheduled payments.

5.3 PERSONAL LEAVE

5.3.1 If you are a full time employee, you are eligible to receive 10 days paid Personal Leave because of:

5.3.1.1 genuine personal illness or injury; or (sick leave)

5.3.1.2 the need to care for your immediate family or household member who is sick and requires your care and support (carer's leave)

5.3.2 "Immediate family" includes:

5.3.2.1 your spouse (legally married, defacto or same sex) including a former spouse,; and

5.3.2.2 your child or adult child (including an adopted child, stepchild or an ex-nuptial child), parent, grandparent, grandchild or sibling of you or your spouse.

5.3.3 Personal Leave up to a maximum often (10) days per annum of continuous service on a cumulative basis will be available to you to be taken in the following circumstances:

5.3.3.1 Sick Leave

- (i) You are entitled to up to ten (10) days per annum cumulative, plus of your available balance from previous years.
- (ii) In order to meet job requirements, Department Managers will establish the minimum period prior to the scheduled commencing time where you report a sick leave absence from work. In most circumstances this will be within one (1) hour of your normal start time. You must inform us of the nature of the illness or injury if known, and the expected duration of the absence. At the Manager's discretion, applications for any paid sick leave may require a supporting certificate from a registered practitioner or by a statutory declaration.
- (iii) If you are receiving workers compensation payments you are not entitled to sick leave.
- (iv) If you are a part-time employee you will accrue a proportionate amount on a pro-rata basis. If you are a casual employee you receive a salary loading in lieu of sick leave.
- (v) If you are a part time employee you will receive a pro rata accrual proportionate to your hours of employment.
- (vi) At Christmas, where you have taken less than seven (7) Personal Leave days (56 hours) in the preceding 12 months, we will add an additional one (1) day (8 hours) of annual leave to your annual leave balance. This will apply on a pro rata basis for part-time employees.

For the purposes of the application of this provision after July 2005, 56 hours shall be 53 hours 12 minutes and 8 hours shall be 7 hours 36 minutes.

5.3.3.2 Carer's Leave

- (i) You are entitled to up to five (5) days in any one-year, out of Personal Leave entitlement.
- (ii) You are eligible to use up to five (5) days of your Personal Leave in any one (1) year to care for members of your immediate family or household who are sick and require your care and support, subject to you being responsible for their care and support. In normal circumstances, you are not entitled to take carer's leave where another person has taken leave to care for the same person.
- (iii) You may be required to provide us with a medical certificate at our request. If requested, this certificate is to be provided within 24 hours of returning to work or within 48 hours of starting the leave, whichever is the sooner. The certificate is to include the name of the person requiring care and support, the illness of the person concerned and is to certify that the illness is such as to require care by another.

5.3.3.3 Bereavement Leave

You are entitled to up to three (3) days bereavement leave without loss of pay upon the death of an immediate family member or household member in Victoria. Supporting evidence may be required at the Manager's discretion.

5.3.3.4 Flexible Approach to Working Hours

An employee may elect, with the consent of the employer, to work "make up time" under which the employee takes time off during ordinary hours, and works those hours at a later time, during the spread of ordinary hours provided in this Agreement. The principles around which this will operate will be published in the Human Resources Policies.

5.4 DEFENCE FORCES RESERVE LEAVE

We support employee involvement in the Defence Forces Reserve Scheme. Attendance at the annual activity will be on an approved leave basis and permanent staff will be eligible for make-up pay once the amount paid by the Defence Forces is made known. Employees are required to notify their immediate Supervisor as soon as the dates of the annual activity are known.

5.5 JURY SERVICE

If you are summoned for Jury Duty you will be able to attend on a without-loss-of-pay basis. We will pay the balance of your normal salary over any fees paid by the Court. Leave of absence will be granted for permanent full-time and part-time employees for the duration of the Jury Service.

5.6 STUDY LEAVE

If you are a permanent employee you may seek study leave to attend examinations for a course of study that is beneficial for both you and the Company. Applications are to be made to the Departmental Manager and are subject to approval by the Human Resources Manager and General Manager.

5.7 PUBLIC HOLIDAYS

5.7.1 We will observe all Public Holidays appointed or gazetted to apply in the State of Victoria. This clause does not apply if you are a casual employee in respect to such days not worked.

