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POSTAL DELIVERY GROUP CLASSIFICATION STANDARDS

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POSTAL DELIVERY GROUP

GROUP DEFINITION

The Postal Delivery Group incorporates:

- Trainee Postal Delivery Officers
- Postal Delivery Officers
- Senior Postal Delivery Officers – all grades
- Postal Delivery Coordinators – all grades
- Delivery Managers – all grades

GROUP PURPOSE

The Group's primary purpose is to give customers a quality mail processing and mail delivery service that meets their needs and achieves Australia Post's service standards.

The Group is to meet its service standards through the receipt, processing, delivery and despatch of mail and by performing other postal and administrative support work.

FEATURES

People occupying positions in the group may perform tasks/activities for which they have been trained, but their primary responsibilities are to receive, sort, deliver and/or despatch all mail items entrusted to Australia Post for delivery so that the expectations of customers are met.

Management and supervisory staff will be involved in planning, leading, team building, organising and coordinating all delivery, mail processing and associated activities so as to provide efficient, cost effective services. A Delivery Manager may be responsible also for some revenue generating activities.

For a large and growing part of the total mail available for delivery, Australia Post has many competitors. All delivery group staff need to cooperate in:

- ensuring delivery service standards are achieved consistently;
- ensuring that relevant performance standards are achieved consistently;
- giving customers quality service and being responsive to their needs;
- treating mail with care and avoiding damage; and
- ensuring that cost effective delivery services are provided.

A delivery group operates as an autonomous unit and local discretion is exercised as necessary to ensure these requirements are met.

TERMS USED

Types of Facility

1. **A Delivery Centre:** an outlet with its own budget and dedicated management focussing fully on delivery operations. It is managed by a Delivery Manager who reports directly to a nominated Area Manager (Delivery) or equivalent.

It may be a stand-alone facility in self-contained accommodation, or occupy premises jointly with any other postal activity such as a retail post office, business centre, or Area Manager's Office.
2. **A Postal Delivery Outlet:** any corporate office or centre from which mail delivery or mail processing operates, ie. Delivery Centre, Delivery Annexe, or Traditional Post Office.
3. **A Traditional Post Office:** an outlet with both Retail and Street Mail Delivery housed in the same premises and with both functions under the immediate control of a Postal Manager (traditional) ie. not an Area Manager.

CREDIT FOR CLASSIFICATION

The following FTE credits apply when classifying Delivery Supervisor (SPDO 2 or 3, PDC 1, 2 or 3) in traditional Post Offices and small Delivery Centres or Delivery Manager (DM 1-4) positions:-

Ordinary full-time and part-time staff

The actual ordinary weekly hours that each person regularly reports to a particular supervisor are added to that supervisor's ordinary weekly hours and the result expressed as FTE's. (*Note:* 1 FTE equates to 36 ¾ hours).

Full-time relief staff:

The delivery supervisor at relief staff's head station receives Credit of 1 FTE for each relief position.

Street Mail and Outer Suburban Contractors:

- each contract with up to 400 delivery points
= 0.5 FTE
- each contract with over 400 delivery points
= 1 FTE

Roadside Delivery Contractors:

- Total all points on all such contracts operating out of an outlet, irrespective of frequency, and apportion on basis of 800 points equals 1 FTE (eg. 400 points, FTE credit = 0.5)

Parcel Delivery Contracts:

- each contract with weekly average of up to 400 parcels equals 0.5 FTE
- each contract with weekly average of more than 400 parcels equals 1 FTE

In the case of PDC "Supports" at a Delivery Centre, when justification exists for a 1st Support position above base (PDO) level, the above mentioned classification credits for Delivery Supervisor and Delivery Manager are taken into account with the following two exceptions:

- that staff occupied on night sorting duties attract only 0.5 credit for each FTE;
- that relief staff head-stationed at the Delivery Centre attract only 0.25 credit for each FTE.

POSTAL DELIVERY OFFICER

DEFINITION

- Located at any Postal Delivery Outlet

Perform activities associated with postal delivery (including mail collections from SPB's and Customers) and/or inward and outward mail processing (including processing of return mail), and/or "support" assistance to the Delivery Manager, and, as required, perform limited retail activities.

FEATURES

The primary role of these staff is to help provide a quality cost efficient delivery and mail processing service that is friendly to customers' needs and that meets Australia Post's timetables and standards.

A PDO may perform all non-supervisory work related to receiving, opening, sorting, preparing for delivery and delivering items entrusted to Australia Post for delivery; and also inward and outward mail processing; and also "support" assistance to the Delivery Manager. Outdoor delivery work involves individuals working away from supervision; on foot, or using a bicycle, motor cycle or other motor vehicle over one of three allocated rounds.

- Where the time spent on limited retail activities regularly exceeds 30% of their weekly rostered hours the position should be classified as Postal Services Officer.
- Where non-delivery driving duties (eg. Mail collection, mail pick-ups, bulk mail pick-ups from customers) take more than 50% of ordinary weekly hours the position should be classified as Postal Transport Officer.

SENIOR POSTAL DELIVERY OFFICER GRADES 2 & 3

DEFINITION

- Located at any Postal Delivery Outlet

Organise and control the work of staff engaged on mail handling and processing operations or mail delivery operations

Or

Provide relief for Postal Delivery Officers

CLASSIFICATION

Classification is based on the number of full-time equivalents (FTE's) including the SPDO's own position. The FTE criteria is as follows:

- Relief

- SPDO Grade 2 – no subordinate staff.

- Supervisor (*)

- ◆ *Delivery*

- SPDO Grade 2 – more than 1 and less than 3
- SPDO Grade 3 - at least 3 and no more than 6

- ◆ *Mail Processing*

- SPDO Grade 2 – more than 1 and no more than 8
- SPDO Grade 3 – (normal hours) – more than 8 and no more than 15
- SPDO Grade 3 – (outside normal business hours) – more than 1 and no more than 11

(*) The minimum level of 'In-Charge' position in Night Sorting operations is PDC1 - refer Page 8 of these Standards.

SENIOR POSTAL DELIVERY OFFICER GRADES 2 & 3 Cont.

FEATURES

The primary role for these people is to provide a quality cost-effective delivery and mail-processing service that meets Australia Post's standards.

A SPDO2 may be a Mail Processing or Delivery Supervisor or a Delivery Relief Officer. A SPDO Grade 3 may be a Mail Processing or Delivery Supervisor.

The classification level of SPDO Supervisor positions depends on the FTE's for which the position is responsible as outlined above.

SPDO's in Delivery may, as part of their duties, provide operational or administrative assistance to a PDC Supervisor or Delivery Manager. There is however no provision for the SPDO levels to be used for positions that are dedicated solely to support activities.

**POSTAL DELIVERY COORDINATOR GRADE 1-3 & DELIVERY
MANAGER GRADE 1-4**

DEFINITION and CLASSIFICATION

Located at a Delivery Centre and reporting directly to an Area Manager (Delivery)

Manage the full range of delivery functions and operations where the number of full-time equivalents (FTEs) including their own position is:

- | | |
|------------------------------------|----------------------------|
| ▪ no more than 10 | - PDC Grade 1 |
| ▪ more than 10 but no more than 19 | - PDC Grade 2 |
| ▪ more than 19 but no more than 35 | - Delivery Manager Grade 1 |
| ▪ more than 35 but no more than 50 | - Delivery Manager Grade 2 |
| ▪ more than 50 but no more than 75 | - Delivery Manager Grade 3 |
| ▪ more than 75 | - Delivery Manager Grade 4 |

FEATURES

One who manages a Delivery Centre and is responsible directly to an Area Manager (Delivery) for all of the delivery operations carried out at the centre and delivery services provided from the centre. At some locations the PDC/Delivery Manager may be responsible for some mail processing operations.

At a small delivery facility, the PDC Grade 1 or 2 in charge is responsible for the day to day operations but would not be expected to undertake complex management functions. It would be expected, for example, that the PDC would operate to, and maintain the budget but the budget itself would be prepared in the Area Manager's office in conjunction with the PDC. A PDC Grade 1 in charge may be required to perform a small round.

NIGHT SORTING MANAGER

DEFINITION and CLASSIFICATION

Located at a Postal Delivery Outlet and reporting to the Postal Manager/ Delivery Manager

As Delivery Operations Coordinator organise and control the work of staff and contractors engaged in night sorting and related functions where the number of FTEs including their own position is:

- more than 1 but no more than 11 - PDC1
- more than 11 but no more than 20 - PDC2
- more than 20 - PDC3

Note: The function is regarded as outside normal business hours if the Coordinator commences ordinary duty before 6.45 a.m. or ceases after 7.15 p.m.

FEATURES

One who coordinates a delivery group at a Postal Delivery Outlet with overall responsibility for night sorting functions outside normal business hours. The PDC is directly responsible to the Postal Manager/Delivery Manager for the quality, efficiency and cost-effectiveness of the night sorting function during the hours he/she is rostered on duty.

DELIVERY OPERATIONS COORDINATORS

DEFINITION and CLASSIFICATION

Located at a Traditional Post Office and reporting to the Postal Manager and may be responsible for (a) delivery operations or (b) mail processing operations.

(a) As Delivery Operations Coordinator organise and control the work of staff and contractors engaged in delivery and related functions where the number of FTEs excluding their own position is:

- more than 6 but no more than 12 - PDC Grade 1
- more than 12 but no more than 25 - PDC Grade 2
- more than 25 but no more than 35 - PDC Grade 3

DELIVERY OPERATIONS COORDINATORS Cont.

FEATURES

One who supervises and coordinates a delivery group at a traditional post office. In these places the Postal Manager at the Traditional Post Office has overall responsibility for delivery activities including night sorting (where applicable). The PDC is directly responsible to the Postal Manager for the quality, efficiency and cost-effectiveness of delivery operations and services during the hours he/she is rostered on duty. A PDC1 or a PDC2 with responsibilities for 19 FTEs or less may be required to perform a small round.

DEFINITION and CLASSIFICATION

(b) Located at a Postal Delivery Outlet and reporting to a Postal Manager/Delivery Manager.

Supervise a group of mail processing staff in a mailroom at a post office/annexe; *or* take control of mail processing operations outside normal business hours, where the number of FTEs including their own position is:

- more than 15 - PDC1 (normal business hours)
- more than 11 - PDC1 (outside normal business hours)

FEATURES

One who supervises a group of mail processing staff in a mailroom at a Postal Delivery Outlet and reports to a Postal Manager/Delivery Manager. These positions can be responsible for mail processing operations during normal business hours or outside normal business hours.

Note: The function is regarded as outside normal business hours if the Co-ordinator commences ordinary duty before 6.45 a.m. or ceases after 7.15 p.m.

TEAM LEADER

DEFINITION and CLASSIFICATION

Located at a Delivery Centre, as PDC1 Team Leader exercise line control by supervising a Delivery processing team to provide a high quality, efficient and cost effective mail delivery service that meets internal and external customer expectations. The number of PDO staff in teams should average 12 people but this will depend on circumstances at the Delivery Centre.

FEATURES

One who provides line control of a delivery team at a Delivery Centre. The PDC1 Team Leader is responsible to the Delivery Manager for providing a cost efficient mail delivery service to customers.

SUPPORT POSITIONS

DEFINITION and CLASSIFICATION

Located at a Delivery Centre, provide “support” assistance to a Delivery Manager. The occupants of these positions will perform support functions, which are of an administrative and operational nature.

1st Support position above base (PDO) level:

- | | |
|-------------------------------|---------------|
| ▪ over 25 up to 35 FTEs in DC | - PDC Grade 1 |
| ▪ over 35 up to 50 FTEs in DC | - PDC Grade 2 |
| ▪ over 50 FTEs in DC | - PDC Grade 3 |

2nd Support position (where justified) above base (PDO) level:

PDC1 – when 1st Support is a PDC1 or PDC2

PDC2 – when 1st Support is a PDC3

Note: At smaller Delivery Centres (25 FTEs or less) “support” may be provided by 2 Team Leaders in conjunction with their other duties *or* by having 1 PDC1 Support position and 1 Team Leader.

FEATURES

One who provides “support” assistance to the Delivery Manager/Operations Co-ordinator. The occupants of these positions will perform support functions, which are of an administrative and operational nature. The positions may be full-time or part-time. The hours of duty need to be determined by meeting the business needs of the Facility.

SUPPORT POSITIONS

FEATURES Cont.

PDCs in support roles perform specific activities on behalf of the Manager or Operations Coordinator who is the decision-maker. They can help ensure decisions are properly carried out but are not in a line position and would not normally make decisions affecting staff and service provision.

CLASSIFICATION UPGRADE

Although the majority of positions will be correctly classified according to the classification standards, due to significant external responsibilities, there may be a small number of positions where a management decision may be made to upgrade the position of SPDO 3 to PDC1 or PDC1 to PDC2. While these significant external responsibilities may vary according to the facility, some examples of significant external responsibilities are:

- Remote locality where there is a significant distance from other management or support staff that would normally provide assistance and/or support
- Number of communities / localities, particularly remote ones, that are serviced and where there is a significantly greater number of customer enquiries and/or an ad hoc requirement to make special arrangements for delivery of mail to our customers. For example, when floods occur causing air despatches to be returned to the DC and sometimes organising a special delivery through other “local” contractors etc.
- Community representational role e.g.dealing with groups such as RFDS, School of the Air, etc

The procedure for an upgrade of a position in these circumstances is:

- written request for an upgrade from the nominal occupant of the position through their immediate supervisor to the Delivery or Retail Area Manager as appropriate. The request must give specific reasons why an upgrade of this particular position might apply due to significant external responsibilities
- Area Manager to acknowledge request and provide a report together with the request to the appropriate State Manager
- State Manager to consider the information provided. Where the request is deemed to have merit, advise the CEPU of the outcome
- Where appropriate, consultation with the Union should take place in accordance with the established consultative framework agreed between the parties
- Advise applicant of outcome of request

WORK LEVEL STANDARDS

MAIL OFFICER

SENIOR MAIL OFFICER, GRADES 1 AND 2

MAIL PROCESSING CONTROLLER, GRADES 1 TO 4

FEBRUARY 1989

MAIL PROCESSING

MAIL OFFICER
SENIOR MAIL OFFICER, GRADES 1 AND 2
MAIL PROCESSING CONTROLLER, GRADES 1 TO 4

GROUP STANDARD

DEFINITION

The work of the Mail Processing Group in general encompasses the receipt, processing and despatch of mail for their particular mail processing facility within Australia Post's mail network system in accordance with defined standards of service.

The work can include the leading and controlling of staff and at the senior levels, planning, allocation and utilisation of resources as well as financial responsibilities designed to ensure that mail services are provided in a timely, efficient and cost effective manner.

FEATURES

The Mail Processing Group operates under circumstances which require:

- customer responsive service and job-oriented performance;
- awareness of and compliance with the mail processing facility/network priorities;
- appreciation of overall service standards;
- liaison with other mail processing facilities, delivery and transport groups on mail volumes and operational arrangements;
- recognition and identification of resources needed to meet service requirements;
- an overall awareness of the responsibilities of Australia Post and the needs of its customers;
- development and encouragement of a team approach to the performance of tasks;
- maintenance of a harmonious industrial relations climate; and
- adherence to safe work practices and operating procedures.

Positions in the Mail Processing Group work within mail processing facilities that are generally autonomous in nature and where a degree of local discretion on mail processing requirements is exercised.

TRAINING, SKILLS AND ATTRIBUTES

A person selected as a Trainee Mail Officer or selected for higher positions in the Mail Processing Group is required to have met the relevant recruitment and selection standards as specified in the Conditions Of Entry And Advancement Manual and the established selection criteria for the concerned designations. In summary, the requirements for the Mail Processing Group are:-

- . Mail Officer :
 - satisfactory completion of the training/induction programme for Trainee Mail Officer.
- . Senior Mail Officer, Grade 1 and Senior Mail Officer, Grade 2 :
 - satisfactory completion of the training/induction programme for Trainee Mail officer;
 - ability to lead and develop a small work group; and
 - knowledge of, and experience and expertise in mail processing operations.
- . Mail Processing Controller :
 - in the case of Mail Processing Controller, Grades 1 to 3, completion of the Trainee Mail Processing Controller course or equivalent training;
 - ability to lead and develop a work group;
 - knowledge of, and experience and expertise in mail processing or related operations; and
 - in the case of Mail Processing Controller, Grade 4, demonstrated management ability to plan, lead, organise and control.

The career path in the Mail Processing Group is as follows:-

- . Mail Officer - Senior Mail Officer, Grade 1 - Senior Mail Officer, Grade 2 - Mail Processing Controller, Grade 1 - Mail Processing Controller, Grade 2 - Mail Processing Controller, Grade 3 - Mail Processing Controller, Grade 4 - Shift Manager - Mail Centre Manager.

Subject to individual ability, application and successful completion of prescribed training at various levels, the opportunity exists for persons at operative levels to aspire to supervisory, operations support and management positions in the Mail Processing Group.

TERMS USEDMail Processing Facility:

This includes the Central Mail Exchanges in some capital cities which process both international and domestic mail, separate International Mail Centres (where established in the larger capital cities), metropolitan mail centres, special processing centres for handling bulk mail, City Delivery Centres, Parcel Centres, provincial and small country mail centres and Distributing Post Offices.

Categories of Mail Processing Facility:

The category accorded to a mail processing facility is established by a national grading system that is applied to all mail processing facilities except Distributing Post Offices.

Supervision/Supervise:

Supervision is the exercise of leadership by personally overseeing the work of others. Implicit in this is the responsibility to ensure :

- adequate two-way communication processes are established between supervisory levels and staff;
- staff compliance with corporate policies, instructions and guidelines in relation to conduct, work practices and procedures; and
- the attainment and maintenance of a level of operational performance that accords with pre-determined criteria.

Accordingly, it is the responsibility of every supervisor to monitor functions under his/her control with the aim of identifying and resolving problems in relation to staff conduct, work practices and procedures or other matters which impact on the efficient operation of the work area. This requires that supervisors at all levels undertake the following functions, subject to the requirements of corporate policies and within the limits of authority as specified in Delegations, work level standards and other approved documentation :

- undertake staff counselling;
- initiate staff development and training programmes;
- participate in staff selection and report on conduct diligence and efficiency;
- exercise disciplinary measures;
- deal with industrial representations; and
- develop and encourage harmonious working relations.

Group Control:

This involves the supervision (see above) of a number of operative staff engaged on the processing of mail and associated duties. The group may be deployed on a range of functions over a shift. The primary supervisory emphasis is on ensuring that work assigned to the group is completed efficiently, accurately and within time constraints. Decisions will be required on work priorities and resource allocation.

Area Control:

This involves operational responsibility for a discrete area or group of functions. Control of an area involves production supervision (see below) decisions.

Production Supervision:

This involves the functions of supervision (see above), with emphasis on the co-ordination and control of mail processing operations through:

- assessing the work content of mail receipts and deploying staff resources (including overtime when necessary) to the best advantage, in accordance with service priorities and processing and despatch schedules;
- co-ordinating the smooth flow of mail between processing stages; and
- monitoring the effectiveness (quality control) and efficiency (output rate) of each processing stage.

Under Regular Direction:

Regular direction is generally only applicable to Trainee Mail Officers and means that a person receives operational instructions regarding routine matters and is subject to frequent checks on adherence to instructions and progress of work by means of physical inspections, written and oral reports.

Under General Direction:

A person under general direction normally undertakes a range of routine tasks, and receives general instruction for each task. Discretion in selecting the most appropriate method and sequence of completing the task is normal.

Conformity with instructions is measured by means of physical inspections and satisfactory completion of allocated tasks.

Although those working under general direction are expected to be experienced and competent, there will be variations to the levels of experience which will necessitate some variation in the degree of general direction.

Under Limited Direction:

A person under limited direction will normally be given a clear statement of an objective for an activity and will require little guidance during the performance of the work. Conformity with instructions is usually measured in terms of the achievement of stated objectives to agreed standards.

Those working under limited direction are expected to have had considerable exposure to mail processing activities through experience at a lower level or other relevant postal experience.

Within Broad Guidelines:

A person working within broad guidelines will normally be given a statement of the most important overall continuing results that must be accomplished in a major category of work. Those working within broad guidelines are expected to develop and achieve objectives and standards for specific functions under their control that will ensure the attainment of the critical results required by higher levels of management.

Conformity with the broad guidelines is measured in terms of results obtained and the significance of the contribution to the achievement of critical objectives established by management.

Leading Hand:

The term 'Leading Hand' indicates that an employee who fills such a position is responsible for both undertaking the duties assigned to the particular job of work and for leading/guiding other employees as well.

The important factor to be recognised is that besides undertaking normal mail processing work, a leading hand :

- assigns tasks to staff allocated to the work group consistent with operational requirements and job rotation; and
- ensures achievement of work performance levels and that work assigned to the work group is completed within prescribed standards.

The leading hand leads a team by example, guides and coaches members of the group under his/her control.

The role of the leading hand can be summarised as follows:-

a) Decision Making:

A leading hand is required to make decisions (that is, reach conclusions and make judgements) in the course of a day's work regarding how an assigned job of work should be undertaken.

b) Communication:

A leading hand should pass on to his/her immediate supervisor any information concerning operational problems/changes etc. related to the efficient operation of the work area.

A leading hand is also responsible for communicating information to staff working under his/her control.

c) Guiding:

A leading hand is expected to be experienced and competent in performing the specific tasks and duties allocated to a Senior Mail Officer position and is also expected to play an active role in developing, guiding and instructing those under his/her control.

d) Safety:

A leading hand is expected to be fully conversant with existing safety procedures and to require staff to follow established safe working practices and procedures at the workplace.

e) On-the-Job Training:

A leading hand is required to provide on-the-job instruction to Mail Officers in the course of their normal duties and to Trainee Mail Officers during their induction/training period.

f) Staff Relations:

A leading hand is expected to set a good example to subordinates and to foster the development of a team-work approach within the group controlled. A leading hand is required to assist each group member to achieve and maintain acceptable standards of performance and conduct.

Subject to the requirements of corporate policies and within the limits of authority as specified in Delegations, Work Level Standards and other approved

documentation, a leading hand should endeavour to resolve any problems in relation to conduct, work practices or procedures with the staff concerned in the first instance. However, if problems persist or more significant problems occur, it is the responsibility of the leading hand to bring such cases to the attention of the relevant supervisor.

In circumstances where a Senior Mail Officer engaged on defined specialist functions is assisted in the performance of those functions by a group of staff, the Senior Mail Officer assumes the leading hand function and role described above.

Specialist:

"Specialist" mail handling and processing functions are undertaken at the Senior Mail Officer, Grades 1 and 2 and the Mail Processing Controller, Grades 1, 2 and 3 levels.

A Senior Mail Officer who fills a "specialist" position is responsible for undertaking the specialist duties assigned to the particular job of work, provided that, either singly or combined, the duties constitute at least 30% of weekly rostered hours. The performance of specialist functions can involve leading/guiding a group of staff who provide assistance in undertaking these functions. Moreover, a Senior Mail Officer, Grade 1 or Grade 2 may be in charge of a specialist function. In the case of the Senior Mail Officer, Grade 2, the group of staff may include Senior Mail Officers, Grade 1 performing defined lower level specialist functions (see below) for at least 30% of their weekly rostered hours.

A Mail Processing Controller, Grade 1, 2 or 3 in charge of a specialist function is responsible for undertaking the specialist duties assigned to the position as well as for supervising staff engaged on or assisting with the specialist functions. Staff supervised by the Mail Processing Controller may include Senior Mail Officers, Grade 1 performing lower level specialist functions and/or Senior Mail Officers, Grade 2 performing defined higher level specialist functions (see below) for at least 30% of their weekly rostered hours.

Mail Officer positions may be provided to assist in the operation of specialist mail handling and processing areas.

Specialist functions fall into two categories as described below:-

Higher Level Specialist Functions:

In determining higher level specialist functions, the following responsibilities should be recognised:

- performance of duties in a highly specialised field and/or which interface with important customers or agents; and
- a requirement to work organisationally or physically remote from supervision.

Typical higher level specialist functions which may be undertaken at the Senior Mail Officer, Grade 2 level and at the Mail Processing Controller, Grades 1 to 3 levels, dependent upon the number of staff controlled, include:

- customs, shipping, railway or airline liaison functions;
- operations support functions associated with the processing of overseas mail;
- control of bulk mail acceptance;
- the collation and analysis of traffic and work hours statistics (Note: Basic recording and collection of statistics are not recognised as higher level specialist functions);
- preparation and maintenance of staff rosters; and
- timekeeping duties.

Generally, the higher level of specialist functions are found outside the mainstream of mail processing operations. Usually, the training requirements for these positions are additional to those incorporated in the basic Senior Mail Officer training programmes.

Lower Level Specialist Functions:

Generally, the lower level of specialist functions are contained within in the mainstream of mail processing operations. The training requirements for these positions are usually incorporated in the basic Senior Mail Officer training programmes.

Typical lower level specialist functions which may be undertaken at the Senior Mail Officer, Grades 1 and 2 levels and at the Mail Processing Controller, Grades 1 and 2 levels, dependent upon the number of staff controlled, include:

- taxing/rewrap and the detection of underpaid mail;
- treatment and handling of undelivered and dead letter mail;
- receipt/despatch duties (where sealed bags are involved);
- control of Security Post and Special Services functions; and
- control of Bag Room (including ULDs etc.) activities in large central mail processing facilities.

For further reference please see the accompanying Work Level Standards for Mail Officer, Senior Mail Officer, Grades 1 and 2, and Mail Processing Controller, Grades 1 to 3.

STAFF CONTROL "CUT-OFFS" FOR THE MAIL PROCESSING GROUP

After due analysis and taking into account all of the requirements specified in the accompanying work level standards for each level in the Postal Levels Structure mail processing group, the chart below may be used to confirm the classification of individual positions in mail processing facilities:

DESIGNATION	NO. OF STAFF CONTROLLED (EXPRESSED AS FULL-TIME EQUIVALENTS)					
	LEADING HAND	GROUP/ AREA CONTROL	SHIFT LEADER	SPECIALIST FUNCTIONS		MANAGER DISTRIBUTING POST OFFICE FUNCTION
				LOWER LEVEL	HIGHER LEVEL	
Senior Mail Officer, Gr 1	No more than 7	N/A	N/A	No more than 4	N/A	N/A
Senior Mail Officer, Gr 2	More than 7, but no more than 14	N/A	No more than 10	More than 4, but no more than 10	No more than 4	N/A
Mail Processing Controller, Gr 1	N/A	More than 14, but no more than 65	N/A	More than 10, but no more than 30	More than 4, but no more than 10	N/A
Mail Processing Controller, Gr 2	N/A	More than 65, but no more than 94	More than 10, but no more than 65	More than 30	More than 10, but no more than 30	N/A
Mail Processing Controller, Gr 3	N/A	More than 94	More than 65	N/A	More than 30	More than 19, but no more than 34
Mail Processing Controller, Gr 4	Shift Manager at a <u>Category 3 mail processing facility</u>					More than 34

N/A = Not Applicable

MAIL PROCESSINGMAIL OFFICER
WORK LEVEL STANDARDDEFINITION

Under general direction, undertake duties associated with the physical receipt, either by manual and/or mechanical means, of items such as: mail bags, containers, Unit Load Devices (ULDs), bulk mail etc. at a mail processing facility.

Undertake the sorting of postal articles by manual, indexing or mechanical means; perform duties associated with the despatch of mails by either manual or mechanical means and related tasks at a mail processing facility.

Maintain related records and documentation. Assist in the performance of specialist functions, e.g. rosters, time-keeping, statistics, projects, etc.

FEATURES

A Mail Officer may be required to work regular rostered shift duty. Mail Officers will be required to perform all tasks associated with mail processing and may be deployed according to operational requirements. However, consistent with operational requirements, deployment will ensure that Mail Officers are given an appropriate variety of work, rotation and task relief. The duties require extensive sorting knowledge.

TRAINING, SKILLS AND ATTRIBUTES

A person selected as a Trainee Mail Officer must meet the relevant recruitment and selection standards as specified in the Conditions Of Entry And Advancement Manual and the established selection criteria.

A person selected as a Trainee Mail Officer is required to undertake the prescribed training programme, covering procedures, speed and accuracy in manual mail sorting, equipment operation, and where required, letter indexing. Training will consist of both classroom and on-the-job instruction in accordance with the standards specified in the Trainee Mail Officer training course.

On completion of the specified stage of the training course, a Trainee Mail Officer may be employed on all aspects of Mail Officer work, providing regular direction as specified in the training course is maintained.

Advancement to the level of Mail Officer will be dependent on successful completion of the training course. Performance and suitability will be monitored over the six months training period and regular reports prepared by supervisory staff.

TYPICAL DUTIES

The duties listed below are typical of this work level, subject to the performance of work within requisite time and accuracy standards as established in training, and adherence to safe working procedures:-

- . Undertake manual sorting duties using geographical knowledge, postcode and other sorting cues of mail for intrastate, interstate and, in some cases, overseas destinations or private boxes, private bags and Postal Delivery Officers' rounds.
- . Operate mail processing equipment, eg. letter preparation lines, letter indexing/sorting equipment and postmarking machines and parcel processing equipment, eg. parcel sorting machines; clear minor mail blockages in this equipment that do not necessitate the use of tools or access to internal mechanisms.
- . Perform duties necessary for operation of letter indexing equipment including keying, loading, stacking and clearing of PIAP letter indexing desks.
- . Assist in the operations of associated HMI-3 letter sorting machines.
- . Load and unload mail conveyances, including motor vehicles which carry containers, ULDs, letter trays, mail bags, etc and internal mail handling equipment.
- . Operate mail handling equipment, including conveyors, loading and lifting devices and upon successful completion of specified training, fork lift trucks.
- . Operate parcel handling equipment, including conveyors, loading and lifting devices, bag chains, tipping devices and upon completion of specified training, fork lift trucks.
- . Receive and open mails including the handling of special enclosures and articles, ie. priority paid, special delivery, etc.
- . Assist in the provision and maintenance of mail processing records and documentation.
- . Process, circulate and distribute mail carrying receptacles.
- . Operate mail weighing and statistical recording equipment of non on-line capabilities.

- . Prepare and assemble mail for despatch, including the tie-off of mail and provide assistance in despatching mails.
- . Assist in specialist procedural work associated with underpaid mail, special services, bulk mail lodgements, dead letter office, bag room (including ULDs etc) activities, etc.
- . Face up and prepare mail for distribution to processing points.
- . Assist in the provision of on-the-job training for Trainee Mail Officers.
- . Assist in the provision of customer service.
- . Undertake general duties such as the preparation of bag racks, bag labels, stores and document distribution, etc.

MAIL PROCESSINGSENIOR MAIL OFFICER, GRADE 1
WORK LEVEL STANDARDDEFINITION

Under limited direction, and working as a leading hand, oversight the work of a group of staff engaged on mail handling and processing operations at a mail processing facility, provided that the planned total ordinary weekly hours of employment of the group on duty is no more than the equivalent of seven full-time positions. For short periods only, to cater for operational flexibility or unforeseen overload, the number of staff oversighted may exceed seven but should not exceed twelve.

OR

Under limited direction, and in conjunction with mail processing duties, perform lower level specialist functions and oversight the work of a group of staff engaged on "specialist" mail handling and processing activities, provided that the planned total ordinary weekly hours of employment of the group on duty is no more than the equivalent of four full-time positions.

FEATURES

A Senior Mail Officer, Grade 1 may be required to perform defined specialist functions, leading hand functions as a working unit in a mail processing team, or general mail processing functions.

The specialist functions, either singly or combined, will constitute at least 30% of weekly rostered hours. The performance of specialist functions can involve oversight of staff who provide assistance in undertaking these functions. Because of their nature, specialist positions cannot always be involved in a staff rotation scheme and special rostering arrangements may be necessary. The performance of specialist functions does not preclude Senior Mail Officers, Grade 1 from undertaking other mail processing functions as required.

A Senior Mail Officer, Grade 1 leading hand position would normally report to a Mail Processing Controller, Grade 2 or above. However, this does not preclude a Senior Mail Officer, Grade 1 undertaking specialist mail processing and related functions reporting to a Senior Mail Officer, Grade 2 or to a Mail Processing Controller, Grade 1 or above.

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Senior Mail Officer, Grade 1 position is required to have met the relevant selection standards as specified in the Conditions Of Entry And Advancement Manual and established selection criteria. In summary, a person at this level must have:

- successfully completed the training programme for Trainee Mail Officer;
- ability to lead and develop a small work group; and
- knowledge of, and experience and expertise in mail processing operations.

The above will be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of this work level:-

- . As a leading hand, oversight the work of a group of staff engaged on mail handling and processing operations.
- . Perform lower level specialist mail processing and related functions applicable to this level (as defined - refer pages 7 and 8).
- . Provide on-the-job training for Trainee Mail Officers, Mail Officers and, as appropriate, other Senior Mail Officers.
- . Ensure that safe working procedures are adhered to.
- . Develop and encourage a team approach to the performance of tasks.
- . Perform, as required, general mail processing duties.

MAIL PROCESSINGSENIOR MAIL OFFICER, GRADE 2
WORK LEVEL STANDARDDEFINITION

Under limited direction, and working as a leading hand, oversight the work of a group of staff engaged on mail handling and processing operations at a mail processing facility, provided that the planned total ordinary weekly hours of employment of the group on duty is more than the equivalent of seven full-time positions and no more than the equivalent of fourteen full-time positions. For short periods only, to cater for operational flexibility or unforeseen overload, the number of staff oversighted may exceed fourteen but should not exceed twenty-four.

OR

Under limited direction, and in conjunction with mail processing duties, take control of the operations of a mail processing facility as a shift leader where the planned total ordinary weekly hours of employment of subordinate staff on duty is no more than the equivalent of ten full-time positions.

OR

Under limited direction, perform lower level specialist functions and oversight the work of a group of staff engaged on "specialist" mail handling and processing activities, provided that the planned total ordinary weekly hours of employment of the group on duty is more than the equivalent of four full-time positions and no more than the equivalent of ten full-time positions.

OR

Under limited direction, perform higher level specialist functions and oversight the work of a group of staff engaged on "specialist" mail handling and processing activities, provided that the planned total ordinary weekly hours of employment of the group on duty is no more than the equivalent of four full-time positions.

FEATURES

A Senior Mail Officer, Grade 2 may be required to perform defined specialist functions, leading hand functions as a working unit in a mail processing team, or general mail processing functions.

The specialist functions, either singly or combined, will constitute at least 30% of weekly rostered hours. The performance of specialist functions can involve oversight of staff who provide assistance in undertaking these functions. Because of their nature, specialist positions cannot always be involved in a staff rotation scheme and special rostering arrangements may be necessary. The performance of specialist functions does not preclude Senior Mail Officers, Grade 2 from undertaking other mail processing functions as required.

In normal circumstances, where a Senior Mail Officer, Grade 2 leading hand position is established, a Senior Mail Officer, Grade 1 leading hand would not be allocated within the same group of staff. However, this does not preclude a Senior Mail Officer, Grade 1 specialist reporting to a Senior Mail Officer, Grade 2.

A Senior Mail Officer, Grade 2 leading hand position would normally report to a Mail Processing Controller, Grade 2 or above. However, this does not preclude a Senior Mail Officer, Grade 2 undertaking specialist functions reporting to a Mail Processing Controller, Grade 1 or above.

Leading hand positions and positions involving the performance of specialist functions in conjunction with mail processing duties which would normally warrant Senior Mail Officer, Grade 1 classification may be classified at Senior Mail Officer, Grade 2 level in circumstances where the occupant is required to rotate with positions of Senior Mail Officer, Grade 2 on other shifts.

A Senior Mail Officer, Grade 2 required to take operational control of a mail processing facility with a small number of staff on duty would undertake production supervision. Accordingly, as a shift leader in the absence of the Manager or Shift Manager, a Senior Mail Officer, Grade 2 is expected to take all appropriate decisions relating to the normal operations of a mail processing facility.

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Senior Mail Officer, Grade 2 position is required to have met the relevant selection standards as specified in the Conditions Of Entry And Advancement Manual and established selection criteria. In summary, a person at this level must have:

- successfully completed the training programme for Trainee Mail Officer;
- ability to lead and develop a small work group; and
- knowledge of, and experience and expertise in mail processing operations.

The above will be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of this work level:-

- . As a leading hand, oversight the work of a group of staff engaged on mail handling and processing operations.
- . As a shift leader take operational control of a small shift in a mail processing facility.
- . Perform lower and higher level specialist functions (as defined - refer pages 7 and 8).
- . Provide basic skills training for Trainee Mail Officers as appropriate.
- . Provide on-the-job training for Trainee Mail Officers, Mail Officers and, as appropriate, other Senior Mail Officers.
- . Ensure that safe working procedures are adhered to.
- . Develop and encourage a team approach to the performance of tasks.
- . Perform, as required, general mail processing duties.

MAIL PROCESSINGMAIL PROCESSING CONTROLLER, GRADE 1
WORK LEVEL STANDARDDEFINITION

Under limited direction, supervise a group of staff engaged on mail handling and processing operations at a mail processing facility where the planned total ordinary weekly hours of employment of staff on duty to be supervised is more than the equivalent of fourteen full-time positions and no more than the equivalent of sixty-five full-time positions.

OR

Under limited direction, perform lower level specialist functions and oversight the work of a group of staff engaged on "specialist" mail handling and processing activities, provided that the planned total ordinary weekly hours of employment of the group on duty is more than the equivalent of ten full-time positions and no more than the equivalent of thirty full-time positions.

OR

Under limited direction, perform higher level specialist functions and oversight the work of a group of staff engaged on "specialist" mail handling and processing activities, provided that the planned total ordinary weekly hours of employment of the group on duty is more than the equivalent of four full-time positions and no more than the equivalent of ten full-time positions.

FEATURES

A Mail Processing Controller, Grade 1 may be required to exercise a combination of group control and area control. The production supervision element will be significant where area control is exercised and less significant where group control is exercised. The control of an area may encompass a variety of mail processing tasks and will require assessment of work content and decisions on optimum deployment of staff.

Mail Processing Controller, Grade 1 positions established to undertake group or area control would not normally require assistance from lower level leading hand positions. However, this does not preclude specialist Senior Mail Officer, Grade 1 and Senior Mail Officer, Grade 2 positions reporting to a Mail Processing Controller, Grade 1 or above.

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Mail Processing Controller, Grade 1 position is required to have met the relevant selection standards as specified in the Conditions Of Entry And Advancement Manual and the established selection criteria.

In summary, a person at this level must meet the following requirements:

- completion of the Trainee Mail Processing Controller course or equivalent training;
- ability to lead and develop a work group; and
- knowledge of, and experience and expertise in mail processing or related operations.

The above will be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of this work level:-

- Supervise the work of a group of staff engaged on mail handling and processing operations.
- Take control of an area or group of functions in a mail processing facility.
- Perform lower and higher level specialist functions (as defined - refer pages 7 and 8).
- Provide basic skills training for Trainee Mail Officers as appropriate.
- Provide on-the-job training for Trainee Mail Officers, Mail Officers, Senior Mail Officers and, as appropriate, other Mail Processing Controllers.
- Develop and encourage harmonious working relations.
- Respond to industrial representations or where appropriate refer to the next level of supervision.
- Ensure safe working procedures are adhered to.
- Perform, as required, the mail processing functions of subordinate staff.

MAIL PROCESSINGMAIL PROCESSING CONTROLLER, GRADE 2
WORK LEVEL STANDARDDEFINITION

Under limited direction, at a Category 1, Category 2 or Category 3 mail processing facility undertake area control of mail handling and processing operations where the planned total ordinary weekly hours of employment of staff on duty to be supervised is more than the equivalent of sixty-five full-time positions and no more than the equivalent of ninety-four full-time positions.

OR

Under limited direction, take control of the operations of a mail processing facility as a shift leader where the planned total ordinary weekly hours of employment of subordinate staff on duty is more than the equivalent of ten full-time positions and no more than the equivalent of sixty-five full-time positions.

OR

Under limited direction, perform lower level specialist functions and oversight the work of a group of staff engaged on "specialist" mail handling and processing activities, provided that the planned total ordinary weekly hours of employment of the group on duty is more than the equivalent of thirty full-time positions.

OR

Under limited direction, perform higher level specialist functions and oversight the work of a group of staff engaged on "specialist" mail handling and processing activities, provided that the planned total ordinary weekly hours of employment of the group on duty is more than the equivalent of ten full-time positions and no more than the equivalent of thirty full-time positions.

OR

Under limited direction, prepare and present training sessions associated with the Trainee Mail Officer Programme and assist in assessing the progress of Trainee Mail Officers, during the programme. Assist, as required, in the establishment of training needs, the development and conduct of the Senior Mail Officer training programmes and other local training programmes for staff in the Mail Processing and Postal Delivery Groups.

FEATURES

A Mail Processing Controller, Grade 2 may be required to exercise production supervision. The production supervision element will be significant where area control is exercised. The control of an area may encompass a variety of mail processing tasks and will require assessment of work content and decisions on optimum deployment of staff.

Group control and area control positions in Category 1, Category 2 or Category 3 mail processing facilities which would normally warrant Mail Processing Controller, Grade 1 classification may be classified at Mail Processing Controller, Grade 2 level in circumstances where the occupant is required to rotate with positions of Mail Processing Controller, Grade 2 on other shifts.

As shift leader, in the absence of the Manager or Shift Manager, a Mail Processing Controller, Grade 2 is expected to take all appropriate decisions relating to the normal operations of a mail processing facility.

A Mail Processing Controller, Grade 2 (Trainer) will be required to work within a mail processing facility. The occupants of these positions will be required to successfully complete a prescribed Trainer Training Course. The tenure of staff promoted or transferred to these positions should be three years with an option to extend on a year by year basis, subject to staffing requirements, operational effectiveness and individual career development considerations.

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Mail Processing Controller, Grade 2 position is required to have met the relevant selection standards as specified in the Conditions Of Entry And Advancement Manual and the established selection criteria.

In summary, a person at this level must meet the following requirements:

- completion of the Trainee Mail Processing Controller course or equivalent training;
- ability to lead and develop a work group or group of trainees; and
- knowledge of, and experience and expertise in mail processing or related operations.

The above will be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of this work level:-

- . Take control of an area or group of functions in a Category 1, Category 2 or Category 3 mail processing facility.
- . Take operational control of a shift in a mail processing facility and exercise production supervision to direct, co-ordinate and control mail handling and processing operations. In the absence of the Manager or Shift Manager, take control of the mail processing facility.
- . Perform lower and higher level specialist functions (as defined - refer pages 7 and 8).
- . Provide basic skills training for Trainee Mail Officers as appropriate.
- . Provide on-the-job training for Trainee Mail Officers, Mail Officers, Senior Mail Officers and, as appropriate, other Mail Processing Controllers.
- . Develop and encourage harmonious working relations.
- . Respond to industrial representations or where appropriate refer to the next level of supervision.
- . Ensure safe working procedures are adhered to.
- . Perform, as required, the mail processing functions of subordinate staff.
- . As a Mail Processing Controller, Grade 2 (Trainer):
 - manage a training group and assist in the administration of the group;
 - prepare lesson plans, resources material and associated training aids;
 - conduct theory and practical training sessions;
 - prepare, conduct and evaluate tests; and
 - provide Mail Centre Managers/Shift Managers/Shift Leaders with advice and service on the development and conduct of training programmes for mail processing and delivery staff.

MAIL PROCESSING

MAIL PROCESSING CONTROLLER, GRADE 3
WORK LEVEL STANDARD

DEFINITION

Under limited direction, at a Category 1 or Category 2 mail processing facility undertake area control of mail handling and processing operations where the planned total ordinary weekly hours of employment of staff on duty to be supervised is more than the equivalent of ninety-four full-time positions.

OR

Under limited direction, take control of the operations of a mail processing facility as shift leader where the planned total ordinary weekly hours of employment of subordinate staff on duty is more than the equivalent of sixty-five full-time positions.

OR

Under limited direction, perform higher level specialist functions and oversight the work of a group of staff engaged on "specialist" mail handling and processing activities, provided that the planned total ordinary weekly hours of employment of the group on duty is more than the equivalent of thirty full-time positions.

OR

Within broad guidelines, manage the total mail handling and processing operations and, as appropriate, delivery operations at a Distributing Post Office where the planned total ordinary weekly hours of employment of subordinate staff on duty over the full span of shifts is more than the equivalent of nineteen full-time positions and no more than the equivalent of thirty-four full-time positions.

FEATURES

A Mail Processing Controller, Grade 3 may be required to exercise production supervision. The production supervision element will be significant where area control is exercised. The control of an area may encompass a variety of mail processing tasks and will require assessment of work content and decisions on optimum deployment of staff.

As a shift leader, in the absence of the Manager or Shift Manager, a Mail Processing Controller, Grade 3 is expected to take all appropriate decisions relating to the normal operations of a mail processing facility.