5.7.2 If you are a day worker and Christmas Day falls on a Saturday or Sunday, 27 December will be observed as a holiday instead. If Boxing Day falls on a Saturday or Sunday, 28 December will be observed as a holiday instead. If New Year's Day falls on a Saturday or Sunday, the next Monday will be observed as a holiday instead.

5.7.3 If you are a shift worker and your ordinary rostered working period includes a Public Holiday as an ordinary working day, we will pay you for time worked on the holiday at the rate of time and a half for such ordinary time.

5.7.4 We will pay you at double time and a half rate if you work on a Public Holiday, provided you are not a shift worker.

5.7.5 You may agree with your Manager to substitute another day for any of the appointed or gazetted Public Holidays provided that you are not a shift worker. The appointed or gazetted Public holiday will become and be paid as a normal working day by the agreement of the majority of affected employees.

5.8 LONG SERVICE LEAVE

5.8.1 You will be eligible for Long Service Leave in accordance with the Long Service Leave Act 1992 (Vic). You will accrue 13 weeks for 15 years of continuous service with us.

5.8.2 Further, we will grant you leave, equivalent to your pro-rata entitlement of long service leave after ten (10) years continuous service with us. Request for such leave must be made by you in writing.

5.8.3 To maintain service levels to customers, as much prior notice as possible, but in any case not less

than one (1) month, will be required for approval of long service leave pursuant to this clause.

5.9 PARENTAL LEAVE

5.9.1 If you are a permanent employee we will grant you six (6) weeks paid maternity leave where you are pregnant and eligible for maternity leave pursuant to the provisions of the Award.

5.9.2 If you are a permanent employee we will grant you one (1) week paid paternity leave where you are eligible for paternity leave pursuant to the provisions of the Award

5.9.3 Paid leave granted in accordance with 5.9.1 and 5.9.2 shall be taken concurrently with any periods of unpaid parental leave granted pursuant to the Award.

5.9.4 Casual employees are entitled to unpaid parental leave subject to the eligibility criteria in the Award.

PART 6. SKILL ACQUISITION AND PERSONAL DEVELOPMENT

6.1 MUTUAL OBLIGATIONS TO TRAINING

6.1.1 Training is an important and integral part of our ongoing relationship with you.

6.1.2 We will provide the training necessary to ensure you have all the skills and competencies needed to perform work at your classified level.

6.1.3 You may be required to undertake training to enhance and broaden your work skills consistent with your employment classification.

6.1.4 You may be required to teach your work skills and procedures to other employees as and when required.

PART 7 INDUSTRIAL COMMITMENTS

7.1 COLLECTIVE BARGAINING

The parties are committed to ensuring that this Agreement is the core document reflecting employment conditions at Transurban for employees engaged in the classifications described in subclause 4.1. It is the outcome of collective bargaining between the Company and the Union and seeks to protect the interests of current and prospective employees. In line with this commitment, Transurban will not offer Individual Employee Agreements, including Australian Workplace Agreements made pursuant to the Act, to any employee engaged under this Agreement while this Certified Agreement remains in force.

7.2 UNION RECOGNITION

The Company recognises the Australian Services Union as a union with industrial and representational coverage of the employees covered by this Agreement and as a union with which it shall deal on industrial and employment matters in respect to their members, this Agreement and the Award.

7.3 EMPLOYEE REPRESENTATION

7.3.1 To facilitate the effective operation of the consultation and disputes avoidance procedures contained in this Agreement (Part 2), the Union will ensure employees who are members of the Union are:

* supported by elected workplace delegates who will be properly accredited; and

* represented by workplace delegates and members from different areas of the Company on a Union Organising & Communications Committee.

7.3.2 The Company will recognise the workplace delegates elected by employees and notified to the Company by the relevant Branch Official of the Union. This recognition is supported by:

* A belief that well trained, active workplace Union delegates have an important part to play in the implementation of this Agreement, in assisting both individual employees and groups of staff in meeting the objectives of this Agreement and in resolving or avoiding any dispute or difficulty in the operation of the Agreement;

* A willingness to allow workplace delegates the opportunity to meet as a group to monitor the issues associated with this Agreement and to discuss current industrial workplace issues that impact on the relationship between the Company and its employees; and

* A willingness to allow workplace delegates to meet confidentially with any employee covered by this Agreement who wishes to raise an issue with the delegate about individual employment matters.