Area control and shift leader positions in Category 1 or Category 2 mail processing facilities which would normally warrant Mail Processing Controller, Grade 2 classification may be classified at Mail Processing Controller, Grade 3 level in circumstances where the occupant is required to rotate with positions of Mail Processing Controller Grade 3 on other shifts.

At a Distributing Post Office, a Mail Processing Controller, Grade 3 is accountable to the Postal Manager for effective management of Distributing Post Office mail handling and processing operations over the full span of shifts operated at the mail processing facility and, as appropriate, for management of delivery operations. Persons at this level are expected to take all appropriate decisions relating to the normal operations of a Distributing Post Office mail processing facility.

At a Distributing Post Office, the key responsibilities of the position are the management functions of planning, leading, organising and controlling available resources to achieve the critical objectives of the mail processing facility as established by higher level management. The most significant specific objective of the Mail Processing Controller, Grade 3 at a Distributing Post Office is the achievement of a performance level equal to or better than the requisite standard in respect of critical despatches that occur within the facility, having regard to effective utilisation of human and other resources and to costs.

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Mail Processing Controller, Grade 3 position is required to have met the relevant selection standards as specified in the Conditions Of Entry And Advancement Manual and the established selection criteria.

In summary, a person at this level must meet the following requirements:

- completion of the Trainee Mail Processing Controller course or equivalent training;
- ability to lead and develop a work group; and
- knowledge of, and experience and expertise in mail processing or related operations.

The above will be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of this work level:-

- . Take control of an area or group of functions in a Category 1 or Category 2 mail processing facility.
- . Take operational control of a shift in a mail processing facility and exercise production supervision to direct, co-ordinate and control mail handling and processing operations. In the absence of the Manager or Shift Manager, take control of the mail processing facility.

- . Perform higher level specialist functions (as defined - refer pages 7 and 8).
- . Plan, lead, organise and control mail handling and processing operations and, as appropriate, delivery operations at a Distributing Post Office.
- . Provide basic skills training for Trainee Mail Officers as appropriate.
- . Provide on-the-job training for Trainee Mail Officers, Mail Officers, Senior Mail Officers and, as appropriate, other Mail Processing Controllers.
- . At a Distributing Post Office, ensure that subordinate staff receive all prescribed and other appropriate training.
- . Develop and encourage harmonious working relations.
- . Respond to industrial representations or where appropriate refer to the next level of supervision.
- . Ensure safe working procedures are adhered to.
- . Perform, as required, the mail processing functions of subordinate staff.

MAIL PROCESSING

MAIL PROCESSING CONTROLLER, GRADE 4
WORK LEVEL STANDARD

DEFINITION

Within broad guidelines, manage mail handling and processing operations and, where appropriate, transport operations over the course of a shift at a Category 3 mail processing facility.

OR

Within broad guidelines, manage the total mail handling and processing operations and, as appropriate, delivery operations at a Distributing Post Office where the planned total ordinary weekly hours of employment of subordinate staff on duty over the full span of shifts is more than the equivalent of thirty-four full-time positions.

FEATURES

At a Category 3 mail processing facility, a Mail Processing Controller, Grade 4 is a shift manager accountable to the facility Manager for effective management of mail handling and processing operations and, where appropriate, transport operations over the course of a shift.

At a Distributing Post Office, a Mail Processing Controller, Grade 4 is accountable to the Postal Manager for the effective management of Distributing Post Office mail handling and processing operations over the full span of shifts operated and, as appropriate, for management of delivery operations.

In each organisational location, the key responsibilities of the position are the management functions of planning, leading, organising and controlling available resources to achieve the critical objectives of the mail processing facility as established by higher level management. The most significant specific objective of the Mail Processing Controller, Grade 4 is the achievement of a performance level equal to or better than the requisite standard in respect of critical despatches that occur within the facility, having regard to effective utilisation of human and other resources, costs and, in the case of shift managers at Category 3 mail processing facilities, the implications for other shifts.

Persons at this level are expected to take all appropriate decisions relating to the normal operations of a mail processing facility.

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Mail Processing Controller, Grade 4 position is required to have met the relevant selection standards as specified in the Conditions Of Entry And Advancement Manual and the established selection criteria. In summary, a person at this level must meet the following requirements:

- knowledge of, and experience and expertise in mail processing or related operations; and
- demonstrated management ability to plan, lead, organise and control.

The above will be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of this work level:-

- . As a shift manager at a Category 3 mail processing facility, plan, lead, organise and control mail handling and processing operations and, where appropriate, transport operations over the course of a shift.
- . Plan, lead, organise and control mail handling and processing operations and, as appropriate, delivery operations at a Distributing Post Office.
- . Provide basic skills training for Trainee Mail Officers as appropriate.
- . Ensure that subordinate staff receive all prescribed and other appropriate training.
- . Develop and maintain good customer relationships.
- . Develop and encourage harmonious working relations.
- . Respond to industrial representations or where necessary refer to an appropriate higher authority.
- . Ensure safe working procedures are adhered to.
- . Perform, as required, the mail processing functions of subordinate staff.

POSTAL TRANSPORT

POSTAL TRANSPORT OFFICER
SENIOR POSTAL TRANSPORT OFFICER
POSTAL TRANSPORT CO-ORDINATOR, GRADES 1 TO 5

GROUP STANDARD

DEFINITION

The work of the Postal Transport Group in general encompasses collection, transport and delivery of mail / parcels and other items by motor vehicle to, between or from Mail / Parcel Processing Facilities, Post Offices, Postal Delivery Facilities, Express Courier Bases, airports, railway terminals, customer premises, contractor premises or other pick-up and delivery points. Postal Transport work also includes work that directly supports transport operations, such as staff training and work relating to vehicle maintenance, procurement or disposal.

The work can include the supervision of staff and at the senior levels, planning, allocation and utilisation of resources as well as financial responsibilities designed to ensure that postal transport services are provided in a timely, efficient and cost-effective manner.

The Postal Transport Group is distinct from Express Courier and Parcels Operations Groups which are covered by separate Work Level Standards.

FEATURES

The Postal Transport Group operates in a network environment which requires:

- customer responsive service and job-oriented performance;
- awareness of and compliance with postal transport instructions and schedules and express courier and mail / parcel network priorities;
- appreciation of overall service standards;
- capacity to maintain postal transport services and / or service standards in emergency situations;

- liaison with other postal transport groups, mail / parcel processing facilities, postal delivery facilities, express courier bases on postal transport and operational arrangements;
- implementation and maintenance of programs to minimise mail damage and service failures;
- recognition and identification of resources to meet particular operational / service requirements;
- an overall awareness of the responsibilities of Australia Post and the needs of its customers;
- development and encouragement of a team approach to the performance of tasks;
- maintenance of a harmonious industrial relations climate in line with the principles of Industrial Participation; and
- adherence to safe work practices and operating procedures.

TRAINING, SKILLS AND ATTRIBUTES

A person selected as a Postal Transport Officer or selected for higher positions in the Postal Transport group is required to have met the relevant recruitment and selection standards as specified in the conditions of entry and advancement section of the Personnel Policies and Procedures Manual and the established selection criteria for the concerned designations. In summary, the requirements for the Postal Transport Group are:-

- . Postal Transport Officer
 - hold a current licence (not probationary) to drive a motor vehicle in the relevant State / Territory, and be licensed to drive and capable of handling the type(s) of motor vehicles to be driven at a standard determined by Australia Post; and
 - successful completion of the training / induction program for the Postal Transport Officer.
- . Senior Postal Transport Officer

As for the Postal Transport Officer and in addition:

- ability to lead and develop a small work group; and

- knowledge, experience and expertise in postal transport operations.

Postal Transport Co-ordinator

As a Postal Transport Co-ordinator, Grade 1 or 2:

- hold a current licence (not probationary) to drive a motor vehicle in the relevant State / Territory, and be licensed to drive and capable of handling the type(s) of motor vehicles to be driven at a standard determined by Australia Post;
- when in a supervisory capacity, demonstrated ability to lead and develop a work group;
- knowledge, experience and expertise in postal transport and / or related operations;
- successful completion of prescribed training programs; and
- relevant specialised skills.

As a Postal Transport Co-ordinator, Grade 3, 4, or 5:

- hold a current licence (not probationary) to drive a motor vehicle in the relevant State / Territory, and be licensed to drive and capable of handling the type(s) of motor vehicles to be driven at a standard determined by Australia Post;
- when in a supervisory capacity, demonstrated ability to lead and develop a work group and to supervise the operations of the group;
- knowledge, experience and expertise in postal transport and / or related operations; and
- relevant specialised skills.

The above may be supplemented by additional training relevant to each level of Postal Transport Co-ordinator.

Subject to individual ability, application and successful completion of prescribed training at various levels, the opportunity exists for persons at operative levels to aspire to supervisory, operations support and management positions in the Postal Transport Group.

TERMS USED

Under Regular Direction

Regular direction is generally only applicable to Postal Transport Officers undergoing the training / induction program and means that a person receives operational instructions regarding routine matters and is subject to frequent checks on adherence to instructions and progress of work by means of physical inspections, written and oral reports.

Under General Direction

A person under general direction normally undertakes a range of routine tasks and receives general instruction for each task. Discretion in selecting the most appropriate method and sequence of completing the task is normal.

Conformity with instructions and specified standards may be measured by means of physical inspection and satisfactory completion of allocated tasks by the immediate supervisor. Although those working under general direction are expected to be experienced and competent, there will be variations to the levels of experience which will necessitate some variation in the degree of general direction.

When driving duties are performed, Postal Transport Officers (and Senior Postal Transport Officers) operate without direct supervision. They are required to conform to Duty Boards and general driving instructions, including instructions to temporarily vary duty boards when required.

Under Limited Direction

A person under limited direction will normally be given a clear statement of an objective for an activity and will require little guidance during the performance of the work. Conformity with instructions is usually measured in terms of the achievement of stated objectives to specified standards.

Those working under limited direction are expected to have had considerable exposure to transport operations through experience at a lower level or other relevant postal experience.

Within Broad Guidelines

A person working within broad guidelines will normally be given a statement of the most important overall continuing results that must be accomplished in a major category of work. Those working within broad guidelines are expected to develop and achieve objectives and standards for specific functions under their control that will ensure the

attainment of the critical results required by higher levels of management.

Conformity with the broad guidelines is measured in terms of results obtained and the significance of the contribution to the achievement of critical objectives established by management.

Supervision / Supervise

Supervision is the exercise of leadership by personally overseeing the work of others. Implicit in this is the responsibility to ensure:

- adequate two-way communication processes are established between supervisory levels and staff;
- staff compliance with corporate policies, instructions and guidelines in relation to conduct, work practices and procedures; and
- the attainment and maintenance of a level of operational performance that accords with predetermined criteria.

Accordingly, it is the responsibility of every supervisor to monitor functions under his/her control with the aim of identifying and resolving problems in relation to staff conduct, work practices and procedures or other matters which impact on the efficient operation of the work area and overall transport operations. This requires that supervisors at all levels undertake the following supervisory functions, subject to the requirements of corporate policies and within the limits of authority as specified in Delegations, work level standards and other approved documentation:

- undertake staff counselling;
- initiate staff development and training programs;
- participate in staff selection and report on conduct, diligence and efficiency;
- exercise disciplinary measures;
- deal with industrial representations; and
- develop and encourage harmonious working relations in line with the principles of Industrial Participation.

Mail Processing Facility:

This includes the Central Mail Exchanges in some capital cities which process both international and domestic mail, separate International Mail Centres (where established in the larger capital cities), metropolitan mail centres, special processing centres for handling bulk mail, City Delivery Centres, provincial and small country mail centres and Distributing Post Offices.

Postal Delivery Facility:

This includes Post Offices, Delivery Centres, Delivery Depots / Annexes and City Delivery Centres, and other facilities where the delivery function is performed.

Duty Round:

A Duty Round comprises a list of specified tasks relating to the pick-up or delivery of mail or other items, at locations scheduled in time sequence necessary to meet service standards.

Commissioning / Decommissioning

Commissioning / decommissioning includes all of the activities associated with the introduction or removal of a vehicle to or from the Australia Post fleet.

Transport Group:

A Transport Group may comprise any or all of the designations that comprise the Postal Transport Group and also may include designations from the Postal Trades / Technical Officer structure, administrative staff and other support staff.

A Transport Group is one where postal transport operations are supervised by a Postal Transport Co-ordinator. A Transport Group is given a category rating. (see below for definition Transport Group Categories.)

Categories of Transport Group:

There are four categories of Transport Group (see above) based on the operational features and authority and accountability attaching to the in-charge transport supervisory position. The lowest category is Category 1 and the highest, Category 4. The classification of the in-charge transport supervisory position is aligned to the category rating of the Transport Group; that is, the in-charge supervisor of a Category 1 Group is a Postal Transport Co-ordinator Grade 1, of a Category 2 Group, Postal Transport Co-ordinator Grade 2, etc.

POSTAL TRANSPORT OFFICER

WORK LEVEL STANDARD

DEFINITION

Under general direction, undertake duties associated with the collection, transport and delivery of mail / parcels and other items by motor vehicle to, between or from mail processing facilities, post offices, postal delivery facilities, airports, railway terminals, customer premises, contractor premises or other pick-up and delivery points.

FEATURES

The Postal Transport Officer operates in a network environment which requires him/her to:

- drive motor vehicles and work regular rostered shift duty;
- conform to approved driving procedures and comply with instructions;
- undertake transport and pick-up and delivery duties on a daily basis, and in the performance of such duties be absent from immediate supervision and contact with other Australia Post staff when operational decisions relating to service requirements may need to be made by the Postal Transport Officer;
- perform all tasks associated with the collection, transport and delivery of mail, which may include parcels, electronic messages and other items;
- undertake sorting duties in country mail processing facilities where this leads to an effective use of resources;
- operate powered and non-powered lifting and manual handling equipment in the loading / unloading and movement of mail; and
- undertake manual handling duties which are incidental or peripheral to the collection, transport and delivery role.

TRAINING, SKILLS AND ATTRIBUTES

A person selected as a Postal Transport Officer must meet the relevant recruitment and selection standards as specified in the conditions of entry and advancement section of the Personnel Policies and Procedures Manual and the established selection criteria. A Postal Transport

Officer must hold a current licence (not probationary) to drive a motor vehicle in the relevant State / Territory, and be licensed to drive and be capable of handling the type(s) of motor vehicle to be driven at a standard determined by Australia Post.

A person selected as a Postal Transport Officer is required to undertake the prescribed training program, covering procedures, product knowledge, customer relations, safe driving practices, and other subjects relevant to the prime duties to be performed. Training may consist of both classroom and on-the-job instruction in accordance with the standards specified in the Postal Transport Officer training course. Appropriate training will be provided to Postal Transport Officers who are required to operate powered lifting equipment and this will be to Department of Labour and Industry standard where necessary.

A newly selected Postal Transport Officer undergoing the training / induction program is expected to function as a fully operative team member after three weeks and to achieve the required standards of performance between six to twelve weeks from the date of appointment / transfer / promotion. During this training / induction period, a Postal Transport Officer works under regular direction as stipulated in the training specifications.

TYPICAL DUTIES

The duties listed below are typical of the Postal Transport Officer work level and are subject to performance within requisite time and accuracy standards as established in training and adherence to safe working procedures:-

- . Drive a motor vehicle and collect, transport and deliver mail, which may include electronic messages, parcels and packets, bulk consignments, signature items and Express Courier items and other items.
- . Make clearances of street posting boxes and private posting receptacles and posting boxes.
- . Collect, transport and deliver unwrapped, unbagged, over-dimensioned and / or overweight items as part of a normal or special Duty Round.
- . Transport authorised Corporation staff and other authorised persons.
- . Load and unload mail conveyances, including motor vehicles, which carry bags, containers, ULDs, pallets, letter trays and other items, and undertake associated manual handling duties and operate mail handling equipment which includes powered and non-powered materials handling equipment; for example, fork lifts, walkie-

stackers, loading and lifting devices and conveyors.

- . Report service difficulties and faults.
- . Undertake sorting difficulties and faults.
- . Undertake sorting duties in country mail processing facilities.
- . Carry out daily service checks of motor vehicles, and minor servicing, report faults, maintain motor vehicle operating and repair records, wash and clean motor vehicles, effect minor roadside fault identification and correction.
- . Operate specialised ancillary equipment fitted to the motor vehicle.
- . Undertake other transport and motor vehicle related duties, including:
 - marshalling of loads ready for loading;
 - dispensing fuel;
 - assisting with commissioning and decommissioning of vehicles;
 - ferrying vehicles to other areas;
 - collecting and / or delivering spare parts and supplies; and
 - collecting statistics relating to postal transport operations.
- . Assist in provision of on-the-job training to Postal Transport Officers undergoing training / induction.
- . Assist in the movement of equipment, furniture and other items.
- . Maintain the tidiness of the centre or office and surrounds.
- . When the position is permanently located at a post office, perform indoor post office duties.

SENIOR POSTAL TRANSPORT OFFICER

WORK LEVEL STANDARD

DEFINITION

Under limited direction, supervise a group of Postal Transport Officers, provided that the planned total ordinary weekly hours of employment of the group on duty is no more than the equivalent of twelve full-time positions. For short periods only the number of staff may exceed twelve, but should not exceed twenty, to cater for operational flexibility or unforeseen overload.

OR

Under limited direction, assist a Postal Transport Co-ordinator, Grade 1, 2, 3, 4 or 5 in the supervision of Postal Transport Officers.

FEATURES

A Senior Postal Transport Officer may assist a Postal Transport Co-ordinator to supervise Postal Transport Officers at specified times in the course of a shift.

A Senior Postal Transport Officer also performs any of the duties of Postal Transport Officers, including a driving round.

A Senior Postal Transport Officer also provides meal and other short term relief for Postal Transport Co-ordinators.

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Senior Postal Transport Officer position is required to have met the relevant selection standards as specified in the conditions of entry and advancement section of the Personnel Policies and Procedures Manual and the established selection criteria. In summary, a person at this level must have:

- a current licence (not probationary) to drive a motor vehicle in the relevant State / Territory, and be licensed to drive and capable of handling the type(s) of motor vehicle to be driven at a standard determined by Australia Post;
- successfully completed the training program for Postal Transport Officers;
- ability to lead and develop a small work group; and
- knowledge, experience and expertise in postal transport operations.

TYPICAL DUTIES

The duties listed below are typical of the Senior Postal Transport Officer level:-

- . Supervise the work of Postal Transport Officers, including:
 - oversight commencement and cessation of staff and attendance recording;
 - issuing keys and duty boards and other required aids and allocating motor vehicles;
 - executing instructions on behalf of the Postal Transport Co-ordinator;
 - initiating action to overcome motor vehicle or staff shortage;
 - checking Postal Transport Officers in and out;
 - receiving and actioning motor vehicle running records and fault sheets;
 - liaising with client / service areas;
 - taking corrective action on reported service difficulties, vehicle and equipment faults and vehicle accidents / breakdowns; and
 - dealing with operational and staffing problems that arise.
- . Provide meal break and other short term relief for Postal Transport Co-ordinators.
- . Provide on-the-job training for Postal Transport Officers.
- . Ensure that safe working procedures are followed.
- . Maintain a harmonious industrial relations climate in line with the principles of Industrial Participation and develop and encourage a team approach to the performance of tasks.
- . Perform the duties of Postal Transport Officers.

POSTAL TRANSPORT CO-ORDINATOR, GRADE 1

WORK LEVEL STANDARD

DEFINITION

Under limited direction co-ordinate and control the postal transport operations of a Category 1 Transport Group.

OR

Under limited direction, undertake one or more of the following functions:

- . Prepare Duty Rosters and / or Duty Rounds and undertake minor inquiries into transport operational matters.
- . Direct motor vehicle movements in a marshalling area or at a loading / unloading area. Control parking stations.
- . Undertake testing, including practical driving testing, of prospective and existing Postal Transport Officers. Conduct induction training and training required by other Australia Post staff.
- . Arrange and / or effect recovery of broken-down / damaged motor vehicles.
- . Supervise Chauffeurs and control self-drive car pool operations.
- . Undertake commissioning and decommissioning of vehicles.

FEATURES

A Postal Transport Co-ordinator, Grade 1 may have a supervisory role or provide support to transport operations such as administrative assistance, conduct of training, Duty Roster preparation or a combination of any or all of these duties. Duty Roster and / or Duty Round preparation at this level is provided at Category 3 Transport Groups and below.

TRAINING SKILLS AND ATTRIBUTES

A person selected for a Postal Transport Co-ordinator, Grade 1 position is required to have met the relevant selection standards as specified in the conditions of entry and advancement section of the Personnel Policies and Procedures Manual and the established selection criteria. In summary, a person at this level must meet the following requirements:

- . Hold a current licence (not probationary) to drive a motor vehicle in the relevant State / Territory, and be licensed to drive and capable of handling the type(s) of motor vehicle to be driven at a standard determined by Australia Post.
- . When in a supervisory capacity, demonstrated ability to lead and develop a work group.
- . Successful completion of prescribed training programs.
- . Relevant specialised skills.

The above may be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of the work level for Postal Transport Co-ordinator, Grade 1 positions:

- . Develop and implement financial and human resource budgets for transport operations.
- . Prepare, maintain and implement Duty Rosters and / or Duty Rounds and other operational aids and allocate vehicles to staff in accord with shift and duty rosters.
- . Integrate transport operations with mail network requirements.
- . Develop vehicle program estimates.
- . Commission / decommission vehicles.
- . Order bulk fuel, and balance fuel receipts, stocks and issues.
- . Update and maintain management information systems.
- . Analyse operating costs and group and service performance and take corrective action as required.
- . Ensure that sufficient motor vehicles and staff are available for daily operational requirements.
- . Take appropriate action to maintain postal transport services or deliver timetables in an emergency situation.
- . Control and issue uniform stock and stores.

- . Issue keys, duty boards and other operational aids.
- . Ensure that motor vehicles are serviced and maintained to prescribed standards.
- . Monitor and examine motor vehicle running records, identify cases of excessive operating costs and take appropriate corrective action.
- . Arrange or effect recovery of broken-down or accident-damaged motor vehicles.
- . Arrange repair of broken-down or accident-damaged motor vehicles.
- . Monitor adherence to timetables, routes and delivery timetables, investigate failures and complaints and take appropriate action.
- . Carry out checks of transport operations in the field.
- . Investigate and recommend the provision or withdrawal of transport services.
- . Liaise with transport clients and supply areas and arrange the collection and delivery of supply items.
- . Liaise with customers in relation to the pick-up or delivery of mail and other items.
- . Liaise, as appropriate, with external organisations on transport matters.
- . Meet requests for ad-hoc transport services.
- . Investigate and take appropriate action when service difficulties and faults occur or are reported.
- . Conduct minor inquiries into postal transport operations.
- . Co-ordinate collection and despatch of mail under Contract Agreements and Bulk Parcel Agreements.
- . Perform postal transport administrative duties as required.
- . Assist in the forward planning of the transport fleet or postal transport operations and in the investigation of problems related to postal transport operations.

- . Direct the movement of motor vehicles in a marshalling yard or at a large mail processing facility.
- . Direct vehicle movements at a vehicle parking station.
- . Supervise chauffeurs, receive motor vehicle bookings and allocate bookings to Postal Transport Officers, including a chauffeur group, or approved contractors.
- . Oversight and participate in the recruitment of staff to meet operational needs.
- . Conduct induction training programs for new or transferred staff and training for Duty Rounds or other aspects of postal transport operations. Conduct driving testing. Conduct training required by other Australia Post staff.
- . Test prospective and existing Postal Transport Officers and other staff for driving ability and provide tuition, as required, for various licence standards.
- . Develop and maintain training program's and aids.
- . Oversight commencement and cessation of staff and attendance recording.
- . Check daily work reports and other documentation from Postal Transport Officers ceasing duty.
- . Maintain a harmonious industrial relations climate in line with the principles of Industrial Participation and foster team spirit.
- . Respond to industrial representations or, where appropriate, refer them to the next level of supervision.
- . Ensure adherence to Equal Employment Opportunity and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes.
- . Ensure that safe working procedures are followed.
- . Provide meal and other short term relief for other Postal Transport Co-ordinators.
- . Perform, as required, the postal transport functions of subordinate staff.

POSTAL TRANSPORT CO-ORDINATOR, GRADE 2

WORK LEVEL STANDARD

DEFINITION

Under limited direction, co-ordinate and control the postal transport operations of a Category 2 Transport Group.

OR

Under limited direction, supervise a shift of Postal Transport Officers and where appropriate Senior Postal Transport Officers, other than at a Category 1 or 2 Transport Group.

OR

Under limited direction, undertake one or more of the following functions:

- . Testing of prospective and existing Postal Transport Officers and conduction / provision of induction licence level and defensive driving training.
- . Preparation of Duty Rosters and / or Duty Rounds and undertaking minor inquiries into operational matters.
- . Supervision of staff engaged in and participation in the commissioning and decommissioning of vehicles.

FEATURES

There are several types of Postal Transport Co-ordinator Grade 2 positions, where the duties performed will differ.

A Postal Transport Co-ordinator, Grade 2 may be located at a Category 2 Transport Group and has authority and accountability for all transport operations at that Group, generally reporting to a Mail Centre Shift Manager. A Postal Transport Co-ordinator, Grade 2 may be assisted by a Senior Postal Transport Officer(s).

A Postal Transport Co-ordinator, Grade 2 may be a supervisor of shift operations of a Transport Group and generally reports to a higher level Postal Transport Co-ordinator. The Postal Transport Co-ordinator, Grade 2 takes charge of the Transport Group when the higher level Postal Transport Co-ordinator is not present and provides ad-hoc relief as required.

A Postal Transport Co-ordinator, Grade 2 may be engaged in specialised training on a Statewide basis; for example, for defensive driving skills covering both four and two wheeled vehicles, and for various licence standards. Practical driving tests may also be conducted for prospective drivers and driving training provided to Postal Transport Co-ordinators and other staff.

At Postal Transport Co-ordinator, Grade 2 level, Duty Roster and Duty Round preparation are performed at a Category 4 Transport Group or at a Transport Branch or Section.

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Postal Transport Co-ordinator, Grade 2 position is required to have met the relevant selection standards as specified in the conditions of entry and advancement section of the Personnel Policies and Procedures Manual and the established selection criteria. In summary, a person at this level must meet the following requirements:

- . Hold a current licence (not probationary) to drive a motor vehicle in the relevant State / Territory, and be licensed to drive and capable of handling the type(s) of motor vehicle to be driven at a standard determined by Australia Post;
- . when in a supervisory capacity, demonstrated ability to lead and develop a work group;
- . knowledge, experience and expertise in postal transport and related operations;
- . successful completion of prescribed training programs; and
- . relevant specialised skills.

The above may be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of the work level for Postal Transport Co-ordinator, Grade 2 positions:

- . Develop and implement financial and human resource budgets for transport operations.
- . Prepare, maintain and implement Duty Rosters and / or Duty Rounds and other operational aids and allocate vehicles to staff in accord with shift and duty rosters.

- . Integrate transport operations with mail network requirements.
- . Develop vehicle program estimates.
- . Supervise staff engaged in and undertake the commissioning and decommissioning of vehicles.
- . Supervise motorcycle commissioning, decommissioning and usage.
- . Order bulk fuel, and balance fuel receipts, stocks and issues.
- . Update and maintain management information systems.
- . Analyse operating costs and group and service performance and take corrective action as required.
- . Ensure that sufficient motor vehicles and staff are available for daily operational requirements.
- . Take appropriate action to maintain postal transport services or delivery timetables in an emergency situation.
- . Control and issue uniform stock and stores.
- . Issue keys, duty boards and other operational aids.
- . Ensure that motor vehicles are serviced and maintained to prescribed standards.
- . Monitor and examine motor vehicle running records, identify cases of excessive operating costs and take appropriate corrective action.
- . Arrange recovery and / or repair of broken-down or accident-damaged motor vehicles.
- . Monitor adherence to timetables, routes and delivery timetables, investigate failures and complaints and take appropriate action.
- . Carry out checks of transport operations in the field.
- . Investigate and recommend the provision or withdrawal of transport services.
- . Liaise with transport clients and supply areas and arrange the collection and delivery of supply items.

- . Liaise with customers in relation to the pick-up or delivery of mail and other items.
- . Liaise, as appropriate, with external organisations on transport matters.
- . Meet requests for ad-hoc transport services.
- . Investigate and take appropriate action when service difficulties and faults occur or are reported.
- . Conduct minor inquiries into postal transport operations.
- . Co-ordinate collection and despatch of mail under Contract Agreements and Bulk Parcel Agreements.
- . Perform postal transport administrative duties as required.
- . Oversight and participate in the recruitment of staff to meet operational needs.
- . Conduct induction training programs for new or transferred staff and training for Duty Rounds or other aspects of postal transport operations. Conduct driving testing. Conduct training required by other Australia Post staff.
- . Test prospective and existing Postal Transport Officers and other staff for driving ability and provide tuition, as required, for various licence standards.
- . Design and conduct defensive driving training.
- . Train and test motorcycle riders.
- . Develop and maintain training program's and aids.
- . Supervise training and support staff.
- . Oversight commencement and cessation of staff and attendance recording.
- . Check daily work reports and other documentation from Postal Transport Officers ceasing duty.
- . Maintain a harmonious industrial relations climate in line with the principles of Industrial Participation and foster team spirit.
- . Respond to industrial representations or, where appropriate, refer them to the next level of supervision.

- . Ensure adherence to Equal Employment Opportunity and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes.
- . Ensure that safe working procedures are followed.
- . Provide meal and other short term relief for other Postal Transport Co-ordinators.
- . Perform, as required, the postal transport functions of subordinate staff.

POSTAL TRANSPORT CO-ORDINATOR, GRADE 3

WORK LEVEL STANDARD

DEFINITION

Under limited direction, co-ordinate and control the postal transport operations of a Category 3 Transport Group.

OR

Under limited direction, co-ordinate and control the work of staff performing transport training functions in a Transport Training Group and conduct training sessions.

OR

Under limited direction, co-ordinate and control the work of staff performing transport equipment functions in a transport Equipment Group.

OR

Under limited direction, assist in the co-ordination and control of postal transport services.

OR

Under limited direction, co-ordinate and control the work of staff performing transport support functions in a transport support group.

OR

Under limited direction, co-ordinate and control daily transport operations.

FEATURES

There are several types of Postal Transport Co-ordinator Grade 3 positions, where the duties performed will differ.

A Postal Transport Co-ordinator, Grade 3 may be a supervisor of a Category 3 Transport Group and has authority and accountability for all transport operations of the Group.

Positions of Postal Transport Co-ordinator, Grade 3 may also be provided to supervise staff located in either a transport Training, transport Equipment or transport Support Group, or to assist in the co-ordination and control of postal transport services, or to co-ordinate and control daily transport operations at a Central Transport Branch where the responsibilities do not include rounds and roster preparation and training.

A Postal Transport Co-ordinator, Grade 3 of a transport Support Group supervises and co-ordinates training, rosters and rounds work and also undertakes higher level work associated with these functions.

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Postal Transport Co-ordinator, Grade 3 position is required to have met the relevant selection standards as specified in the conditions of entry and advancement section of the Personnel Policies and Procedures Manual and the established selection criteria. In summary, a person at this level must meet the following requirements:

- . Hold a current licence (not probationary) to drive a motor vehicle in the relevant State / Territory, and be licensed to drive and capable of handling the type(s) of motor vehicle to be driven at a standard determined by Australia Post;
- . when in a supervisory capacity, demonstrated ability to lead and develop a work group;
- . knowledge, experience and expertise in postal transport and related operations; and
- . relevant specialised skills.

The above may be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of the work level for Postal Transport Co-ordinator, Grade 3 positions:-

- . In supervisory positions take action to ensure that, or undertake:
 - financial and human resource budgets for transport operations are developed and implemented;
 - Duty Rosters and Duty Rounds and other operational aids are prepared, maintained and implemented and vehicles are allocated to staff in accord with shift and duty rosters;
 - transport operations are integrated with mail network requirements;
 - vehicle program estimates are developed;

- vehicles are commissioned and decommissioned;
 - bulk fuel is ordered and fuel receipts, stocks and issues are balanced;
 - management information systems are updated and maintained;
 - operating costs and group and service performance are analysed and corrective action is taken as required;
 - sufficient vehicles and staff are available for daily operational requirements;
 - arrangements are made to service and maintain vehicles to prescribed standards;
 - vehicle running records are monitored and examined, cases of excessive operating costs are identified and appropriate corrective action is taken;
 - requests for ad-hoc transport services are met;
 - staff are recruited to meet operational needs;
 - induction training programs for new / transferred staff are arranged and training for Duty Rounds and for other aspects of postal transport operations is conducted;
 - the driving ability of prospective and existing Postal Transport Officers and other Australia Post staff is tested and tuition is provided, as required for various licence standards; and
 - training program's and aids are developed and maintained.
- . Take appropriate action to maintain postal transport services or delivery timetable in an emergency situation.
 - . Arrange recovery and / or repair action of broken-down or accident-damaged vehicles.
 - . Monitor adherence to timetables, routes and delivery timetables, investigate failures and complaints and take appropriate action.
 - . Carry out checks of transport operations in the field.

- . investigate and recommend the provision or withdrawal of transport services.
- . Liaise with transport clients and supply areas and arrange the collection and delivery of supply items.
- . Liaise with customers in relation to the pick-up or delivery of mail and other items.
- . Liaise, as appropriate, with external organisations on transport matters.
- . Investigate and take appropriate action when service difficulties and faults occur.
- . Co-ordinate collection and despatch of mail under Contract Agreements and Bulk Parcel Agreements.
- . Assist in the co-ordination of linehaul operations.
- . Assist in the co-ordination and control of transport services.
- . Co-ordinate country transport services and ensure that timetables are observed.
- . Perform postal transport administrative duties as required.
- . Supervise staff undertaking transport training functions.
- . Supervise staff undertaking transport equipment functions.
- . Supervise staff undertaking a Transport Support Group function and undertake associated activities.
- . Co-ordinate and control workshop operations.
- . Maintain a harmonious industrial relations climate in line with the principles of Industrial Participation and foster team spirit.
- . Respond to industrial representations or, where appropriate, refer them to the next level of supervision.
- . Ensure adherence to Equal Employment Opportunity and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes.

- . Ensure that safe working procedures are followed.
- . Provide meal and other short term relief for other Postal Transport Co-ordinators.
- . Perform, as required, the postal transport functions of subordinate staff.

POSTAL TRANSPORT CO-ORDINATOR, GRADE 4

WORK LEVEL STANDARD

DEFINITION

Within broad guidelines, manage postal transport operations at a Category 4 Transport Group, or Transport Branch, Section or Depot.

OR

Within broad guidelines, maintain a Training and Recruitment Group.

FEATURES

A Postal Transport Co-ordinator, Grade 4 may be located at a Category 4 Transport Group with authority and accountability for all transport operations of the Group.

A Postal Transport Co-ordinator, Grade 4 at a Transport Branch, Section or Depot may supervise transport operations at a mail processing facility or facilities.

A Postal Transport Co-ordinator, Grade 4 may also be provided to manage transport operations at a linehaul depot.

A Postal Transport Co-ordinator, Grade 4 may also be provided to supervise staff undertaking both training and recruitment activities in a Group dedicated to this work.

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Postal Transport Co-ordinator, Grade 4 position is required to have met the relevant selection standards as specified in the conditions of entry and advancement section of the Personnel Policies and Procedures Manual and the established selection criteria. In summary, a person at this level must meet the following requirements:

- . hold a current licence (not probationary) to drive a motor vehicle in the relevant State / Territory, and be licensed to drive and capable of handling the type(s) of motor vehicle to be driven at a standard determined by Australia Post;
- . demonstrated ability to lead and develop a work group and to supervise the operations of the group;
- . knowledge, experience and expertise in postal transport and / or related operations; and

. relevant specialised skills.

The above may be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of the work level for Postal Transport Co-ordinator, Grade 4 positions :-

- . In supervisory positions take action to ensure that, or undertake:
 - financial and human resource budgets for transport operations are developed and implemented;
 - Duty Rosters and Duty Rounds and other operational aids are prepared, maintained and implemented and vehicles are allocated to staff in accord with shift and duty rosters;
 - transport operations are integrated with mail network requirements;
 - vehicle program estimates are developed;
 - vehicles are commissioned and decommissioned;
 - bulk fuel is ordered and fuel receipts, stocks and issues are balanced;
 - management information systems are updated and maintained;
 - operating costs and group and service performance are analysed and corrective action is taken as required;
 - sufficient vehicles and staff are available for daily operational requirements;
 - arrangements are made to service and maintain vehicles to prescribed standards;
 - vehicle running records are monitored and examined, cases of excessive operating costs are identified and appropriate corrective action is taken;
 - requests for ad-hoc transport services are met;
 - staff are recruited to meet operational needs;

- induction training programs for new / transferred staff are arranged and training for Duty Rounds and for other aspects of postal transport operations is conducted;
 - the driving ability of prospective and existing Postal Transport Officers and other Australia Post staff is tested and tuition is provided, as required for various licence standards; and
 - training program's and aids are developed and maintained.
- . Take appropriate action to maintain postal transport services or delivery timetable in an emergency situation.
 - . Arrange recovery and / or repair action of broken-down or accident-damaged vehicles.
 - . Monitor adherence to timetables, routes and delivery timetables, investigate failures and complaints and take appropriate action.
 - . Carry out checks of transport operations in the field.
 - . investigate and recommend the provision or withdrawal of transport services.
 - . Liaise with transport clients and supply areas and arrange the collection and delivery of supply items.
 - . Liaise with customers in relation to the pick-up or delivery of mail and other items.
 - . Liaise, as appropriate, with external organisations on transport matters.
 - . Investigate and take appropriate action when service difficulties and faults occur.
 - . Co-ordinate collection and despatch of mail under Contract Agreements and Bulk Parcel Agreements.
 - . Co-ordinate country transport services and ensure that timetables are observed.
 - . Perform postal transport administrative duties as required.
 - . Supervise staff undertaking training and recruitment functions.

- . Supervise workshop operations.
- . Maintain a harmonious industrial relations climate in line with the principles of Industrial Participation and foster team spirit.
- . Respond to industrial representations or, where appropriate, refer them to the next level of supervision.
- . Ensure adherence to Equal Employment Opportunity and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes.
- . Ensure that safe working procedures are followed.
- . Perform, as required, the postal transport functions of subordinate staff.

POSTAL TRANSPORT CO-ORDINATOR, GRADE 5

WORK LEVEL STANDARD

DEFINITION

Within broad guidelines, manage a postal transport operations network provided under centralised operational arrangements.

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Postal Transport Co-ordinator, Grade 5 position is required to have met the relevant selection standards as specified in the conditions of entry and advancement section of the Personnel Policies and Procedures Manual and the established selection criteria. In summary, a person at this level must meet the following requirements:

- . hold a current licence (not probationary) to drive a motor vehicle in the relevant State / Territory, and be licensed to drive and capable of handling the type(s) of motor vehicle to be driven at a standard determined by Australia Post;
- . demonstrated ability to lead and develop a work group and to supervise the network operations work undertaken;
- . knowledge, experience and expertise in postal transport and / or related operations; and
- . relevant specialised skills.

The above may be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of the work level for Postal Transport Co-ordinator, Grade 5 positions:-

- . Manage the provision of postal transport services in a postal transport network.
- . Take appropriate action to maintain postal transport services or delivery timetables in an emergency situation.
- . Carry out checks of transport operations in the field.
- . Investigate the provision or withdrawal of transport services.

- . Investigate and take appropriate action where service difficulties and faults occur.
- . Liaise, as appropriate, with external organisations on transport matters.
- . Perform postal transport administrative duties as required.
- . Maintain a harmonious industrial relations climate in line with the principles of Industrial Participation and foster team spirit.
- . Respond to industrial representations or, where appropriate, refer them to the next level of supervision.
- . Ensure adherence to Equal Employment Opportunity and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes.
- . Ensure that safe working procedures are followed.
- . Perform, as required, the postal transport functions of subordinate staff.

**PARCEL POST OFFICER
SENIOR PARCEL POST OFFICER, GRADES 1 AND 2
PARCEL POST COORDINATOR, GRADES 2 AND 3**

GROUP STANDARDS

DEFINITION

The work of the Parcel Post Group encompasses the physical receipt, documentation, sorting and despatch of parcels and other items at parcel centres. Other functions include the pick up and delivery of parcels at customer premises (or other pickup / delivery points) and the transfer between parcel centres, post offices and airports.

Note: "Parcels" also includes unwrapped items conveyed through the parcels network.

The work can include the supervision of staff, training of staff and at the senior levels, planning, allocation and utilisation of resources, as well as financial responsibilities designed to ensure that Parcel Post services are provided in a timely, efficient and cost effective manner.

FEATURES

The Parcel Post Group operates in a network environment which requires:

- customer responsive service and job-oriented performance;
 - awareness of the compliance with Parcel Post instructions and delivery timetable schedules;
 - recognition and identification of resources to meet particular operation/service requirements;
-
- training, development and encouragement of a team approach to the performance of tasks;
 - multi-functional working environment to operate in parcel centres to achieve operational and economic efficiency;
 - awareness of financial and service performance targets;
 - adherence to safe work practices and operating procedures;
 - knowledge of security and emergency procedures;

- implementation and maintenance of programs to minimise damage to parcel post articles and service failures;
- capacity to maintain Parcel Post services and/or delivery timetable in emergency situations;
- liaison with other operations groups including Parcel Centres, Mail Centres, Post Offices, Postal Delivery Depots, and general transport groups;
- liaison with customers of Australia Post;
- adherence to Equal Employment Opportunity and Harassment policies and dealing with complaints of discrimination and harassment in accordance with accepted processes; and
- maintain a harmonious industrial relations climate in line with the principles of Industrial Participation and fostering team spirit.

TRAINING, SKILLS AND ATTRIBUTES

A person selected as a Trainee Parcel Post Officer or selected for higher positions in the Parcel Post Groups is required to have met the relevant recruitment and selection standards as specified in the Conditions of Entry and Advancement Manual and the established selection criteria for the concerned designations. In summary, the requirements for the Parcel Post Group are :-

Parcel Post Officer :

- satisfactory completion of the training/induction program for Trainee Parcel Post Officer.

Senior Parcel Post Officer, Grade 1 and Senior Parcel Post Officer, Grade 2 :

- ~~satisfactory completion of the training/induction program for Trainee Parcel Post Officer.~~
- ability to lead and develop a small work group; and
- knowledge of, and experience and expertise in parcel processing operations

Parcel Post Coordinator, Grade 2 and Parcel Post Coordinator, Grade 3:

- satisfactory completion of the training/induction program for Trainee Parcel Post Officer or Trainee Mail Officer;
- ability to lead and develop a work group;

- knowledge of, and experience and expertise in parcel processing or related operations; and
- demonstrated management ability to plan, lead, organise and control.

The typical career path in the Parcel Post Group is as follows:

Parcel Post Officer
 Senior Parcel Post Officer Grade 1
 Senior Parcel Post Officer Grade 2
 Parcel Post Coordinator
 Facility Manager

Operative level staff who wish to aspire to supervisory, operations / sales support and management positions in the Parcel Post group, will be assessed on their ability, application, range of experience and successful completion of prescribed training at various levels.

TERMS USED

Parcels Processing Facility:

This includes State Parcel Centres in some capital cities which only process parcels and other large unwrapped articles and Metropolitan Parcel Centres which also process parcels and other large unwrapped articles.

Categories of Parcel Processing Facility:

The category accorded to a parcel processing facility is established by the level attached to the Facility Manager in charge of that facility, ie a Category 1 facility has a Facility Manager Level 1, a Category 2 facility has a Facility Manager Level 2, etc.

Group Control:

This involves the supervision of a number of operative staff engaged in the processing of parcels and associated duties. The group may be deployed on a range of functions over a shift. The primary supervisory emphasis is on ensuring that work assigned to the group is completed efficiently, accurately and within time constraints. Decision will be required on work priorities and resources.

Area Control:

This involves operational responsibility for a discrete area or group of functions. Control of an area involves production supervision decisions.

Supervision / Supervise:

Supervision is the exercise of leadership by personally overseeing the work of others. Implicit in this is the responsibility to ensure:

- adequate two-way communication processes are established between supervisory levels and staff;
- staff compliance with corporate policies, instructions and guidelines in relation to conduct, work practices and procedures; and
- the attainment and maintenance of a level of operational performance that accords with predetermined criteria.

Accordingly, it is the responsibility of all supervisors to monitor functions under their control with the aim of identifying and resolving problems in relation to staff conduct, work practices and procedures or other matters which impact on the efficient and effective operation of the work area. This requires that supervisors at all levels undertake the following supervisory functions, subject to the requirements of corporate policies and within the limits of authority as specified in Delegations, Work Level Standards and other approved documentation:

- undertake staff counselling;
- initiate staff development and training programs;
- participate in staff selection and report on conduct, diligence and efficiency;
- exercise disciplinary measures; and
- deal with staff and industrial matters.