7.3.3 An employee who carries out the functions of workplace delegate will be conscious and mindful of the operational implications of the time involved. Prior consent to any meeting or other union activity, which takes place during working hours, will be obtained from the Company. Employees who carry out the functions of workplace delegate will not suffer loss of pay for activities outlined in this clause, provided that the Company has given permission for the activities to be conducted during working hours. Further, as part of carrying out these functions, workplace delegates will adhere to the Avoidance of Industrial Disputes Clause in this Agreement.

7.4 TRAINING & SKILLS DEVELOPMENT OF WORKPLACE REPRESENTATIVES

7.4.1 Suitable training and skills development of workplace employee representatives and Union delegates will be provided by the Union recognising their responsibility for a range of functions to support this Agreement's operation.

7.4.2 Where employee representatives may require such training and/or skills enhancement (eg. in areas of OH&S, employee relations, workplace delegates training etc.), the Union will provide appropriately accredited TUTA (Trade Union Training Australia) training to meet this need up to a maximum of five (5) days per year per delegate at a time mutually convenient.

7.5 RIGHT OF ENTRY

A properly accredited union official shall have rights of access and entry to the premises, subject to the provisions below, for the purposes of:

- * Meeting with workplace delegates;
- * Meeting with union members;
- * Meeting with relevant management team members on matters associated with this Agreement or current industrial work-place issues;
- * Other agreed purposes.

This access shall be subject to:

- * Normal security procedures for visitors to the premises;
- * Suitable notification to the relevant management team representatives and Manager, Human Resources;
- * Such visits not disrupting the operation of the business;

* Meetings with members being conducted during breaks or in their own time, unless otherwise agreed by the Company;

* Employees will not suffer loss of pay for activities outlined in the clause if the Company has been provided with sufficient notice (in most cases 24 hours) and permission has been granted by the Company for such activities to take place during working hours.

7.6 AVOIDANCE OF DISPUTES & INDUSTRIAL ACTION

Employees to whom this agreement applies will be encouraged by the parties to participate in the consultative process by following the procedures set out in the Avoidance of Disputes Clause of this Agreement and thereby refrain from industrial action.

PART 8. SIGNATORY PAGE

SIGNED FOR AND ON BEHALF of
TRANSURBAN INFRASTRUCTURE
DEVELOPMENTS LIMITED

Name:

Position:

Dated: //

in the presence of:

Name:

Dated: //

SIGNED FOR AND ON BEHALF of
AUSTRALIAN SERVICES UNION

Name:

Position:

Dated: //

in the presence of:

Name:

Dated:

SCHEDULE 1

**TRANSURBAN EMPLOYEE
CLASSIFICATION CRITERIA**

CE Level 1

* Descriptor

Positions graded at this level will possess the following characteristics:

At this level positions may develop and change to reflect the experience and competence of individual employees. Relevant knowledge and job skills will come from instruction on the job and experience.

Much of the work will be routine in nature, performed according to established procedures requiring some initiative and problem solving.

It will require self management of a work load that is mostly constant and predictable. The skills necessary for effective performance and the options available to resolve issues can be learnt on the job. Any issues outside the regular work format would be referred to a supervisor, or more senior operator, for resolution.

The work performed may have limited interaction or influence outside the immediate sphere of these regular work activities. Communications with other team members and job related work units would follow established guidelines. Typically these activities will have a strong internal or external customer service focus. The degree of supervision would depend upon the job holder's experience and would depend upon the achievement of work standards and routines. The job holder will be required to comply with Company policies and procedures.

* Characteristics

Knowledge and Experience	Environment
<ul style="list-style-type: none"> * Ability to learn and follow instructions. * Basic knowledge of office procedures * Effective communication skills * Customer focussed 	<ul style="list-style-type: none"> * Regularly directed or supervised. * May work closely with an experienced and qualified operator. * Will have an internal/external customer focus.
Responsibilities	Key Outcomes
<ul style="list-style-type: none"> * Comply with Company policies and procedures. * Administration * Provision of Customer Service * Data Entry and Processing 	<ul style="list-style-type: none"> * Achievement of objectives and learning goals. * Positive interaction with fellow workers. * Proactive to the needs and expectations of customers. * Compliance with Company policies and procedures. * A 'can do' attitude. * Demonstrated behaviours that positively reflect the values and vision of the Company.