Production/Supervision:

This involves the functions of supervision, with emphasis on the coordination and control of Parcel Centre operations through:

- assessing work to be performed and deploying staff resources to the best advantage, in accordance with service priorities;
- coordinating parcel processing operations in a timely and efficient manner; and
- monitoring the effectiveness (eg, quality control) and efficiency (eg, output rate) of each handling stage.

Under Regular Direction:

Regular direction is generally only applicable to Trainee Parcel Post Officers and means that a person receives operational instructions regarding routine matters and is subject to frequent checks on adherence to instructions and progress of work by means of physical inspection, written and oral reports.

Under General Direction:

A person under general direction normally undertakes a range of routine tasks and receives general instruction for each task. Discretion in selecting the most appropriate method and sequence of completing the task is normal.

Conformity with instructions and specified standards may be measured by means of physical inspection and satisfactory completion of allocated tasks by the immediate supervisor. Although those working under general direction are expected to be experienced and competent, there will be variations to the level of experience which will necessitate some variation in the degree of general direction.

When parcel pick up and delivery duties are performed, Parcel Post Officers normally operate without direct supervision while away from their workplace.

Under Limited Direction:

A person under limited direction would normally be given a clear statement of an objective for an activity and should require little guidance during the performance of the work. Conformity with instructions is usually measured in terms of the achievement of stated objectives to specified standards.

Those working under limited direction are expected to have had considerable exposure to Parcel Post operations through experience at a lower level or other relevant experience.

Within Broad Guidelines:

A person working within broad guidelines will normally be given a statement of the most important overall continuing results that must be accomplished in a major category of work. Those working within broad guidelines are expected to develop and achieve objectives and standards for specific functions under their control that will ensure the attainment of the critical results required by higher levels of management.

Conformity with the broad guidelines is measured in terms of results obtained and the significance of the contribution to the achievement of critical objectives established by management.

Leading Hand:

The term "Leading Hand" indicates that an employee who fills such a position is responsible for both undertaking the duties assigned to the particular job of work and for leading / guiding other employees as well.

The important factor to be recognised is that besides undertaking normal work, a leading hand:

- assigns tasks to staff allocated to the work group consistent with operational requirements and job rotation; and
- ensures achievement of work performance levels and that work assigned to the work group is completed within prescribed standards.

Leading hands lead a team by example, guides and coaches members of the group under their control. The role of the leading hand can be summarised as follows:

(a) *Decision Making*

A leading hand is required to make decisions (ie, reach conclusions and make judgements) in the course of a days work regarding how an assigned job of work should be undertaken.

(b) *Communication*

A leading hand should pass on to the immediate supervisor any information concerning operational problems / changes etc related to the efficient operation of the work area.

(c) *Guiding*

A leading hand is expected to be experienced and competent in performing the specific tasks and duties allocated to a Senior Parcel Post Officer position and is also expected to play an active role in developing, guiding and instructing those under their control.

(d) *Safety*

A leading hand is expected to be fully conversant with existing safety procedures and to require staff to follow established safe working practices and procedures at the workplace.

(e) *On-the-Job Training*

A leading hand is required to provide on-the-job instruction to Parcel Post

Officers in the course of their normal duties and to Trainee Parcel Post Officers during their induction / training period.

(f) Staff Relations

A leading hand is expected to set a good example to subordinates and to foster the development of a team-work approach within the group. A leading hand is required to assist each group member to achieve and maintain acceptable standards of performance and conduct.

Subject to the requirements of corporate policies and within the limits of authority as specified in Delegations, Work Level Standards and other approved documentation, a leading hand should endeavour to resolve any problems in relation to conduct, work practices or procedures with the staff concerned in the first instance. However, if problems persist or more significant problems occur, it is the responsibility of the leading hand to bring such cases to the attention of the relevant supervisor.

In circumstances where a Senior Parcel Post Officer engaged on specialist functions is assisted in the performance of those functions by a group of staff, the Senior Parcel Post Officer assumes the leading hand function and role described above.

Specialist:

"Specialist" parcel handling and processing functions are undertaken at the Senior Parcel Post Officer, Grades 1 and 2 and the Parcel Post Coordinator Grade 2 levels. The level at which this specialist work is undertaken is dependent upon the category of the facility and the number of staff controlled.

Specialist functions are described below:-

- control of bulk parcel acceptance counters, including liaison with major customers;
- collation and analysis of traffic and work hours statistics;
- preparation and maintenance of staff rosters; and
- timekeeping duties.

PARCEL POST OFFICER WORK LEVEL STANDARD

DEFINITION

Under general direction a Parcel Post Officer may perform duties associated with the physical receipt, sorting and despatch of parcels at a Parcel Centre, together with driving and related duties for the pick up and delivery of parcels from and to customers and transfer of parcel despatches between centres.

A Parcel Post Officer may perform, as required, the full range of functions, including both indoor and outdoor duties.

FEATURES

Parcel Post Officers will be required to perform all tasks associated with the processing, pick up and delivery of parcels and transfer between centres when employed in a Parcel Centre, and may be deployed according to operational requirements. However, consistent with operational requirements, deployment will ensure that Parcel Post Officers are given an appropriate variety of work, rotation and task relief. The duties require typically more limited geographical knowledge than is required of a Mail Officer.

TRAINING SKILLS AND ATTRIBUTES

A person selected as a Trainee Parcel Post Officer must meet the relevant recruitment and selection Standards as specified in the Conditions of Entry and Advancement Manual and the established selection criteria.

A person selected as a Trainee Parcel Post Officer is required to undertake the prescribed training programme, covering procedures, speed and accuracy in manual parcels sorting, equipment operation, and where required, bulk acceptance counter and delivery functions.

~~On completion of the specified stage of the training course, a Trainee Parcel Post Officer may be employed on all aspects of Parcel Post Officer work, providing regular direction as specified in the training course is maintained.~~

Advancement to the level of Parcel Post Officer will be dependent on successful completion of the training course. Performance and suitability will be monitored over the six months training period and through regular reports prepared by supervisory staff.

A person at this level must hold a current drivers licence (non probationary) and be able to handle the type of motor vehicles to be driven at a standard determined by Australia Post.

TYPICAL DUTIES

The duties listed below are typical of this work level, subject to the performance of work within requisite time and accuracy standards as established in training:

- Undertake manual sorting duties using geographical knowledge postcode and other sorting cues of originating and terminating parcels and prepare necessary dispatch documentation.
 - Receive loose and bagged parcels dispatches including the handling of "special service parcels and other items.
 - Open bags and cull for processing.
 - Load and unload mail conveyances, including motor vehicles which carry containers, ULDs, mail bags, loose items etc.
 - Operate parcel handling equipment including conveyors, loading and lifting devices, ie. pallet jacks, walkie stackers, bag chains, sorting equipment and, upon completion of specified training, fork lift trucks.
 - Prepare bag racks, ULD arrays, labels, etc.
 - Prepare and maintain parcel processing and delivery records and documentation.
 - Operate mail weighing and statistical recording equipment.
 - Prepare parcels for despatch, including tying and labelling provide assistance with their despatch.
 - Complete paperwork associated with underpaid parcels special services, bulk mail lodgments, etc.
 - Undertake Parcel Centre counter duties.
-
- Assist in the provision of on-the-job training for Trainee Parcel Post Officers.
 - Drive a motor vehicle for the pick up and delivery of parcels and transfer between centres.
 - Ensure lodgment documents and compliance statements are properly completed by customers.

- Maintain a small cash advance, receive cash, cheque and credit payouts from customers at collection or delivery of parcels, complete associated documentation and lodge amounts received.
- When allocated a motor vehicle or performing driving duties, carry out daily service checks of the motor vehicle, undertake roadside minor fault identification and correction, and report motor vehicle faults.

SENIOR PARCEL POST OFFICER, GRADE 1 WORK LEVEL STANDARD

DEFINITION

Under limited direction, and work as a leading hand, oversight the work of a group of staff engaged on parcels handling operations at a Parcel Centre, including sorting and driving duties, provided that the total weekly hours of employment of the group is no more than the equivalent of seven full-time positions.

FEATURES

A Senior Parcel Post Officer, Grade 1, where warranted, would not normally report to a Senior Parcel Post Officer, Grade 2 unless the Senior Parcel Post Officer, Grade 2 is a shift leader .

TRAINING. SKILLS AND ATTRIBUTES

A person selected for a Senior Parcel Post officer, Grade 1 position is required to have met the relevant selection standards as specified in the Conditions of Entry and Advancement Manual and established selection criteria. In summary, a person at this level must have:

- successfully completed the training programme for Trainee Parcel Post Officer or previously have been appointed as Senior Mail Officer, Senior Postal Sorting Officer, Senior Motor Driver, Senior Postal Delivery Officer or other equivalent positions and sorting and procedural training has been completed;
- successfully complete Senior Parcel Post Officer Training within 6 months of promotion/transfer/ appointment;
- ability to lead and develop a small work group;
- knowledge, experience and expertise in Parcel Centre processing operations; and
- a current drivers licence (non probationary) and ability to handle the type of motor vehicles to be driven at a standard determined by Australia Post.

The above will be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of this work level:

- As a leading hand, oversight the work of a group of staff engaged on parcel handling

and processing operations and pick up and delivery functions .

- Provide on-the-job training for Trainee Parcel Post Officers and Parcel Post Officers.
- Ensure that safe working procedures are adhered to.
- Develop and encourage a team approach to the performance of tasks
- As a member of a multi-functional team, perform general parcel handling and processing duties, as required.

SENIOR PARCEL POST OFFICER, GRADE 2 WORK LEVEL STANDARD

DEFINITION

Under limited direction, and working as a leading hand, oversight the work of a group of staff engaged on parcel handling and processing operations at a parcel Centre, including sorting and driving duties, provided that the total weekly hours of employment of the group is more than the equivalent of seven full-time positions and no more than the equivalent of fourteen full-time positions.

OR

Under limited direction, and in conjunction with mail processing duties, take control of parcel processing operations in a Parcel Centre outside normal business hours where the total weekly hours of employment of subordinate staff on duty is no more than the equivalent of ten full-time positions.

FEATURES

In normal circumstances, where a Senior Parcel Post Officer, Grade 2 position is established as a leading hand, a Senior Parcel Post Officer, Grade 1 would not be allocated within the same group of staff.

A Senior Parcel Post Officer, Grade 2 required to take control of parcel centre operations outside normal business hours would undertake production supervision. Accordingly, in such circumstances, a Senior Parcel Post Officer, Grade 2 is expected to take all appropriate decisions relating to the normal functioning of a Parcel Centre.

For the purpose of determining position classification on the basis of control of parcel centre processing operations outside normal business hours, the Senior Parcel Post Officer, Grade 2 classification will apply only in those circumstances where the occupant is rostered to commence duty prior to 6.45am or cease duty after 7.15pm Monday to Friday, or is rostered for Saturday or Sunday duty.

Leading hand positions which would normally warrant Senior Parcel Post Officer, Grade 1 classification may be classified at Senior Parcel Post Officer, Grade 2 level in circumstances where the occupant is required to rotate with positions of Senior Parcel Post Officer, Grade 2 on other shifts.

TRAINING. SKILLS AND ATTRIBUTES

A person selected for a Senior Parcel Post Officer, Grade 2 position is required to have met the relevant selection standards as specified in the Conditions Of Entry And Advancement Manual and established selection criteria.

In summary, a person at this level must have:

- successfully completed the training programme for Trainee Parcel Post Officer or equivalent;
- ability to lead and develop a small work group;
- knowledge, experience and expertise in Parcel Centre processing operations; and
- a current drivers licence (non probationary) and ability of handling the type of motor vehicles to be driven at a standard determined by Australia Post.

The above will be supplemented by additional training relevant to this level.

TYPICAL DUTIES

The duties listed below are typical of this work level:

- As a leading hand, oversight the work of a group of staff engaged on parcel handling and processing operations, and pick-ups and deliveries.
 - Take control of parcel processing operations at a Parcel Centre outside normal business hours.
 - Provide basic skills training for Trainee Parcel Post Officers as appropriate.
 - Provide on-the-job training for Trainee Parcel Post Officers, Parcel Post Officers and Postal Transport Officers.
 - Ensure that safe working procedures are adhered to.
 - Develop and encourage a team approach to the performance of tasks.
-
- As a member of a multi-functional team, perform as required, general parcel handling and processing duties.
 - Perform and/or oversight specialist activities associated with revenue protection checks and preparation of accounting documents, timekeeping, rostering, statistics, interface with major customers, and other operational and management / administration work as required.
 - Prepare Transport Duty Rosters/Rounds and supervise motor vehicle movements in marshalling and loading areas.
 - Arrange for recovery of broken down vehicles and organise repairs as necessary.

- Ensure adherence to Equal Employment Opportunity and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes.
- Maintain a harmonious industrial relations climate in line with the principles of Industrial Participation and foster team spirit.

PARCEL POST COORDINATOR GRADE 2

DEFINITION

A Parcel Post Coordinator Grade 2 normally works under limited direction and is expected to supervise the operations at a Category 1 Parcel Centre encompassing a number of shifts, including the delivery of parcels. The Parcel Post Coordinator will take control of the Parcel Centre in the absence of the Facility manager, including customer liaison facilities.

OR

Under limited direction, perform specialist functions associated with the processing of parcels at a Parcel Centre.

FEATURES

At a parcel processing facility, a Parcel Post Coordinator is accountable to the Facility Manager for the effective management of parcel handling, processing and the delivery operations, and, where appropriate, the coordination of transport operations.

In each organisational location, the principal responsibilities of the position are the management functions of planning, leading, organising and the coordination of available resources, to achieve critical operational objectives of the parcel processing facility; as established by higher level management.

The most significant specific objective of the Parcel Post Coordinator, is the achievement of deliveries and dispatches to meet delivery time tables as advertised to customers, by meeting internal operating standards, having regard to effective utilisation of human and other resources costs; and the implications for other shifts.

The Parcel Post Coordinator, is expected to take all the appropriate decisions, relating to the normal operations of a parcel processing facility in the absence of the Facility Manager, ~~inclusive of the customer relations and the marketing aspects of the parcels service.~~

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Parcel Post Coordinator position is required to have met the following selection standards:

- experience and knowledge of operations to be performed at a Parcel Centre;
- ability to lead and develop a multi-skilled work group;

- ability to identify incorrect or inefficient work practices and implement remedial action; and
- demonstrated ability in performing the management functions pertinent to the total operations of the facility, with particular emphasis and focus on:
 - ⇒ customer liaison to ensure quality and standards of service, meet customer demands;
 - ⇒ human resource and financial operating plan budgets;
 - ⇒ awareness of the changing business environment;
 - ⇒ facilitation and implementation of change;
 - ⇒ knowledge of the complimentary aspects of Mail, Parcel and Retail and Delivery functions; and
 - ⇒ communication and interpersonal skills.

TYPICAL DUTIES

As part of the management structure in a Parcel Centre, the Parcel Post Coordinator is responsible for multi-functional activities which incorporate both operational and administrative disciplines.

The duties listed below are typical of this work level:

- direct, coordinate and control the operations at a Parcel Centre covering the receipt, sorting, dispatch and delivery functions;
 - oversight the preparation of customer billing, revenue protection and business parcel collections;
-
- oversight the performance of the delivery function and assist management in specifying delivery conditions where contractors are involved;
 - provide advice to customers in relation to charges, services and conditions as well as special posting or delivery arrangements;
 - deal with customer complaints or enquiries in relation to service failures, loss or damage;
 - where appropriate, inspect vehicles and arrange for maintenance and servicing;

- identify staffing issues, conduct staffing reviews and prepare appropriate management recommendations;
- provide the basic skills and on the job training for Trainee Parcel Post Officers as appropriate;
- identify, undertake or arrange staff training in relation to operational tasks and activities;
- respond to industrial representations or, where appropriate, refer them to the next level of supervision;
- where appropriate, perform specialist roles such as manifests, documentation, etc;
- ensure that the provisions of relevant OHS and EEO policies are adhered to; and
- perform the functions of subordinate staff as necessary.

PARCEL POST COORDINATOR GRADE 3

DEFINITION

A Parcel Post Coordinator Grade 3 normally works under limited direction and is expected to supervise the operations at a Parcel Centre above Category 1 encompassing a number of shifts, including the delivery of parcels. The Parcel Post Coordinator will take control of the Parcel Centre in the absence of the Facility manager, including customer liaison facilities.

FEATURES

At a parcel processing facility, a Parcel Post Coordinator is accountable to the Facility Manager for the effective management of parcel handling, processing and the delivery operations, and, where appropriate, the coordination of transport operations.

In each organisational location, the principal responsibilities of the position are the management functions of planning, leading, organising and the coordination of available resources, to achieve critical operational objectives of the parcel processing facility; as established by higher level management.

The most significant specific objective of the Parcel Post Coordinator is the achievement of deliveries and dispatches to meet delivery time tables as advertised to customers, by meeting internal operating standards, having regard to effective utilisation of human and other resources costs; and the implications for other shifts.

The Parcel Post Coordinator, is expected to take all the appropriate decisions, relating to the normal operations of a parcel processing facility in the absence of the Facility Manager, inclusive of the customer relations and the marketing aspects of the parcels service.

TRAINING, SKILLS AND ATTRIBUTES

A person selected for a Parcel Post Coordinator position is required to have met the following selection standards:

- experience and knowledge of operations to be performed at a Parcel Centre;
- ability to lead and develop a multi-skilled work group;
- ability to identify incorrect or inefficient work practices and implement remedial action;
and

- demonstrated ability in performing the management functions pertinent to the total operations of the facility, with particular emphasis and focus on:
 - ⇒ customer liaison to ensure quality and standards of service, meet customer demands;
 - ⇒ human resource and financial operating plan budgets;
 - ⇒ awareness of the changing business environment;
 - ⇒ facilitation and implementation of change;
 - ⇒ knowledge of the complimentary aspects of Mail, Parcel and Retail and Delivery functions; and
 - ⇒ communication and interpersonal skills.

TYPICAL DUTIES

As part of the management structure in a Parcel Centre, the Parcel Post Coordinator is responsible for multi-functional activities which incorporate both operational and administrative disciplines.

The duties listed below are typical of this work level:

- direct, coordinate and control the operations at a Parcel Centre covering the receipt, sorting, dispatch and delivery functions;
 - oversight the preparation of customer billing, revenue protection and business parcel collections;
 - oversight the performance of the delivery function and assist management in specifying delivery conditions where contractors are involved;
-
- provide advice to customers in relation to charges, services and conditions as well as special posting or delivery arrangements;
 - deal with customer complaints or enquiries in relation to service failures, loss or damage;
 - where appropriate, inspect vehicles and arrange for maintenance and servicing;
 - identify staffing issues, conduct staffing reviews and prepare appropriate management recommendations;

- provide the basic skills and on the job training for Trainee Parcel Post Officers as appropriate;
- identify, undertake or arrange staff training in relation to operational tasks and activities;
- respond to industrial representations or, where appropriate, refer them to the next level of supervision;
- ensure that the provisions of relevant OHS and EEO policies are adhered to: and
- perform the functions of subordinate staff as necessary.

WORK LEVEL STANDARDS

POSTAL MANAGER,

SENIOR POSTAL SERVICES OFFICER GRADE 1 & 2

AND

* POSTAL SERVICES OFFICER *

APRIL 1992 ✓

POSTAL SERVICES OFFICERANDSENIOR POSTAL SERVICES OFFICER GRADE 1 & 2GROUP STANDARDPURPOSE

The work of positions in this group involves providing prompt, efficient and reliable customer services, and performing associated merchandising, support, administrative, supervisory and co-ordination functions in a retail post office, business centre, traditional post office or Controlling Postal Manager's office, in accordance with defined standards of service.

At the higher levels the work includes supervising staff, including planning, allocating and using resources, equipment and material, as well as carrying out responsibilities designed to ensure services are provided in a businesslike, timely, efficient and cost-effective way.

FEATURES

The Postal Services Officer group operates in a business environment in circumstances requiring:

- . customer responsive service and business-oriented performance;
- . a customer service and sales-oriented outlook;
- . a businesslike commercial management approach;
- . extensive knowledge of all Australia Post and agency products, merchandise, services and other related business, and of how customers can best use them to meet business needs and expectations;
- . an overall awareness of the responsibilities of Australia Post and the needs of its customers;
- . knowledge and appreciation of overall service standards;
- . promotion of Australia Post and agency products and services;
- . promotion of Australia Post corporate and business image with customers and clients;
- . extensive knowledge and application of relevant postal rules and operating procedures, including financial procedures relating to traditional post offices, retail post offices, business centres and delivery centres;
- . competent numeracy skills and responsible handling of cash, stock and other values, and associated financial systems;
- . liaison with other centres, including retail post offices, business centres, delivery centres, traditional post offices and other relevant areas of Australia Post;

- . ability of staff of the same classification or tier, and with the same skills, to rotate duties regularly within the same outlet;
- . recognition and identification of resources needed to meet particular service requirements;
- . local geographic, demographic and market potential knowledge;
- . adherence to safe work practices and operating procedures in accordance with Australia Post's Occupational Health and Safety policy;
- . development and encouragement of a team approach to performance of tasks;
- . maintenance of a harmonious industrial relations climate in line with the principles of industrial participation; and
- . adherence to Equal Employment and Harassment policies and dealing with complaints of discrimination and harassment in accordance with accepted processes.

Where positions are justified to provide network support to a Controlling Postal Manager, the first position provided will be a Postal Manager (Network Support) Grade 1, where additional positions are required they may be provided at the Senior Postal Services Officer, Grade 2, or the Postal Services Officer Tier 2 level, depending on the duties to be performed.

TRAINING SKILLS AND ATTRIBUTES

A person recruited as a Postal Services Officer Trainee or selected for higher levels in the Postal Services Officer classification is required to have met the relevant recruitment, performance and selection standards.

These standards reflect interpersonal, customer contact and sales skills, and require a knowledge of Australia Post's services and operational procedures as specified in Personnel Policies and Procedures manual and established selection criteria for the designations concerned.

In summary, requirements for Postal Services Officer and Senior Postal Services Officer classification are:

Postal Services Officer:

- . Tier 1, satisfactory completion of the training programme for Postal Services Officer in basic customer service and other work related skills.

Tier 1 staff, in normal circumstances will progress during the first three years through the range of salary increments appropriate to the Tier 1 level.

~~Normal advancement to Tier 2~~ Staff who have at least 12 months experience at tier 1 and desire career progression to tier 2 and have a satisfactory performance record and undertake to be available, as required for relief in their CPM Network must be provided with "tier 2" training. The timing of this training should be such that tier 1 staff are not held on the maximum salary of a tier 1 for longer than the normal 12 months.

In all cases advancement to tier 2 is dependent upon satisfactory completion and testing of specific tier 2 training.

Note: Normally, tier 2 training may be provided anytime in the latter part of the tier 1 staff members 3rd year as a Postal Services Officer. However, once the training has been satisfactorily completed and tested the officer is to be advanced to the Tier 2 minimum salary immediately.

. Accelerated advancement to Tier 2, At the discretion of management and based on a needs basis Tier 1 staff who desire career progression and have a demonstrated satisfactory performance record, minimum of 12 months experience at Tier 1 level, and who undertake to be available, as required, for relief work in the CPM network, may receive accelerated advancement to the Tier 2 level. The number selected and timing of advanced skills training are determined locally, depending on operational needs. Once selected for this training, progression will depend on satisfactory completion and testing, and continued satisfactory performance.

Staff at Tier 2 level will have:

- multi-functional skills and knowledge needed to work in all types of facilities; and
- advanced or more specialised skills in areas such as merchandising, sales techniques, security, stock control, maintenance of customer profiles, records and accounts, office balances, paysheet preparation etc.

. Senior Postal Services Officer Grade-1 & 2:

- satisfactory completion of the training programme for Postal Services Officer to Tier 2 level;
- organising and supervisory ability;
- ability to lead and develop a work group; and
- knowledge of, and experience and expertise in either retail post office, business centre, traditional post office or delivery centre operations.

POSTAL MANAGERGROUP STANDARDPURPOSE

The work of positions in this group involves the management of resources so as to provide postal, agency and other services offered by Australia Post in the most cost and service effective manner possible.

FEATURES

The Postal Manager group operates in a business environment which requires:

- . pro-active customer responsive service and business oriented performance;
- . a commercial businesslike management philosophy;
- . extensive knowledge; application of, and compliance with relevant corporate regulations and procedures;
- . extensive knowledge, application of, and compliance with financial procedures relating to Traditional Post Offices, Retail Post Offices, Business Centres, Delivery Centres and Licensed Post Offices;
- . extensive knowledge of all Australia Post and agency products, merchandise, services and other related business, and of how customers can best use them to meet business needs and expectations;
- . an overall awareness of corporate responsibilities and the needs of customers;
- . an understanding of retail marketing and merchandising;
- . a desire to promote corporate and non-corporate products and services;
- . the promotion of the corporate business image with customers and clients;
- . extensive knowledge of the local business market, corporate competition and business opportunities;
- . knowledge and appreciation of overall service standards;
- . the ability to recognise work requirements and ensure that resources meet such requirements;
- . the ability to set realistic financial and other targets, monitor and achieve such targets;
- . liaison with other centres, including Retail Post Offices, Business Centres, Delivery Centres, Traditional Post Offices, Mail Centres, Parcel Centres, Express Courier Depots and other relevant areas of Australia Post;
- . adherence to safe work practices and operating procedures in

accordance with Australia Post's Occupational Health and Safety policy;

- development of staff skills and encouragement of a team approach to the performance of tasks;

- adherence to Equal Employment and Harassment policies and dealing with complaints of discrimination and harassment in accordance with accepted processes; and

- maintenance of a harmonious industrial relations climate in accordance with the principles of Industrial Participation.

The classification of positions of Postal Manager shall be determined in accordance with a nationally agreed classification system.

Positions in the group work within a Traditional Post Office, Retail Post Office, Business Centre, Delivery Centre or Controlling Postal Managers Office and, where necessary, control a defined area or function, which may be autonomous in nature depending on local operational requirements.

Postal Managers may be required to rotate through the different Postal Manager positions (of the same level) within the local Controlling Postal Managers Network (including the Postal Manager (Network Support) position).

The Postal Manager Group may be involved in a mixture of management and technical work.

Postal Managers may, where necessary, be required to exercise line control over the operations of Licensed Post Offices. Postal Managers at larger Retail Post Offices may, in special circumstances, also be required to exercise line control over the operations of Licensed Post Offices. Controlling Postal Managers will exercise line control over a range of facilities.

Where positions are justified to provide network support to a Controlling Postal Manager, the first position provided will be a Postal Manager (Network Support) Grade 1, where additional resources are required they may be Senior Postal Services Officer(s), Grade 2, or Postal Services Officer(s) Tier 2, depending on the duties to be performed.

TRAINING, SKILLS AND ATTRIBUTES

No mandatory prerequisite qualifications are required, however, a person selected for a position of Postal Manager is required to have met the relevant recruitment and selection standards as specified in the Personnel Policies and Procedures Manual and the established selection criteria. The criteria and standards will reflect interpersonal, customer contact, business management and other commercial management skills aimed at achieving high levels of customer satisfaction through committed staff. These will include skills related to achieving targets and improving productivity. A thorough knowledge of Australia Post's products and services, operational, financial and human resource practices and procedures will also be expected.

In summary, the requirements for the Postal Manager Group are:

- Postal Manager Grade 1:

- no mandatory prerequisite qualifications are required, but a

person at this level would be expected to have good communication and interpersonal skills, a demonstrated ability to lead by example and operate as part of a team on the shop floor, develop a work group, and a demonstrated ability to manage and supervise and extensive knowledge of and experience and expertise in Australia Post retail and/or other operations.

Postal Manager Grade 2 and 3:

- no mandatory prerequisite qualifications are required, but a person at these levels would be expected to have extensive knowledge of, and expertise and experience in Post Office business and/or related postal operations, and a demonstrated level of managerial ability and achievement of ongoing "bottom line" financial targets.

Controlling Postal Manager Grade 3, 4 and 5:

- no mandatory prerequisite qualifications are required, but a person at these levels would be expected to have extensive knowledge of, and expertise and experience in Post Office business, including network planning and management and related postal operations and a demonstrated high level of managerial ability in postal operations and achievement of ongoing "bottom line" financial targets.

TERMS USEDRetail Post Office

An Australia post outlet, servicing primarily domestic clients, in some cases using modern equipment and techniques generally designed to operate on a self-selection basis, offering postal and post-related products and services, (including in some cases an extensive range of gift lines). Such outlets may provide private box and/or counter delivery but they do not provide street mail deliveries and are primarily a single function counter service/retail operation. A Retail Post Office also offers a wide range of agency services. It is managed as an independent operational unit with the manager reporting directly to a Controlling Postal Manager. Except in special circumstances, the manager of a Retail Post Office does not administer the operations of Licensed Post Offices.

Business Centre

A facility provided to service the needs of business customers for bulk mail lodgement, mail pick up, private boxes, bulk postal product and postage stamp, sales, franking machine resetting etc. and from which sales and service visits are made to business customers. Normally drive-in access or convenient parking is available for customers.

Larger centres (more than 4 FTE's) are managed as individual operations, each under the control of a Postal Manager reporting directly to the Controlling Postal Manager. Smaller centres will be supervised by an operations supervisor (Senior Postal Services Officer Gr. 2) reporting either directly to the Controlling Postal Manager, or to the Postal Manager of a collocated operation, e.g. a Delivery Centre or Retail Post Office.

Traditional Post Office

A multi-functional facility performing a combination of operations, including:

- . . . counter services; and
- . . . street mail delivery.

Other services and activities, such as private boxes, mail processing etc, may or may not be provided.

At smaller centres all the functions are under the control of one Postal Manager, with a single budget covering all operations.

Outlets of Grade 3 or higher may be managed either on a facility basis (ie all operations are under the control of a single Postal Manager/Controlling Postal Manager located in the premises), or have individual task based Postal Managers/controllers for each of the main operational activities, reporting to an externally located Controlling Postal Manager, (ie a number of independent operational managers within the same building each totally accountable for a specific operational activity).

Licensed Post Office

An outlet which offers a range of postal and agency services and which is operated under contract to Australia Post.

Mail Delivery Facilities

Typically, street mail delivery operates out of:

- (1) Traditional Post Offices
- (2) Delivery Centres
- (3) Delivery Depot/Annexes
- (4) City Delivery Centres

Description of Each Facility1. Traditional Post Office

(See definition above)

2. Delivery Centre

A postal delivery facility satisfying the following criteria:

- (i) Accommodation - housed in separate accommodation purpose built or specially leased or refurbished to cater for delivery operations.
- (ii) Staffing - staffed by more than 25 full-time staff equivalents engaged primarily on delivery related activities; or
 - where night sorting is a feature of operations, staffed by more than 19 full-time staff equivalents engaged primarily on delivery related activities.

A Delivery Centre has dedicated management able to focus fully on delivery operations and operates to its own budget. It is managed by a Postal Delivery Controller, Grade 3, or at a larger centre by a Postal Manager, who reports to a nominated Controlling Postal Manager.

A Delivery Centre provides the full range of delivery services necessary to service its delivery area, which usually comprises more than one post code.

At some locations, non-delivery activities such as bulk mail lodgement and limited mail processing (see below) may be carried out within the centre.

3. Delivery Depot/Annex

This houses either:

- i. a delivery group comprising no more than 25 full-time staff equivalents engaged primarily on delivery related activities at a location away from its parent facility; or
- ii. where night sorting is a feature of operations, a group

comprising no more than 19 full-time staff equivalents engaged primarily on delivery related activities at a location away from its parent facility.

Day-to-day operations control and supervision is exercised by a Senior Postal Delivery Officer grade 2 or Grade 3, or by a Postal Delivery Controller Grade 1 or 2, who reports to the Postal Manager at a parent delivery centre or at a traditional post office (who may be a Controlling Postal Manager). Normally, operations for the depot/annexe are included in the budget for its parent facility.

Essentially, street mail delivery services operate out of a depot/annexe, but other delivery related services and functions may be provided if required, including private boxes, parcels delivery, electronic mail delivery, delivery of locked bags and private box mail, contractors etc.

4. City Delivery Centre

The traditional postal delivery facility established to service the needs of the central business district in mainland state capitals.

Limited Mail Processing Functions

These involve sorting of inward and outward mails and other mail processing functions that do not require extensive geographic or network knowledge. As a guide, the sorting knowledge requirement would be less than for persons employed in Distributing Post Offices (New South Wales) or in large mail rooms in Post Offices, and the work may be performed in conjunction with other tasks.

Network Support Functions

The types of roles within the scope of this definition would include but not be limited to:

- paysheet preparation and entitlement work, general administrative and basic network planning support, e.g. collation of financial and management information, assistance with development of network plans, quality control, performance monitoring collation, monitoring and analysis of financial and management information, budgets etc;
- facility planning and property management activities;
- network human resources management, including help with recruiting, movement of staff, performance appraisal and skills training co-ordination and conduct, where appropriate for the network;
- merchandising support, incorporating advice on office layout, product ranges, standards monitoring, co-ordination of display and promotion programmes and equipment needs etc. for both Australia Post staffed outlets and Licensed Post Offices;
- facilitating the flow of information within the network and co-ordinating communication programmes for both staff and customers;

- POIC checking for outlets in the network, involvement with stocktake etc;
- Licensed Post Office and Postpoint servicing, including contracting, set-up, training co-ordination, stock provision and payment arrangements; and
- mail service and cleaning contract administrative support; etc.

Under Regular Direction

Under Regular Direction is generally only applicable to Trainee Postal Services Officers, during the relevant training programme. It means that a person receives operational instructions regarding routine matters and is subject to frequent checks on adherence to instructions and progress of work against specified standards by means of physical inspections, written and oral reports.

Under General Direction

A person Under General Direction normally undertakes a range of routine tasks and receives general instruction for each task. Discretion in selecting the most appropriate method and sequence of completing the task is normal.

Conformity with instructions and specified standards is measured by means of physical inspection and satisfactory completion of allocated tasks.

Although those working under general direction are expected to be experienced and competent, there will be variation to the levels of experience which will necessitate some variation in the degree of general direction.

Under Limited Direction

A person working Under Limited Direction will normally be given a clear statement of an objective for an activity and will require little guidance during the performance of the work. Conformity with instructions is usually measured in terms of the achievement of stated objectives to specified standards. Those working under limited direction are expected to have had considerable experience in Traditional Post Office, Retail Post Office, Business Centre, Delivery Centre and/or other associated postal facilities, as appropriate, by having demonstrated ability in postal operations through experience at a lower classification or tier.

Within Broad Guidelines

A person working Within Broad Guidelines will normally be given a statement of the most important overall continuing results that must be accomplished in a major category of work. Those working within broad guidelines are expected to develop, and achieve, objectives and standards for specific functions under their control that will ensure the attainment of the critical results required by higher levels of management.

Conformity with the broad guidelines is measured in terms of results obtained and the significance of the contribution to the achievement of critical objectives established by management.

Manage/Management

To manage is to exercise leadership in a manner which achieves desired results by the work of subordinate staff. The manager may well be an operative part of the working unit at the facility. To manage is to accept responsibilities designed to ensure:

- . effective two-way communication processes are established between management and supervisory levels and all staff;
- . staff compliance with corporate policies, practices, procedures, instructions and guidelines;
- . the upholding of safe work practices and working environment and acceptance of 'duty of care' responsibilities; and
- . the attainment and maintenance of a level of operational performance that meets predetermined aims.

Accordingly, it is the responsibility of every manager to manage personally, or through supervisors, functions under his/her control with the aim of identifying and resolving situations that adversely affect staff conduct, work practices and procedures, or any other matters, which impact on the efficient operations of the facility or a work area within the facility.

Supervision/Supervise

Supervision is obtaining results from a team in order to meet predetermined targets, by personal involvement, encouragement, training and example. Implicit in this is the responsibility to ensure:

- effective two-way communication processes are established between supervisory levels and staff;
- the team achieves predetermined targets and improves productivity to levels which reach or exceed those required in Business Plans;
- the team follows corporate policies and guidelines in achieving its results;
- upholding of safe work practices and working environment and acceptance of "duty of care" responsibilities; and
- attainment and maintenance of a level of operational performance that accords with predetermined criteria.

Every supervisor is responsible for identifying and resolving problems in relation to staff conduct, work practices and procedures or other matters impacting on efficient operation of the functions under his/her control.

This requires that supervisors at all levels undertake the following supervisory functions, subject to requirements of corporate policies and within the limits of authority as specified in delegations, work level standards and other approved documentation:

- undertake staff counselling;
- initiate staff development and training programmes;

- take part in staff recruitment and selection and report on staff performance levels;
- exercise disciplinary measures;
- ensure adherence to Equal Employment and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes;
- deal with industrial representations; and
- develop and encourage harmonious working relations in line with the principles of Industrial Participation.

POSTAL SERVICES OFFICERWORK LEVEL STANDARDDEFINITION

Postal Services Officer Trainee

This is the recruitment level for this group. Advancement to Postal Services Officer (Tier 1) follows completion of induction and basic customer services and sales skills training.

Postal Services Officer (Tier 1)

At Tier 1, under general direction, undertake general customer sales and service and operational duties as specified at a retail post office, business centre or traditional post office.

Postal Services Officer (Tier 2)

At Tier 2, under general direction, undertake general customer sales and service duties and/or support activities, at a retail post office, business centre, traditional post office, or network support office and as required provide relief within the Controlling Postal Manager's area.

OR

At Tier 2, under general direction, undertake relief at a retail post office, business centre, traditional post office or network support office within the Controlling Postal Manager's area, as a member of the full-time relief staff.

FEATURES

A person employed at Tier 1 performs a range of general sales and customer service duties at a retail post office, business centre or traditional post office.

At Tier 2, Postal Services Officers perform the full range of customer service duties and uses more advanced and specialised skills to give their managers higher level support.

They may perform administrative support work at any type of retail or business outlet, or in a network support office and be called on to provide relief at any outlet in the Controlling Postal Manager's area.

Where positions are justified to provide network support to a Controlling Postal Manager, the first position provided will be a Postal Manager (Network Support) Grade 1, where additional resources are required they may be Senior Postal Services Officer(s), Grade 2, or Postal Services Officer(s) Tier 2, depending on the duties to be performed.

A Postal Services Officer Tier 2 (network support) may be required to rotate with other Postal Services Officers Tier 2, at various types of facilities within the Controlling Postal Manager Network.

TRAINING, SKILLS AND ATTRIBUTES

A person recruited as a Postal Services Officer must meet relevant recruitment and selection standards as specified in Personnel Policies and Procedures manual and established selection criteria.

A person recruited as a Postal Services Officer is required to undertake the prescribed training programme which includes product service knowledge, financial and cash handling, customer interface, sales and merchandising, and stock and mail management and security skills.

A Postal Services Officer located in a centre with point of sale or message transmission, 2 way radio or similar equipment, or fork-lifts or other materials handling equipment is to receive additional formal and on-the-job training on such equipment.

Prior training is not regarded as a prerequisite for transfer to such offices. However, it is a requirement for persons occupying permanent relief positions that provide relief at centres where such equipment is in use.

In summary, requirements for Postal Services Officer are:

Postal Services Officer:

Tier 1, satisfactory completion of the training programme for Postal Services Officer in basic customer service and other work related skills.

Tier 1 staff, in normal circumstances will progress during the first three years through the range of salary increments appropriate to the Tier 1 level.

Normal advancement to Tier 2, Staff who have at least 12 months experience at tier 1 and desire career progression to tier 2 and have a satisfactory performance record and undertake to be available, as required for relief in their CPM Network must be provided with "tier 2" training. The timing of this training should be such that tier 1 staff are not held on the maximum salary of a tier 1 for longer than the normal 12 months.

In all cases advancement to tier 2 is dependent upon satisfactory completion and testing of specific tier 2 training.

Note: Normally, tier 2 training may be provided anytime in the latter part of the tier 1 staff members 3rd year as a Postal Services Officer. However, once the training has been satisfactorily completed and tested the officer is to be advanced to the Tier 2 minimum salary immediately.

Accelerated advancement to Tier 2, At the discretion of management and based on a needs basis Tier 1 staff who desire career progression and have a demonstrated satisfactory performance record, minimum of 12 months experience at Tier 1 level, and who undertake to be available, as required, for relief work in the CPM network, may receive accelerated advancement to the Tier 2 level.

The number selected and timing of advanced skills training are determined locally, depending on operational needs. Once selected for this training, progression will depend on satisfactory completion and testing, and continued satisfactory performance.

Staff at Tier 2 level will have:

- multi-functional skills and knowledge needed to work in all types of facilities; and
- advanced or more specialised skills in areas such as merchandising, sales techniques, security, stock control, maintenance of customer profiles, records and accounts, office balances, paysheet preparation etc.

TYPICAL DUTIES

The following duties are typical of Tier 1 level work:

Customer Sales and Service :

- determine customer requirements and advise customers on service options;
- provide quality customer service to our clients;
- sell and encourage add on sale of stamps, philatelic products and other Australia Post and agency products services and merchandise;
- help to promote and merchandise products and services, assist in the preparation of promotional displays etc;
- issue and pay money orders;
- process a range of agency transactions;
- receive lettergrams, electronic mail and similar messages for transmission and delivery;
- handle and safeguard cash, cheques, stamps and other products and merchandise;
- handle less complex customer queries and complaints;
- maintain and enhance Australia Post's business and corporate image;
- operate point of sale, message transmission, facsimile or image transmission equipment;
- undertake keyboard operations, involving data entry, production or interrogation processes with or without visual display when associated with counter activities;
- assist with the maintenance of stock levels in automatic vending machines and postpoints; and

- assist with basic financial and general administrative tasks, prepare returns etc;

Mail related functions :

- perform limited mail processing functions;
- perform mail delivery and collection duties on a limited basis;
- accept bulk mail lodgements;
- perform driving duties as required;
- process straightforward discount services; and
- operate mechanised mail handling equipment, eg. fork-lifts, mail insertion and collation machines, walker stackers etc.

General :

- as a member of a group, maintain a harmonious industrial relations climate and foster and develop team spirit in accordance with the principles of Industrial Participation;
- adhere to Equal Employment Opportunity and Harassment policies; and
- adhere to safe work practices and operating procedures in accordance with Australia Post's Occupational Health and Safety policy.

The following duties, in addition to those for Tier 1, are typical of Tier 2 level work:

Customer Sales and Service :

- provide the Postal Manager with high level, specialist support in merchandising, product display, point of sale equipment operation and stock level management etc.;
- perform passport application interview work, open CSB accounts etc;
- perform full-time philatelic duties at specialist philatelic outlets;
- where applicable, help conduct sales and service visits to customers;
- promote and merchandise products and services, co-ordinate stock, organise displays etc;
- process discount services;
- reset franking machines;

- ensure security of facility and perform lock-up etc at close of business;
- undertake office balance, banking and stock replenishment activities.

Mail related functions :

- advise customers on more complex discount mail services that may be suitable to meet their business needs;
- have a good understanding of all mail related services and perform work associated with underpaid mail, special services, bulk mail lodgements, dead letter office activities etc; and
- operate radio control equipment.

Support Functions :

- prepare pay and allowance sheets;
- assist managers and supervisors with Licensed Post Office liaison activities;
- provide general administrative support;
- perform computer operations eg. for customer profiles, mail lodgement records, local accounting systems etc;
- assist with the co-ordination of transport operations including mail pick up activities (including scheduling), vehicle maintenance etc; and
- assist with the conduct of on-the-job training.

Network Support Functions :

- assist with general administrative and basic network planning support; EPOS balancing, collation of financial and management information, assistance with development of network plans, quality control, performance monitoring collation, monitoring and analysis of financial and management information, budgets etc;
- assist with network human resources management, including help with recruitment, movement of staff, staff entitlements etc.; and
- assist with facilitating the flow of information within the network and co-ordinating communication programmes for both staff and customers.

SENIOR POSTAL SERVICES OFFICER GRADE 1 & 2WORK LEVEL STANDARDDEFINITIONSenior Postal Services Officer Grade 1

Under limited direction, and in conjunction with Postal Services Officer duties, provide high level supervisory assistance to the Postal Manager at a business centre with total full time equivalent staffing of over 4 and up to 8.

OR

Under limited direction, and in conjunction with Postal Services Officer duties, provide high level supervisory assistance to the Postal Manager at a retail post office with total full time equivalent staffing of over 5 and up to 8.

Note: In a small Retail Post Office with a total full-time equivalent staffing of 5 or less, support above the PSO level may be provided where exceptional circumstances are present which relate to the nature of the office, profitability, level of revenue generation and other circumstances deemed appropriate by the Regional Manager.

OR

Under limited direction, and in conjunction with Postal Services Officer duties, as operations supervisor of a discrete work area/activity, oversee work of staff at a traditional post office where numbers supervised are equivalent to more than 1 full time staff equivalent but not more than 5 (including own position).

OR

Under limited direction, in offices where because of the larger more complex nature of operations a number of sub groups are required, and in conjunction with Postal Services Officer duties, as operations supervisor of a discrete sub group or activity oversee the work of staff at a larger more complex retail post office or business centre where the numbers supervised in the sub group or activity are equivalent to more than 1 full time staff equivalent but no more than 5 (including own position).