* Indicative Roles/knowledge Criteria

- * Administrative based roles
- * Image Processing roles
- * Customer Service Officer roles (Entry Level) For CSO roles it is expected an employee will gain sufficient knowledge and skills to progress to the next level over a period of six months, in some circumstances an extension of time may be required should an employee not be deemed ready for a level 2 classification.
- * Clarify and CTCS basic working ability
- * Data entry skills
- * Knowledge of LPN's and State Registration System
- * Awareness of Company privacy requirements
- * Understanding of Customer Terms and Conditions
- * Written communication skills
- * Customer service skills and ability
- * Knowledge of and compliance with the Melbourne CityLink Act
- * Administration skills including, sorting, indexing and filing of application forms or other customer records
- * Able to assist in stock takes and inventory records

- * Basic understanding of products and processes
- * PC skills- Microsoft windows

CE Level 2

* Descriptor

Positions graded at this level will possess the following characteristics:

At this level positions will develop and change to reflect the experience and competence of individual employees. Initially, work will be performed under close direction using established practices and procedures, however, the job holder is expected to be able to work under general guidance or supervision after a short time. The degree of supervision would depend upon the job holder's experience and upon the successful achievement of work standards and routines. Relevant knowledge and job skills will come from instruction on the job and previous experience. Much of the work will be routine in nature, performed according to established procedures requiring some initiative and problem solving.

The position requires self management of a work load that is fairly constant and predictable. The skills necessary for effective performance and the options available to resolve issues can be learnt on the job. Any issues outside of the regular work format would be referred to a Supervisor, or more senior operator, for resolution.

The work performed may have some interaction or influence outside of the immediate sphere of these regular work activities. Communications with other team members and job related work units would follow established guidelines. Typically these activities may have an internal or external customer service focus and therefore may have some limited impact on the achievement of operational budgets rather than have accountability for such budgets. The job holder would need to demonstrate good interpersonal skills in relating to both internal and external customers.

There is an expectation that tasks will be managed efficiently and improvements recommended, but there is no expectation that such recommendations will influence other operations outside the job holder's immediate responsibilities. The job holder will be required to comply with Company policies and procedures.

* Characteristics

Knowledge and Experience	Environment
<ul style="list-style-type: none"> * Ability to perform routine clerical and administrative practices and procedures. * Effective interpersonal/ communication skills. * Understanding the Company's structures/service functions and Corporate Mission Statement. * Experience in a customer service environment * Customer Focussed 	<ul style="list-style-type: none"> * Ready access to advice or support. * Work under general guidance or supervision. * Work outcomes are monitored. * Some interaction or influence outside of immediate sphere. * Will have an internal/external customer focus. * May have some limited impact on achievements of the operational budget.

Responsibilities	Key Outcomes
<ul style="list-style-type: none"> * Initiative and problem solving abilities * Self management of workload. * Accountable for own work in accordance with established guidelines and procedures. * Provision of Customer Service 	<ul style="list-style-type: none"> * The provision of timely, accurate and relevant customer service and administrative support. * Positive interaction within team and external environment. * Proactive to the needs and expectations of

* Associated administrative tasks

customers

* Compliance with Policies and procedures.

* A 'can do' attitude.

* Demonstrated behaviours that positively reflect the values and vision of the Company.

* Indicative Roles/Knowledge Criteria

* Customer Service Officer Roles, fully functional and capable of servicing customers in any environment.

* Adjudicator Roles

* Includes knowledge criteria identified for CE Level 1

* Competent across all CTCS and Clarify functions

* Sound knowledge of Terms and Conditions

* Able to resolve customer enquiries

* Able to resolve cases referred from elsewhere e.g. call centre

* Able to create cases for resolution and referral

* Accountable for financial balancing - cash handling

* Sound customer service skills

* Able to apply discretion levels to assist customers

* Willingness and ability to "Buddy" new staff

* Product & Process knowledge - Intermediate

* PC Knowledge — Intermediate

CE Level 3

* Descriptor

Positions graded at this level will possess the following characteristics.

The necessary knowledge and skills would normally be acquired through extensive work experience[^] perhaps gained from experience in other companies or from various areas within the Company, and a standard achieved to be able to perform specialised or non-routine tasks or features of work. Duties may require post secondary studies in addition to this experience. The job holder will self manage defined job operations within established policies but may need to problem solve and select the appropriate process to achieve defined outcomes according to general guidelines. Complex or new problems may be referred to more senior personnel.

The job holder may be required to provide assistance and/or general guidance to employees at CE Level 1 & 2 classification, and would be able to train such employees by means of personal instruction and demonstration.

The position at this level would normally have some defined accountabilities for, expenditure budgets and/or high internal service/advice components. The position may require the holder to perform in a Supervisory role from time to time.

Performance would be monitored and the Supervisor would work closely with the job holder to enhance achievement of the budget and monitor any over runs. In addition, there may be a requirement to commit resources or negotiate within defined limits or according to established budgets. However, these authorities would be closely monitored.

There is an expectation that the job will be managed efficiently and suggestions made to improve outcomes through enhanced work practices and inter-unit processes. However there is no direct or

implied authority over staff outside of the position's immediate reporting lines on a regular basis.

The position would normally impact its immediate work section. However, knowledge of other section's operational issues and work practices will ensure a smooth work flow and achievement of deadlines. It may be necessary to work in close co-operation with staff from other sections/functional areas and gain their co-operation to meet job requirements. This will require the management of defined working relationships both internally within the job holder's immediate section and with the employees of other functional areas.

These positions normally require minimum supervision and daily performance feedback would be on an 'exceptions' basis. The job holder is expected to work under broad direction. These positions may be highly technical in functions that require specialised training and/or organisational knowledge.

Accordingly, the job holder may need to influence and interact across functional areas (and locations) to gain cooperation for activities in their area of expertise.

Employees in a position at this level may be a major source of advice for an operational support service or considered the main source of information in their area of expertise. The job holder may provide clarification and interpretation of information but would not normally be expected to make suggestions outside their specific area of expertise. This information would normally be provided to their direct supervisor who would interpret and pass on the information as required. The job holder will be required to comply with Company policies and procedures.

* Characteristics

Knowledge and Experience	Environment
<ul style="list-style-type: none"> * Sound knowledge of clerical and administrative practices and procedures gained through experience, training or education. * Ability to problem solve. * Effective interpersonal and communication skills. * Sound knowledge of the Company's structures/service functions and the Company Corporate Mission Statement. * Experience in a customer service environment * Customer Focused 	<ul style="list-style-type: none"> * Limited direction. * Work within broad directions and guidelines and exercise a degree of autonomy in the discharge of duties. * Will have an internal/external customer focus. * May be required to work closely with other areas of the business. * Self manage defined job operation. * Will have some impact on the achievement of the operational budget.
Responsibilities	Key Outcomes
<ul style="list-style-type: none"> * May undertake more complex projects and roles. * Be customer focused * Exercise initiative and judgment where procedures are not clearly defined. * Problem solve. * Exercise administration responsibility for a defined unit of operation. * Provide assistance and/or guidance to other employees as well as train staff at lower classification levels. * Identification of specific or desired performance improvement of work procedures. * Exercise and maintain effective and cooperative working relationships both within and external to the work environment. 	<ul style="list-style-type: none"> * The provision of timely, accurate and relevant support. * Improved business processes and procedures. * Proactive to the needs and expectations of customers * Positive interaction and co-operation within team and external environment. * Compliance with Policies and Procedures. * A 'can do' attitude. * Demonstrated behaviours that positively affect the value and vision of the Company.

* Indicative Roles/Knowledge Criteria

- * Subject matter experts (Systems, Processes or Products)
- * Document Control Roles
- * Ongoing Training Roles

- * Includes knowledge criteria identified for CE 1 & 2
- * Responsible for and ability to design and implement new or revised processes
- * Responsible for the management of information used by the team (e.g. document controllers)
- * Training/coaching responsibilities
- * Application of higher discretion levels
- * CTCS and Clarify knowledge- Advanced
- * Management of difficult customer issues — Confrontation Management
- * Co-ordinating Projects within the team (or a number of teams)
- * Management of large Accounts / Customers
- * Mentoring of other employees
- * Responsible for the Financial Balancing of a team or shift
- * Responsible for the productivity and output of a team or shift

CE Level 4

* Descriptor

Positions graded at this level will possess the following characteristics.

The job holder would normally be required to have highly developed levels of expertise in a specific discipline. This may involve the completion of tertiary studies supplemented by substantial work experience within the area of specialisation.

Typically there may be a need to influence and interact across functional areas and locations to gain co-operation for activities in the area of expertise which will enhance the overall activities of the organisation.