Senior Postal Services Officer Grade 2

Under limited direction, and in conjunction with Postal Services Officer duties, as operations supervisor oversee full range of functions and operations of a business centre with full time equivalent staffing of no more than 4. Such a position reports direct to a Controlling Postal Manager or to a collocated operational manager, eg. Postal Manager (Delivery).

OR

Under limited direction, and in conjunction with Postal Services Officer duties, provide high level supervisory assistance to the Postal Manager at a business centre with total full time equivalent staffing of over 8.

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OR

Under limited direction, and in conjunction with Postal Services Officer duties, provide high level supervisory assistance to the Postal Manager at a retail post office, with total full time equivalent staffing of over 8.

OR

Under limited direction, and in conjunction with Postal Services Officer duties, as operations supervisor of a discrete work area/activity, oversee retail functions at a traditional post office where numbers supervised are equivalent to over 5 full time staff but not more than 8 (including own position).

OR

Under limited direction, in offices where because of the larger more complex nature of operations a number of sub groups are required, and in conjunction with Postal Services Officer duties, as operations supervisor of a discrete sub group or activity oversee the work of staff at a larger more complex retail post office or business centre where the numbers supervised in the sub group or activity are equivalent to over 5 full time staff but not more than 8 (including own position).

OR

Under limited direction, perform network support activities for a Controlling Postal Manager in a defined management area.

FEATURES

Occupants of these positions perform principally a staff supervision role, together with a variety of sales, service and support roles at retail post offices, business centres, traditional post offices or Controlling Postal Managers' offices.

The prime focus of these positions is to supervise a group of staff in a particular work area, ie while some flexibility is available it is expected that an SPSO in charge of a Retail operation for example would have only counter based supervisory responsibilities. If there is an office support role in the office in question it would report direct to the Postal Manager. In cases where more than one FTE is required on an activity eg. office support, an SPSO Gr 1 should be provided to supervise that specific work area.

Where positions are justified to provide network support to a Controlling Postal Manager, the first position provided will be a Postal Manager (Network Support) Grade 1, where additional resources are required they may be Senior Postal Services Officer(s), Grade 2, or Postal Services Officer(s) Tier 2, depending on the duties to be performed.

Senior Postal Services Officers, Grade 2 (Network Support) may be required to rotate with other Senior Postal Services Officers, Grade 2 at various types of facilities within the Controlling Postal Manager Network.

TRAINING, SKILLS AND ATTRIBUTES

A person selected as a Senior Postal Services Officer Grade 1 or 2 must be provided with supervisory skills training within 3 months of promotion to the level (Postal Service Officers acting long-term in such positions must also receive such training) and are required to have met relevant recruitment and selection standards as specified in Personnel Policies and Procedures manual and established selection criteria.

In summary, a Senior Postal Services Officer Grade 1 or 2 must have:

- satisfactory completion of the training programme for Postal Services Officer to Tier 2 level;
- organising and supervisory ability;
- ability to lead and develop a work group; and
- knowledge of, and experience and expertise in retail post office, business centre, traditional post office, or delivery centre operations.

TYPICAL DUTIES

Duties listed below are typical of this work level. As members of multi-functional teams, staff at this level may also be required to perform any or all of the duties of subordinate levels:

- . take control of a key area of operations within a traditional post office, eg. retail and/or office support, philatelic etc;
- . supervise counter staff and lead staff in increasing retail and business sales;
- . promote Australia Post's products and services and ensure that clients are provided with quality customer service;
- . co-ordinate office balance, banking and stock replenishment activities;
- . handle more complex customer queries and complaints;
- . assist Postal Managers with supervision of retail post office and counter staff, and assist with on-the-job training;
- . supervise staff engaged on financial and general administrative duties;
- . perform checks of staff advances;
- . perform prescribed checks of salary and allowance sheets;
- . assist with internal and external management functions, including:
 - planning, controlling and evaluating provision of postal services;
 - forecasting and budgeting;

- preparing and analysing financial and management information reporting system data;
- performing internal control checks;
- assist in the development of local marketing/sales plans;
- making sales, promotional and service visits to customers where required;
- overseeing operation of automatic vending machines and postpoints;
- carrying out Licensed Post Office liaison activities, including service assistance calls and special financial control checks;
- taking part in promotional functions within normal working hours and at other times on a voluntary basis; and
- undertaking investigations into any aspect of network operations including service performance.

. at a Business Centre co-ordinate transport operations, including mail pick up activities (including scheduling), vehicle maintenance, liaison with supervisors etc at parent mail centres, parcel centres express courier bases etc;

. perform staff development, performance assessment and counselling activities;

. as a leader of a group, maintain a harmonious industrial relations climate and foster and develop team spirit in accordance with the principles of Industrial Participation;

. ensure adherence to safe work practices and operating procedures in accordance with Australia Post's Occupational Health and Safety policy; and

. ensure adherence to Equal Employment and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes.

. provide network support to a Controlling Postal Manager including:

- general administrative and basic network planning support, collation of financial and management information, assistance with development of network plans, quality control, performance monitoring collation, monitoring and analysis of financial and management information, budgets, etc;

- facility planning and property management activities;

. network human resources management, including help with recruitment, movement of staff, performance appraisal and skills training co-ordination and conduct;

- merchandising support, incorporating advice on office layout, product ranges, standards monitoring, co-ordination of display and promotion programmes and equipment needs etc. for both Australia Post staffed outlets and Licensed Post Offices;
- facilitating the flow of information within the network and co-ordinating communication programmes for both staff and customers;
- POIC checking for outlets in the network, involvement with stocktake etc;
- Licensed Post Office and Postpoint servicing, including contracting, set-up, training co-ordination, stock provision and payment arrangements; and
- mail service and cleaning contract administrative support.

POSTAL MANAGER (RETAIL)
(ALL LEVELS)

WORK LEVEL STANDARD

DEFINITION

Within Broad Guidelines, manage the operations of a Retail Post Office.

OR

Within Broad Guidelines, manage retail operations at a Grade 3 or higher level facility without a dedicated overall Postal Manager.

OR

Under Limited Direction, at the Postal Manager Grade 1 level, undertake the operations supervisor role and supervise retail and/or office support functions at a larger, highly complex Grade 3 Retail facility where the numbers supervised are more than 8 full-time equivalent staff (including own position).

FEATURES

A Postal Manager (Retail) may perform a variety of duties at Retail Post Office. These duties will include a mix of management and technical work.

At the base level Retail Post Offices the technical work is significant and includes performance of retail duties, display and merchandising duties and financial duties.

The primary role of a Postal Manager (Retail) is to manage a Retail Post Office or the retail function at a large traditional post office so as to meet the commercial and customer service objectives of Australia Post. Essentially, this will require the achievement of accepted levels of profitability for the outlet, to the satisfaction of customers using the outlet. The role requires the effective application of small business management skills including:

- . having the right mix and volume of products and services available to satisfy demand and maximise profitability;
- . effective product promotion and merchandising;
- . having a well-trained customer service oriented sales staff; and
- . the correct allocation of resources to both satisfy customer needs and minimise cost to Australia Post.

Credit for position classification purposes for full-time relief staff shall be allocated as follows:

... full-time relief staff organisationally located (that is, head stationed) at the Retail Post Office the Postal Manager (Retail) is to receive credit on the basis of 0.25 full-time staff equivalent for each full-time relief position.

TRAINING, SKILLS AND ATTRIBUTES

No mandatory prerequisite qualifications are required, however, a person selected for a position of Postal Manager (Retail) is required to have met the relevant recruitment and selection standards as specified in the Personnel Policies and Procedures Manual and established selection criteria. The criteria and standards will reflect interpersonal, customer contact, business management and other commercial management skills aimed at achieving high levels of customer satisfaction through committed staff. These will include skills related to achieving targets and improving productivity. A thorough knowledge of Australia Post's products and services, operational, financial and human resource practices and procedures will also be expected.

In summary, the requirements for the Postal Manager (Retail) Group are:

Postal Manager (Retail) Grade 1:

- no mandatory prerequisite qualifications are required, but a person at this level would be expected to have good communication and interpersonal skills, a demonstrated ability to lead by example and operate as part of a team on the shop floor, develop a work group, and a demonstrated ability to manage and supervise and extensive knowledge of and experience and expertise in Australia Post retail and/or other operations.

Postal Manager (Retail) Grade 2 and 3:

- no mandatory qualifications are required, but a person at these levels would be expected to have extensive knowledge of, and expertise and experience in Post Office business and/or related postal operations, and a demonstrated level of managerial ability and achievement of ongoing "bottom line" financial targets.

TYPICAL DUTIES

The following duties are typical of the work of the Postal Manager (Retail). As a member of a team, staff at this level may also be required to perform any or all of the duties of subordinate levels:

- . in conjunction with the Controlling Postal Manager develop and agree on budgets, targets and plans which are consistent with and contribute positively to the achievement of approved Corporate and State plans and which are related particularly to outlet profitability but include plans and targets for revenue generation, productivity and cost improvement, resource utilisation and service performance;
- . manage the allocated retail operations;
- . implement, manage and monitor approved plans, targets and budgets, and if necessary initiate required corrective action;
- . develop and implement programmes aimed at having good staff and customer relations at all times;
- . provide extended trading operations in accordance with approved guidelines;

- . ensure the right mix and volumes of products and services are available so as to maximise profit and satisfy customers needs;
- . recommend which additional products from the corporate range should be sold;
- . ensure merchandising standards are met;
- . perform stocktake;
- . undertake product and service promotions/advertising etc consistent with the approved programme;
- . manage, supervise and operate local computer based systems;
- . supervise and ensure the security of staff and stock;
- . ensure the maintenance of a high standards of appearance and image to customers;
- . in conjunction with Controlling Postal Manager ensure development needs of staff are met;
- . ensure staff at the outlet are well trained and customer service oriented; deliver or oversee the delivery of training;
- . in special circumstances, exercise line control over Licensed Post Offices within a defined area including the monitoring of standards and operational performance, financial control and operational review checks and the incorporation of such Licensed Post Offices in overall plans, budgets and reporting systems;
- . forecast, organise and develop human resources within own office, including:
 - alignment of staffing levels and skills to workloads;
 - initiating local recruitment and training, including safety training, in accordance with approved procedures and specifications;
 - ensuring recruits are inducted correctly;
 - monitoring the performance of new staff during probationary period;
 - undertake staff selection, performance assessment and development reviews, counselling and discipline; and
 - establish programme and maintain staff development and training.
- . initiate and implement local relief arrangements in accordance with agreed guidelines;
- . monitor internal office financial systems and conduct checks to ensure integrity of balances;

. ensure adherence to safe work practices and procedures in accordance with Australia Post's Occupational Health and Safety policy;

. ensure adherence to Equal Employment and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes;

. maintain a harmonious industrial relations climate in accordance with the principles of Industrial Participation; and

. negotiate, let and supervise cleaning contracts.

POSTAL MANAGER (BUSINESS)
(ALL LEVELS)

WORK LEVEL STANDARD

DEFINITION

Within Broad Guidelines, manage the operations of a Business Centre where staff numbers (excluding the Postal Manager) exceed 3 full-time equivalents.

FEATURES

A Postal Manager (Business) may perform a variety of duties at Business Centres. These duties will include a mix of management and technical work.

The primary role of a Postal Manager (Business) is to manage a business centre so as to meet the commercial and customer service objectives of Australia Post. Essentially, this will require the achievement of accepted levels of profitability for the centre to the satisfaction of customers using the centre. The role requires the effective application of business management skills including:

- . having the right mix and volume of products and services available to satisfy demand and maximise profitability;
- . effective product promotion and merchandising;
- . having a well-trained customer service oriented sales staff; and
- . the correct allocation of resources to both satisfy customer needs and minimise cost to Australia Post.

Strong liaison is required with other operational facilities including mail/parcel/express courier centres, and in particular with the Postal Manager of the collocated centre, to ensure the most efficient use of resources (eg. staff, vehicles, equipment and building space etc). A strong focus on maintaining service standards to business customers, revenue generation and retention and the development of close contact with business customers in the catchment area to ensure sales visits are programmed to achieve the best financial and service outcome is also required.

At smaller Business Centres the technical work will be significant and will include performance of mail acceptance and processing duties.

Credit for position classification purposes for full-time relief staff shall be allocated as follows:

- full-time relief staff organisationally located (that is, head stationed) at the Business Centre, the Postal Manager (Business) is to receive credit on the basis of 0.25 full-time staff equivalent for each full-time relief position.

TRAINING, SKILLS AND ATTRIBUTES

No mandatory prerequisite qualifications are required, however, a person selected for a position of Postal Manager (Business) is required to have met

the relevant recruitment and selection standards as specified in the Personnel Policies and Procedures Manual and established selection criteria. The criteria and standards will reflect interpersonal, customer contact, business management and other commercial management skills aimed at achieving high levels of customer satisfaction through committed staff. These will include skills related to achieving targets and improving productivity. A thorough knowledge of Australia Post's products and services, operational, financial and human resource practices and procedures will also be expected.

In summary, the requirements for the Postal Manager (Business) Group are:

Postal Manager (Business) Grade 1:

- no mandatory prerequisite qualifications are required, but a person at this level would be expected to have good communication and interpersonal skills, a demonstrated ability to lead by example and develop a work group, a demonstrated ability to manage and supervise and extensive knowledge of and experience and expertise in Australia Post business and/or other operations.

Postal Manager (Business) Grade 2 and 3:

- no mandatory prerequisite qualifications are required, but a person at these levels would be expected to have extensive knowledge of, and expertise and experience in business or related postal operations and a demonstrated level of managerial ability and achievement of ongoing "bottom line" financial targets.

TYPICAL DUTIES

The following duties are typical of the work of the Postal Manager (Business). As a member of a team staff at this level may also be required to perform any or all of the duties of subordinate levels:

manage all business customer servicing activities and revenue generation activities within the prescribed market area necessary to make the centre an efficient and profitable point in the network, including:

- initiate and maintain frequent interaction with business customers to both promote revenue generation and to ensure mail pick-up and delivery service arrangements including PLB service standards are appropriate and are being provided in a consistent and reliable manner;
- maintain and monitor profiles of business customers and their postings and postage expenditure, including as much data as can be obtained on business directed to competitors;
- develop and maintain a good knowledge and understanding of competitors activities, services, prices and standards and develop strategies to compete effectively;
- promote, organise and arrange mail pick-up services;
- identify and provide where it is economic to do so, services required by business customers within the service area;

- liaise with or organise Sales staff as necessary for the conduct of profitable promotions of products and services among business customers in the area;
 - recommend which business related products should be retailed at the centre, manage stock levels and ensure merchandising standards are met;
 - arrange operations of the centre at times suitable to customers;
 - arrange the re-set of franking machines, as and when required;
 - monitor the ongoing cost-efficiency of the centre to achieve profitability targets;
 - ensure that efficient and safe materials-handling practices and equipment are used;
 - manage vehicle operations, organise transport routes and schedule pick-up and delivery arrangements;
 - be pro-active in the identification of equipment needs and make suggestions/recommendations on changes and improvements that can be made;
 - manage the use of and storage of ULD's; and
 - liaise with the Manager of Mail Centre, Parcel Centre and Express Courier to ensure the most overall efficient and cost-effective mail lodgement and pick-up arrangements are in place.
- develop and prepare budgets for facility, or in conjunction with a controlling office, specific plans in relation to revenue generation, systems improvement, resource utilisation and service performance;
- implement, manage and monitor approved plans and budgets, and if necessary, initiate corrective action;
- forecast, organise and develop human resources at facility, including:
- alignment of staffing levels and skills to workloads;
 - initiating local recruitment and training, including safety training, in accordance with approved procedures and specifications;
 - ensuring recruits are inducted correctly;
 - monitoring the performance of new staff during probationary period;
 - undertake staff selection, performance assessment and development reviews, counselling and discipline; and

- establish programme and maintain staff development and training.
- . initiate and implement local relief arrangements in accordance with approved guidelines;
- . monitor internal office financial systems and conduct appropriate checks to ensure integrity of balances;
- . ensure adherence to safe work practices and procedures in accordance with Australia Post's Occupational Health and Safety policy;
- . ensure adherence to Equal Employment Opportunity and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes;
- . maintain a good relationship with government, commercial and business representatives and organisations; and
- . maintain a harmonious industrial relations climate in accordance with the principles of industrial participation.

POSTAL MANAGER (TRADITIONAL POST OFFICE)
(ALL LEVELS)

WORK LEVEL STANDARD

DEFINITION

Within Broad Guidelines, manage the operations of a Traditional Post Office. Where appropriate exercise line control over Licensed Post Offices and control postal services within a defined area.

OR

Under Limited Direction, at the Postal Manager Grade 1 level, undertake the operations supervisor role and supervise retail and/or office support functions at a facility where the numbers supervised are more than 8 full-time equivalent staff (including own position).

FEATURES

A Postal Manager Traditional Post Office may perform a variety of duties at Traditional Post Offices. These duties will include a mix of management and technical work. At the base level Traditional Post Offices the technical work will be significant and will include performance of counter duties.

At higher level Traditional Post Offices the same duties may apply but may be more of a managerial nature depending on local requirements.

The primary role of a Postal Manager (Traditional Post Office) is to manage a Traditional Post Office so as to meet the commercial and customer service objectives of Australia Post. Essentially, this will require the achievement of accepted levels of profitability for the Traditional Post Office to the satisfaction of customers using the Traditional Post Office. The role requires the effective application of business management skills including:

- . having the right mix and volume of products and services available to satisfy demand and maximise profitability;
- . effective product promotion and merchandising;
- . having a well-trained customer service oriented sales staff; and
- . the correct allocation of resources to both satisfy customer needs and minimise cost to Australia Post.

TRAINING, SKILLS AND ATTRIBUTES

No mandatory prerequisite qualifications are required, however, a person selected for a position of Postal Manager (Traditional Post Office) is required to have met the relevant recruitment and selection standards as specified in the Personnel Policies and Procedures Manual and established selection criteria. The criteria and standards will reflect interpersonal, customer contact, business management and other commercial management skills aimed at achieving high levels of customer satisfaction through committed staff. These will include skills related to achieving targets and improving productivity. A thorough knowledge of Australia Post's products and services, operational, financial and human resource practices and procedures will also be expected.

In summary, the requirements for the Postal Manager (Traditional Post Office) Group are:

. Postal Manager (Traditional Post Office) Grade 1:

- no mandatory prerequisite qualifications are required, but a person at this level would be expected to have good communication and interpersonal skills, a demonstrated ability to lead by example and develop a work group, a demonstrated ability to manage and supervise and extensive knowledge of and experience and expertise in Australia Post traditional post office and/or other operations.

. Postal Manager (Traditional Post Office) Grade 2 and 3:

- no mandatory prerequisite qualifications are required, but a person at these levels would be expected to have extensive knowledge of, and expertise and experience in traditional post office and/or related postal operations, and a demonstrated level of managerial ability and achievement of ongoing "bottom line" financial targets.

TYPICAL DUTIES

The following duties are typical of the work of the Postal Manager (Traditional Post Office). As a member of a team, staff at this level may also be required to perform any or all of the duties of subordinate levels:

. in conjunction with the Controlling Postal Manager develop and agree on budgets, targets and plans in relation to revenue generation, productivity and cost improvement, use and development of resources;

. implement, manage and monitor approved plans and budgets, as necessary, initiate corrective action;

. develop and implement programmes to establish, improve and maintain staff and customer relations and to exploit local market potential through sales visits, handling of complaints, and representations;

. manage postal operations for own office including:

- managing retail (counter), delivery, business and mail processing operations;

- negotiating, letting and supervising allocated mail service and cleaning contracts;

- reviewing evaluating and reporting on effectiveness of policies, procedures and operational systems;

- where required exercising line control over Licensed Post Offices within a defined area including the monitoring of standards and operational performance, financial control and operational review checks and the incorporation of such Licensed Post Offices in overall plans, budgets and reporting systems;

- monitoring local developments, review facilities and services provided and recommend and implement withdrawal or extension within approved policies and procedures; and

- ensuring that equipment, and vehicles etc are efficiently and safely used and properly maintained;

- . undertake on behalf of the Controlling Postal Manager, service assistance visits or special financial control checks of facilities within the network;
- . forecast, organise and develop human resources within own office, including:
 - alignment of staffing levels and skills to workloads;
 - initiating local recruitment in accordance with established procedures;
 - induction and safety training and implementation of on-the-job training;
 - monitoring performance of new staff during probationary period;
 - undertaking staff selection, performance assessment and development reviews, counselling and discipline; and
 - establishing, programming and maintaining staff development and training;
- . initiate and implement local relief arrangements in accordance with agreed guidelines;
- . monitor internal office financial systems and conduct appropriate checks to ensure integrity of balances;
- . ensure adherence to safe work practices, and operating procedures in accordance with Australia Post's Occupational Health and Safety policy;
- . maintain close liaison with Government representatives, commercial and business organisations;
- . develop and encourage a team approach to the performance of tasks;
- . ensure adherence to Equal Employment and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes; and
- . maintain a harmonious industrial relations climate including liaison with local staff organisations representatives in accordance with the principles of industrial participation.

POSTAL MANAGER (NETWORK SUPPORT)Grade 1WORK LEVEL STANDARDDEFINITION

Within broad guidelines, assist a Controlling Postal Manager in the management of a network of postal facilities.

FEATURES

A Postal Manager (Network Support) is required to provide a high level of support to the Controlling Postal Manager in terms of:

- network and facility planning and financial and service performance and quality of service;
- provision of a high level of support and advice to Postal Managers of corporate staffed outlets within the network;
- Licensed Post Office and Postpoint control and servicing;
- Financial and POIC checks of the staffed network;
- mail delivery and cleaning contracts; and/or
- human resources management including recruitment, selection, training and development.

As part of a broader support role to the Controlling Postal Manager, a Postal Manager (Network Support), Grade 1, may be required to perform the training and development function for the network. This will include undertaking needs analysis, and developing and conducting training programmes or other development activities for staff at Australia Post Retail Post Offices, Business Centres, Delivery Centres, Traditional Post Offices and Licensed Post Offices, in conjunction with, or on behalf of, senior operational management.

A Postal Manager (Network Support) Grade 1, performing this role could also be required to prepare and present training material associated with the Postal Services Office Training programme, either by conventional methods or by computer based training (CBT) at work centres, and help assess progress of trainees during the programme.

Where positions are justified to provide network support to a Controlling Postal Manager, the first position provided will be a Postal Manager (Network Support) Grade 1, where additional resources are required they may be Senior Postal Services Officer(s), Grade 2, or Postal Services Officer(s) Tier 2, depending on the duties to be performed.

Postal Managers (Network Support), Grade 1, will be required to rotate with other Postal Managers, Grade 1 at various facilities within the Controlling Postal Manager Network.

TRAINING, SKILLS AND ATTRIBUTES

No mandatory prerequisite qualifications are required, however, a person selected for a position of Postal Manager (Network Support) Grade 1 is

required to have met the relevant recruitment and selection standards as specified in the Personnel Policies and Procedures Manual and established selection criteria. The criteria and standards will reflect interpersonal, customer contact, business management and other commercial management skills aimed at achieving high levels of customer satisfaction through committed staff. These will include skills related to achieving targets and improving productivity. A thorough knowledge of Australia Post's products and services, operational, financial and human resource practices and procedures will also be expected.

In summary, the requirements for the Postal Manager (Network Support) Grade 1 are:

- no mandatory prerequisite qualifications are required, but a person at this level would be expected to have good communication and interpersonal skills, a demonstrated ability to lead and develop a work group, a demonstrated ability to manage and supervise and extensive knowledge of and experience and expertise in Australia Post retail, business, delivery, post office, network management and/or other operations; and
- a Postal Manager (Network Support) Grade 1, performing the training and development role is required to complete successfully at least a recognised trainer training course of a standard relevant to the complexity of training to be delivered.

TYPICAL DUTIES

The following duties are typical of the work of the Postal Manager (Network Support) and they may be required to perform some or all of the duties of the level or of subordinate levels;

- review evaluate and report on the effectiveness of policies procedures and operational systems;
- maintain and analyse business and other statistical data; input data to major management information systems;
- maintain and monitor agreed/approved network budget and agreed/approved budgets for each work centre in the assigned network; conduct variance analysis and/or apply other techniques to identify actual performance compared to budget and reasons for variance etc.;
- assist in the introduction of organisational and operational change within the network;
- monitor developments within an area or network, review facilities and services provided and recommend and implement withdrawal provision or extension of services within approved policies and procedures;
- on behalf of a Controlling Postal Manager conduct special or ongoing financial and operational review checks or audits;
- provide Postal Managers of Corporate staffed outlets in the

network with a high level of advice and service on all matters effecting their operations;

negotiate, let and supervise mail service and cleaning contracts and/or provide specialist advice and service to outlet Postal Managers for such contracts;

forecast, organise and develop human resources within a defined postal network including:

- oversee the alignment of staffing levels and skills to workloads;
- oversee local recruitment in accordance with established procedures;
- undertake staff selection, performance assessment reviews, counselling and discipline;
- provide centralised personnel services such as pay and allowances etc.;
- establish, programme and maintain staff development and training;
- ensure adherence to safe work practices and procedures in accordance with Australia Post's Occupational Health and Safety policy;
- ensure adherence to Equal Employment Opportunity and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes; and
- maintain a harmonious industrial relations climate in accordance with the principles of industrial participation.

Assist in the management and oversight of the Licensed Post Office network including all aspects of relationships and dealings with Licensed Post Offices, including:

- set up financial arrangements at CPM's Office for the provision of stock;
- determine arrangements for clearing cash and values including bank account arrangements if necessary;
- provide end of month settlement of payments to operators of Licensed Post Offices, including recovery of rent and lease costs;
- provide facilities for the input of financial and statistical information from non-ECS outlets;
- provide monthly business statements to all operators of Licensed Post Offices;
- administer the Readjustment Allowance as appropriate;

- advertise Licensed Post Offices vacancies;
- provide information to prospective Licensed Post Offices;
- monitor standards and quality of service and overall performance;
- co-ordinate contractual issues, office layout, product selection and technology needs;
- arrange the conversion of official outlets to licensed post offices;
- co-ordinate communication programmes when closing a Licensed Post Office outlet;
- audit third party agency services provided by Licensed Post Office operators;
- audit franking machine transactions performed by Licensed Post Offices;
- provide a full range of advice and service on all matters relevant to successful Licensed Post Office operations; and
- oversee the operations of postpoints to ensure they meet their contractual obligations and provide suitable standards of customer service.

As a Postal Services Officer trainer:

- help Postal Managers and staff at Australia Post facilities to deliver training and to evaluate trainees application of skills and knowledge;
- prepare lesson plans, resource material and associated training support items;
- conduct theory and practical training and development sessions for staff at all facilities in the network;
- train or arrange the training of operators of Licensed Post Offices;
- prepare, conduct and evaluate tests and assignments;
- provide senior operational management with advice and service on development and conduct of training and development programmes for their staff;
- introduce Postal Services Officer training (using CBT) at a work centre and ensure that staff understand their roles and responsibilities;
- help operations managers organise trainees introduction to the computer and the course;
- arrange course amendments; and
- ensure all trainees complete special sessions.

POSTAL MANAGER (DELIVERY)WORK LEVEL STANDARDDEFINITION

Within broad guidelines, manage the full range of functions and operations of a Delivery Centre.

FEATURES

A Postal Manager (Delivery) is primarily a hands-on production manager responsible and accountable, through the effective management and control of all staff and resources under his/her control for the provision of an efficient delivery service to the community served from a delivery centre which is within the limits of agreed per article delivery costs. He/she will be expected to possess a good knowledge and understanding of the characteristics and make-up of local delivery costs and to maintain close oversight over key costs, productivity and performance indicators.

A Postal Manager (Delivery) ensures delivery services are provided in accordance with approved policies, including extensions and other changes to services, manages the application of point of delivery policy in accordance with approved strategies, ensures delivery standards are understood, achieved and maintained and that operations are conducted within the framework of approved budgets.

A Postal Manager (Delivery) will be assisted on the critical day-to-day supervision and management of day-time operations by at least one Postal Delivery Controller and, as required, by Senior Postal Delivery Officers (leading hand types). Normal supervisory arrangements will apply in respect to night sorting operations.

A Postal Manager (Delivery) may be responsible and accountable for the efficient and cost-effective operations of a collocated Business Centre including the generation of revenue (particularly new revenue) to meet agreed targets where there is no Postal Manager position at the Business Centre.

A Postal Manager (Delivery) operates to an approved budget and reports to a Controlling Postal Manager.

Classification of positions of Postal Manager (Delivery) is determined by using the staff numbers (ie. FTE'S) and scale of operation as an interim guide ie:

- More than 19 FTE's including night-sorting - PDC Gr. 3
- More than 25 FTE's with or without night-sorting - PDC Gr. 3
- More than 35 FTE's - PM Gr. 2
- More than 50 FTE's - PM Gr. 3

FTE's at Delivery Centres are calculated on the same basis as outlined in the Work Level Standards for Postal Delivery Controllers and include the Postal Manager position.

TRAINING, SKILLS AND ATTRIBUTES

No mandatory prerequisite qualifications are required, however, a person selected for a positions of Postal Manager (Delivery) is required to have met the relevant recruitment and selection standards as specified in the Personnel Policies and Procedures Manual and the established selection criteria. In summary, a Postal Manager (Delivery) must have:

- . Postal Manager (Delivery) Grade 2 and 3:
 - no mandatory prerequisite qualifications are required, but a person at these levels would be expected to have extensive knowledge of, and expertise and experience in delivery and/or related postal operations, and the achievement of ongoing "bottom line" financial targets.

TYPICAL DUTIES

The duties listed below are typical of the work appropriate to this level and they may be performed personally or through subordinate supervisory staff.

Plan, budget and evaluate performance relating to the delivery function including:

- analyse local performance and cost data (e.g. available DAS reports periodic Delivery Cost Analysis reports local performance and productivity measures) for the Centre as a whole and for separate groups/functions. Identify improvement options and initiate actions to introduce acceptable lower cost/higher productivity options;
- liaise closely with relevant local government officials and developers so as to keep abreast with current and planned developments and to ensure that early consideration and planning is given to the mail delivery needs and requirements of proposed developments;
- oversee application of the point of delivery policy in the area;
- approve extensions, deviations, etc. to delivery services in accordance with policy guidelines;
- review delivery rounds as workloads and delivery points alter, implement changes where necessary to improve efficiency and to ensure a suitable distribution of work between rounds;
- determine, implement and monitor standard times for the performance of delivery rounds, investigate below standard service performance and initiate or recommend corrective action;
- maintain and analyse performance data and other records; and
- liaise with the Controlling Postal Manager to prepare agreed plans and budgets for the Centre which are consistent with Australia Post's overall plans, targets and policies.

Manage and control delivery operations and other postal functions at a Delivery Centre to meet planned service standards and costs including:

- liaise with Mail Centre and/or Transport management as necessary, to ensure the Delivery Centre receives sufficient volumes of mail at times which best suit local needs so as to permit the most cost-effective meeting of service standards;
- organise and supervise the processing of inward mails and perform associated functions including receipt, processing of special enclosures, underpaid mail, checks of missorted, wrongly addressed and undelivered mail;
- oversee all facets of delivery performance including indoor work involving the preparation of mail for delivery, outdoor delivery, mail contractors and staff engaged on private box sorting;
- organise and supervise the delivery of deferred delivery mail, including householders to ensure delivery is achieved within required time scales and at least cost; approve, where necessary, additional time required for the delivery of deferred delivery mail;
- negotiate mail contracts;
- promote to business customers, and organise the necessary arrangements for, the introduction/extension and efficient provision of delivery related services that generate revenue including private boxes, locked bags, early delivery of mail at a fee, etc;
- receive, investigate, and handle to finality or report on customer queries and complaints;
- perform or supervise clerical work associated with management of the delivery function including arranging uniforms, protective clothing, vehicle and equipment replacement and checking accounts for repair and maintenance of delivery vehicles, other equipment etc;
- ensure that equipment and vehicles, etc. are used efficiently and safely and are properly maintained; and
- perform functions of the Postal Delivery Officer and/or delivery supervisory levels when necessary and/or desirable.

Control and develop human resources engaged in delivery and related activities including:

- maintain a harmonious industrial relations climate in line with the principles of Industrial Participation and foster team spirit;

- maintain a safe working environment and adherence to safe working practices in accordance with Australia Post's Occupational Health and Safety policy. Perform or supervise safety checks and either introduce or recommend action to correct or improve unsatisfactory situations;
- ensure adherence to Equal Employment Opportunity and Harassment policies and deal with complaints of discrimination and harassment in accordance with accepted processes;
- ensure the delivery of training to new staff is undertaken in accordance with the requirements of the Trainee Postal Delivery Officer training programme and monitor performance during the prescribed probationary period;
- ensure the delivery of on-the-job training;
- identify ongoing staff development and training needs for all supervisory and other career oriented staff; introduce local staff development initiatives including, for example, job rotation and arrange and encourage staff attendance and participation at suitable training courses;
- participate in, or conduct as required, staff selection, performance review programme, and counselling and discipline activities;
- forecast future human resources needs and arrange recruitment, as required;
- arrange for regular inter-change of rounds;
- as required, organise the allocation of relief staff within the Centre and/or between a group of facilities;
- arrange the recruitment and training of local relief staff, as required;
- determine the functions upon which part-time staff are to be employed and arrange recruitment and training of suitable staff, as required; and
- respond to industrial representations or, where appropriate, refer to the next level of management.

Where the position also manages a collocated Business Centre with no more than 4 full-time staff equivalents, control (through a subordinate supervisor) all the business customer servicing activities and revenue generation activities necessary to make the centre an efficient and profitable node in the network, including:

~~initiate and maintain a high level of interaction with staff~~
 and business customers to both promote revenue generation and to ensure mail pick-up and delivery service arrangements are appropriate and are being provided in a consistent and reliable manner;

- maintain and monitor profiles of business customers and their postings and postage expenditure, including as much data as can be obtained on business directed to competitors;
- promote, organise and arrange mail pick-up services;
- identify and provide where it is sensible to do so, services required by business customers within the service area;
- liaise with Sales staff as necessary for the conduct of profitable promotions of products and services among business customers in the area;
- operate the centre at times suitable to customers;
- arrange the re-set of franking machines, as required;
- monitor the ongoing cost-efficiency of the centre/annexe and its operation to ensure it operates profitably;
- ensure that efficient and safe materials-handling practices and equipment are used; and
- liaise with the Manager of Mail Centre, Parcels Centre and Express Courier to ensure the most overall efficient and cost-effective mail lodgement and pick-up arrangements are in place.

CONTROLLING POSTAL MANAGER
(ALL LEVELS)

WORK LEVEL STANDARD

DEFINITION

Within broad guidelines, when occupying a dual network and facility management role, manage the operations of a Controlling Post Office and exercise line control over subordinate Traditional Post Offices, Retail Post Offices, Business Centres, Delivery Centres and Licensed Post Offices. Manage and control postal services and human resources within an assigned network.

OR

Within broad guidelines, when occupying a network only role, exercise line control over subordinate Traditional Post Offices, Retail Post Offices, Business Centres, Delivery Centres and Licensed Post Offices. Manage and control postal services and human resources within an assigned network.

PURPOSE

To improve profitability and productivity of the assigned network by providing direction, support, advice, and counsel and provide and stimulate drive and decision-making to subordinate Postal Managers and Licensed Post Offices, by providing advice and assistance to Senior Managers and by presenting to customers an image of an efficient, commercial and caring organisation.

DESCRIPTION

- Key Accountabilities:

A Controlling Postal Manager operates in a commercial environment and is responsible and accountable to the Regional Manager (or equivalent) for :

- . the efficient management of the Australia Post's business activities and operations within the assigned network;
- . the setting of financial, service performance, sales, productivity and human resource targets for each of the businesses and functions within the assigned network, that are consistent with Australia Post's policies, plans and objectives and which will contribute to the profitability of the assigned network; and
- . the achievement of targets within the assigned network as a whole and for each of the businesses and functions within the assigned network.

A Controlling Postal Manager is responsible to ensure that operations within the assigned network are conducted in an environment of non-discrimination and that Australia Post's policies in respect to staff training, development, occupational health and safety, equal opportunity and industrial participation are applied and promoted.

- Organisational Setting:

A Controlling Postal Manager will report directly to a Regional Manager and be responsible for leading and supporting his/her subordinate Postal Managers and Licensed Post Offices to ensure Australia Post's customers are provided with a prompt and efficient postal service and to ensure an acceptable financial return and level of productivity for Australia Post's investment in that business area.

A Controlling Postal Manager should be located where he/she is able to:

- . contribute most to the performance of staff and the network;
- . make well-informed and speedy decisions about network operations and activities; and
- . where the majority of important business customers transact their business.

This means that generally, a Controlling Postal Manager in urban areas would be located at the most importantly collocated delivery and business centre in the network (normally, a Controlling Postal Manager would not be located at a retail post office servicing mainly domestic customers).

- Network Operations & Servicing:

A Controlling Postal Manager's network will comprise, usually, a mix of both profit and cost centres with profit centres being defined as those outlets or functions primarily concerned with revenue generation (e.g., staffed retail post offices and Licensed Post Offices, business centres, etc), cost centres are those whose major role relates to mail collection, processing, transport and delivery. The primary objective at profit centres is profit maximisation and at cost centres cost minimisation.

A Controlling Postal Manager's primary responsibilities and accountabilities are related to the efficient operation of the assigned network. In some country localities and, as required, at urban localities, the Controlling Postal Manager will be responsible also for the overall management of the facility at which he/she is located. In those cases, responsibility and accountability for performance of the major functions, e.g., delivery and retail, at that facility will be vested in separate functional/task managers.

A Controlling Postal Manager will be assisted in his/her network management role by a small number of dedicated, skilled support staff. The number of such support staff provided will be dependent upon the workload and requirements for each network. For some functions (perhaps merchandising, sales, etc) economies of scale may require that such expertise reside in the Regional Office. Where that occurs, the Controlling Postal Managers will be involved (along with the expert's manager) in planning and programming the activities of those experts/resources and have direct access to their expertise. Most of the work involved in the network support role is already being carried out at post offices in the network, but it is spread between the CPM, other PM's and other staff, particularly at the SPSO levels. Establishment of the network support group will involve an examination of the work currently being carried out, and a reallocation between positions so that full positions are available for transfer to the network support group.

In consultation with his/her Regional Manager a Controlling Postal Manager is responsible to determine, and work towards the achievement of that mix and location of outlets and facilities (staffed and/or Licensed Post Offices) within his/her assigned area which will contribute most to Australia Post's financial and service objectives.

A Controlling Postal Manager is responsible to ensure that adequate and timely reporting mechanisms are in place so that subordinate Postal Managers and Licensed Post Offices are well informed as to the performance of their outlet/function area against a range of performance measures.

A Controlling Postal Manager is responsible and accountable for the accuracy and timeliness of performance and financial data and statistics emanating from the assigned network.

A Controlling Postal Manager is responsible and accountable for all elements of Licensed Post Office operation in the assigned network including arranging for training for persons engaged on Australia Post business at Licensed Post Offices, ensuring that prescribed standards are maintained, for the timely and accurate payment of commissions and fees to Licensed Post Offices and for the promotion of good relationships between Licensed Post Offices and Australia Post's Staff.

A Controlling Postal Manager is expected to be active in promoting among customers an image of Australia Post as an efficient, commercial and caring organisation. He/she is expected to establish links with community leaders and representatives, business organisations and other important local community organisations and major customers or prospective customers.

FEATURES

A Controlling Postal Manager will:

- . have all the necessary powers and authorities to meet the business needs of customers and to manage the operations as a commercially viable business area;
- . be accountable for the achievement of business performance targets;
- . manage the business through subordinate Postal Managers and business partners;
- . have a small team of skilled staff as support to manage the network (number to depend on network support workload);
- . usually be located at the most important facility in the network, with particular emphasis on convenient access to the Controlling Postal Manager by business customers;
- . act as a 'change agent' in effecting agreed changes to the mix and location of outlets and services in the network;
- . manage and oversee the Licensed Post Office network including all aspects of relationships and dealings with Licensed Post Offices;
- . follow sound staff development, industrial and staff relations practices and promote Australia Post's human resources policies at the workplace; and

. promote the image of Australia Post both internally and externally; particularly with community leaders and representatives.

TRAINING, SKILLS AND ATTRIBUTES

No mandatory prerequisite qualifications are required, however, a person selected for a Controlling Postal Manager position is required to have met the relevant recruitment and selection standards as specified in the Personnel Policies and Procedures Manual and established selection criteria. The criteria and standards will reflect interpersonally, customer contact, business management and other commercial management skills aimed at achieving high levels of customer satisfaction through committed staff. These will include skills related to achieving targets and improving productivity. A thorough knowledge of AUstralia Post's products and services, operational, financial and human resource practices and procedures will also be expected.

Controlling Postal Manager Grade 3, 4 and 5:

- no mandatory prerequisite qualifications are required, but a person at these levels would be expected to have extensive knowledge of, and expertise and experience in Post Office business, including network planning and management and related postal operations and a demonstrated high level of managerial ability in postal operations and achievement of ongoing "bottom line" financial targets.
- a proven ability to liaise closely and maintain good relations with customers, business organisations and elected community representatives; and
- a demonstrated high level of managerial ability and associated communication skills.

TYPICAL DUTIES

The duties listed below are typical of the work appropriate to this level and they may be performed personally or through subordinate supervisory staff:

Financial

- liaise with the Regional Manager to prepare business plans and budgets for the assigned network and, as appropriate, the primary businesses (ie. retail, business servicing and delivery) provided in the network. Such plans and budgets to cover revenue, expenditure, service performance, service quality, sales, productivity and human resources and to be in keeping with Australia Post's overall plans, targets and policies;
- develop in consultation with subordinate Postal Managers and licensed post office operations plans and targets for each of their areas of control. Implement approved plans, budgets and targets, monitor and analyse performance against target; provide meaningful and timely results to subordinate managers etc, as necessary initiate action to improve performance; and
- provide business leadership and support to subordinate Postal Managers and licensed post office operators.

Network Management:

- implement efficient systems and lines of communication that enhance operations within the network;
- maintain close oversight of development, growth and movement within the assigned network and initiate action/change necessary to resources, facilities etc., to cope with those movements in a manner which is both cost and service effective; and
- initiate network changes in accordance with approved plan's and in compliance with approved policies and procedures.

Sales

- ensure an effective programme of account management and customer sales visits is in operation throughout the network. As necessary liaise with the Regional Office sales representative to plan and conduct sales drives/campaigns. Measure and analyse the results of sales activities in the area and take corrective action as necessary;
- develop with subordinate Postal Managers and licensed post office operators sales targets, strategies, plans and programmes to exploit local market potential and to gain additional profitable revenue;
- provide, or arrange the provision of, expert advice to Postal Manager of retail post offices, traditional post offices and licensed post office operators on such aspects as merchandising, product display, product mix and other techniques and activities that will generate additional profitable revenue;
- monitor business results to ensure subordinate Postal Managers and licensed post office operators are achieving additional revenue targets; and
- ensure the Postal Managers concerned (including other Controlling Postal Managers) are informed of the relocation into or out of the assigned network of large business customers.

Staff:

- forecast needs and oversight the provision, placement and development of human resources within the assigned network;
- through subordinate facility and task manager, manage the alignment of resources, levels and skills to the workload offering using the most appropriate mix of staff resources, ie. full-time staff, part-time staff, local relief, overtime, extended hours and contractors;
- through subordinate facility and task managers:
 - . initiate local recruitment, as required;
 - . initiate selection processes aimed at selecting the best people for the job and achieving low staff turnover;

. ensure quality training is available and delivered to staff and licensed post office operators as needed and in accordance with the requirements for specific designations and positions including induction training, OH & S training, skills and supervisory training etc;

. ensure a staff development scheme which is understood by all Postal Managers and staff is operating throughout the assigned network;

. ensure that Australia Post policies and/or agreed processes in respect to industrial participation, OH & S, EEO, performance review and code of conduct are understood by all Postal Managers and staff and are operating, as required, throughout the assigned network; and

. ensure the performance of new staff is monitored and that adequate training is available and provided to such staff in accordance with specified training requirements.

. initiate and oversight the local relief arrangements in the assigned network; ensure such staff are properly trained to prescribed standards;

. where necessary arrange the co-ordination of relief for delivery operations in the area, including night-sorting;

. ensure human resources plans are in place to cover key positions;

. prepare and implement specific training and development plans for people who are interested in and who show potential for higher positions;

. ensure a strategy is in place for people to gain experience in other work streams; and

. develop and encourage a team approach to the management of the business.

- Licensed Post Offices

. maintain full control and servicing of all aspects of Licensed Post Offices including provision, relocation, servicing, stock provision, maintenance of business data and volumes and payment to licensed post office operators etc.