The job holder may be required to provide assistance and/or general guidance to employees at CE Level 1, 2 and 3 classification, and would be able to train such employees by means of personal instruction and demonstration.

The position at this level would normally have some defined accountabilities for, expenditure budgets and/or high internal service/advice components. The position may require the job holder to perform in a Supervisory role.

There would generally be a high level of personal responsibility for a part of the section's operational activities. There may be a need to commit resources or to negotiate within or according to defined limits or according to established budgets. Positions at this level will have defined levels of accountability and/or performance standards. Performance will be assessed in accordance with these standards.

It is expected that the job will be managed efficiently and improvements made to productivity and work patterns. This may require the job holder to work with staff in other functional areas and locations to improve outcomes through enhanced work practices and inter-sectional processes.

There will generally be a need to problem solve and provide advice according to an established body of theory and practical experience. The job holder will work to established guidelines under broad direction and refer any complex or new problems to more senior personnel. They may also be expected to develop

guidelines under supervision. The position holder would be considered the main source of information in their area of expertise and may be recognised for their interaction with other areas and understanding of their operational issues. Information would be sought for input into relevant decision making and budgeting. The job holder may provide clarification and interpretation of information but would not generally be expected to recommend outside of their specific area of expertise. This information would normally be provided to the Supervisor/Manager who would interpret and pass on the information as required.

Where the position holder is highly specialised and 'one of a kind' they may be required to provide advice and counsel, used to support chosen courses of action. The job holder will be required to comply with Company policies and procedures.

* Characteristics

Knowledge and Expertise	Environment
<ul style="list-style-type: none"> * Highly developed level of discipline knowledge gained through experience training and education. * Experience in a customer service environment * Ability to problem solve and provide advice. * Effective interpersonal and communication skills with the ability to express and present information in an effective manner. * In depth knowledge of the Company's structures/service functions and the Corporate Mission Statement * Customer focussed 	<ul style="list-style-type: none"> * Significant delegated authorities defined by practices, policies, procedures, regulations and Company operating instructions. * Internal/external customer focus. * Input to relevant decision making and budgeting. * Autonomy in determining methodology and responsibility for outcomes within parameters. * Work under broad direction and guidelines. * Will impact on the achievement of the operational budget * Interaction or influence outside of immediate sphere
Responsibilities	Key Outcomes
<ul style="list-style-type: none"> * Take responsibility for solving problems. * Demonstrate willingness and ability to initiate ideas and solutions. * Influence and interact across business to gain co-operation for activities in their area of expertise as required. * Provide advice on policy matters and contribute to its development. * Exhibit high levels of expertise in specialised areas as required. * Provide advice and counsel as required. * Comply with Company policies and procedures. 	<ul style="list-style-type: none"> * Effective problem solving. * Delivery of timely and accurate information. * Proactive to the needs and expectations of customers * Effective communication skills both orally and written. * Positive interaction and co-operation within teams and external environment. * Co-operative persistence to overcome objectives. * Effective utilisation of resources. * Improved business processes and procedures. * Compliance with policies and procedures. * A 'can do' attitude. * Demonstrated behaviours which positively reflect the values and vision of the Company.

* Indicative Roles/Knowledge Criteria

- * Management of Key Accounts / customers - advanced
- * Learning & Development and Coaching roles
- * Subject matter experts (Systems, Processes or Products)
- * Co-ordinating Projects that may have implications across the business
- * Includes knowledge criteria identified for CE 1, 2 & 3

- * Supervisory skills (when required)
- * Product & Process - Advanced knowledge and ability to recommend changes
- * CTCS & Clarify Reporting and implementation of required workarounds
- * Designing and implementing new or revised processes
- * Managing team development initiatives
- * Managing the application of discretion levels by team members
- * CTCS and Clarify knowledge-Advanced
- * Managing difficult customer issues — Confrontation Management
- * Mentoring and coaching of other employees
- * Responsible for the Financial Balancing of a team or shift
- * Responsible for the productivity & output of a team or shift

CE Level 5

* Descriptor

Positions graded at this level will possess the following characteristics.

Responsibilities at this level would normally require the job holder to have supervisory or professional expertise which has been gained through related formal studies or significant business or customer service experience in their designated area of expertise. Typically those supervisors in this category whose positions have an operational/theoretical base defined through tertiary study, may hold formal qualifications and relevant professional endorsements.

The focus of these positions would be the planning, organising, directing and controlling of a major portion of the business. The day to day activities would be those related to the leadership, coaching, development and motivation of a large complex workforce. Typically these positions would have other supervisory and operational roles reporting to them. Positions at this level would involve significant planning and creative problem solving with a significant proportion of these issues requiring the job holder to 'break new ground' in customer service initiatives.

Operational positions at this level would be the senior leadership role of a team of highly skilled operators. The role would be the principle source of advice to executive management in the development of strategies, policies and procedures, often across sections. Projects could be managed by members of the section with the ultimate responsibility resting with these positions.

These positions would have a broad impact on the organisation in terms of inter unit influence. Job holders would typically be regarded as leaders by staff external to their immediate work unit. Job holders would have a broad understanding of all functions, products, requirements and expectations of customers.

The responsibilities of this position will typically involve leadership and motivation of their own staff and possibly staff in other business units to achieve goals. They will be involved in leading change and the adaptation and implementation of policy and procedure. The role will involve conflict resolution and complex problem solving where there is a need to creatively assess information and situations.

The job holder would self manage and lead others to achieve goals which would be defined by broad parameters and predetermined budgets based upon the rationale for outcomes. The job holder would have significant input into these budgets including the allocation of other resources to achieve operational budgets. The position holder would therefore provide leadership according to their own skills and the requirements of those outcomes. The job holder would have a significant degree of discretion in the application of their leadership skills and operational management of their section.

The provision of advice at this level would be relied upon management in their deliberations regarding

recommendations for this operational area. The quality of the advice or policy recommendation may be based upon information supplied by subordinate staff and assessed according to the job holder's own experience and knowledge and then presented in the form of a recommendation. The job holder will be required to comply with all Company policies and procedures.

Positions at this level will require a great deal of personal flexibility from the job holder with respect to hours of work, travel and availability to be 'on call'.

* Characteristics

Knowledge and Expertise	Environment
<ul style="list-style-type: none"> * Highly developed level of discipline knowledge gained through experience, training and education. * Sound experience in a customer service environment * Ability to problem solve, determine and implement resolutions * Ability to provide advice and counsel * Ability to plan, organise, direct and control a project or section of the business. * Strong leadership and motivational skills. * Effective interpersonal and communication skills with the ability to express and present information in an effective and engaging manner. * In depth knowledge of the Company's structures/service functions and the Corporate Mission Statement. * Be flexible and innovative * Customer Focussed 	<ul style="list-style-type: none"> * Significant delegated authorities defined by practices, policies, procedures, regulations and Company operating instructions. * Will have an internal/external customer focus. * Input to relevant decision making and budgeting. * Significant problem resolution requirements * Fast paced customer impact * Highly visible customer interface * Autonomy in determining methodology and responsibility for outcomes within parameters. * Will work under broad direction and guidelines. * Will have impact on the achievement of the operational budget * Interaction or influence outside of immediate work area
Responsibilities	Key Outcomes
<ul style="list-style-type: none"> * Be a leader of change * Conflict resolution and complex problem solving. * Demonstrate willingness and ability to initiate and encourage ideas and solutions. * Influence and interact across business areas to gain co-operation for activities in their area of expertise. * Work effectively with peers * Provide advice on policy matters and contribute to its development. 	<ul style="list-style-type: none"> * Effective problem solving. * Delivery of timely and accurate information. * Proactive to the needs and expectations of customers * Effective communication skills both orally and written. * Positive interaction and co-operation within teams and external environment. * Co-operative persistence to overcome objectives.
* Exhibit high levels of expertise in specialised areas as required.	* Effective leadership and role modelling
* Provide staff leadership and performance counselling.	* Demonstration of integrity and availability.
* Provide advice and counsel as required.	* Effective utilisation of resources.
* Comply with Company policies and procedures.	* Improved business processes and procedures.
	* Compliance with policies and procedures.
	* A 'can do' attitude.

	* Demonstrated behaviours which
	positively reflect the values and vision
	of the Company.

* Indicative Roles/knowledge Criteria

* Customer Service Centre Supervisor

* Includes knowledge criteria identified for CE 1,2, 3 & 4

* Leadership and role modelling

* Coaching and development of staff

* An ambassador of change

* Strong customer service ethos

* Knowledge of and commitment to the principals of OH&S and EEO