

TECHNICAL GRADES RESTRUCTURE

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Telecom Australia

FOREWORD

This document represents the agreement that has been reached between Telecom and ATEA/ATPOA on the new Telecommunications Technical Officer Structure.

This agreement was the result of exhaustive negotiations and renegotiations and was finally ratified by the membership at mass meetings in July 1989. These negotiations were conducted in the context of National Wage Guidelines and Award Restructuring principles.

Following this approval by the ATEA/ATPOA membership the main points covered in this documentation were presented to the Australian Industrial Relations Commission as an agreed position between the parties and has subsequently been ratified by that body in September 1989.

This document also encompasses agreements reached with other Staff Associations relevant to their particular award coverage.

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1. INTRODUCTION

The purpose of this document is to provide all details relevant to the introduction and ongoing application of the Technical Grades Staff Structure of August 1989. The information provided should enable both staff employed in the previous structure and new recruits to be aware of the new structure provisions in terms of translation, training, eligibility requirements, the functions/duties required to be undertaken at the various levels.

This document does not include the new Position Evaluation Standards which replace both the Grading Scheme and the Position Classification Standards applying to Technical Officers. These Position Evaluation Standards will be issued as a separate document.

2. DESIGNATIONS

Position designations which comprise the Telecommunications Technical Officer Category are:

- Telecommunications Technical Officer - Grade 1
- Telecommunications Technical Officer - Grade 2
- Senior Telecommunications Technical Officer - Grade 1
- Senior Telecommunications Technical Officer - Grade 2
- Principal Telecommunications Technical Officer - Grade 1
- Principal Telecommunications Technical Officer - Grade 2
- Principal Telecommunications Technical Officer - Grade 3

3. WORK LEVEL STANDARDS AND FUNCTIONAL STATEMENTS

3.1 GENERAL

The functions set out in the following pages give an indication of the type of duties which would be expected of the various designations listed above and who are employed as manipulative staff on the maintenance and installation of plant in the field. The duties could be collectively described as the installation, maintenance and operations of telecommunication plant. Because of the various types of plant in use, and because new types of plant and new methods are continually being developed, the definitions and examples of duties are not intended in any way to be all inclusive.

In reading the functions, it must be noted that:

- a. Staff may be required to perform duties listed or similar to those listed, for lower grade staff.
- b. Under direct supervision, or under emergency conditions, staff may be required to perform, to the best of their ability, duties listed, or similar to those listed, for higher grade staff.
- c. All staff may be required to maintain records, sketch plans and prepare statements of quantities of material and labour, to arrange for the supply of material, and to perform any clerical duties associated with their work.
- d. The plant installed and maintained may be situated at either staffed or unstaffed locations. Unless personal safety requirements, or the words "under direct supervision", restrict its performance, a function may be performed by an employee working alone, either at a staffed or unstaffed location, including a remote locality.
- e. An employee may work alone or as part of a team.

3.2 TELECOMMUNICATIONS TECHNICAL OFFICER GRADE 1

Definition

The work of a Telecommunications Technical Officer Grade 1 consists of carrying out tasks associated with the installation, operation and maintenance of telecommunications equipment. These tasks require a level of knowledge and skill that will enable the performance of routine installation, maintenance, operation and simple diagnostic activities.

Typical Duties

- Position and terminate cables, install jumpers, wires, strappings etc.
- Undertake prescribed proving tests, including:
 - wire testing
 - analogue circuit commissioning
 - low speed DDN circuit commissioning
 - power tests on AXE and DDN equipment
 - simple SPC equipment testing, under supervision, with the exception of processors.
- Assembling, erecting, positioning and labelling all items of equipment.
- Work associated with telephone and NEX service order processing including:
 - all MDF work including jumpering, transpositions, miscellaneous circuit wiring (e.g. MR circuits), meter readings, category changes and all subsequent testing and recording of that work;
 - wiring for PBX groups.
- Routine maintenance and testing including strapping changes, meter testing, junction testing, power/battery testing and maintenance, routine software dumps, under supervision patching of individual circuits and level checking, and changing non-critical Printed Circuit Boards under supervision.
- First-in maintenance, including functional testing of equipment, call tracing and exchange test desk activities.
- Carry out prescribed hardware modifications under supervision to fundamental items of equipment.
- Installation, repair, maintenance and associated prewiring/termination/jointing and interconnecting of all simplex services.
- Install and test all types of public telephones.
- Provide estimates to customers for "Installation Fee for Services" for all simplex services without direct supervision.
- Perform active selling of Telecom products at customer interface.

3.3 TELECOMMUNICATIONS TECHNICAL OFFICER GRADE 2

Definition

The role of a Telecommunications Technical Officer Grade 2 involves the performance of Technical functions connected with the installation, maintenance and operation of telecommunications and broadcasting equipment. This includes the analysis of complex system faults where a high level of diagnostic skill is required.

In general this will include most system faults but will not include inter-system faults in the most complex switching technology. The performance of this work will require skill and initiative in the application of technical knowledge.

Characteristics of Level

The Telecommunications Technical Officer Grade 2 may take control of a small number of lower level staff and/or trainees.

In most metropolitan areas the Telecommunications Technical Officer Grade 2 will be required to install and/or maintain and/or operate telecommunications equipment in a given functional area. In many country areas the Telecommunications Technical Officer Grade 2 will be required to work in a number of functional areas.

The level of competence reached by training and experience in functional areas is such that the Telecommunications Technical Officer Grade 2 would be able to install, operate, maintain and locate and clear most faults on telecommunications systems.

Typical Duties

- Analyse system faults where a high degree of diagnostic skill is required.
- Repair and maintain all types of switching and transmission equipment.
- Install and test SPC equipment, with the exception of ARE-II/AXE processors in accordance with prescribed testing procedures.
- Commission minor switching and transmission installations including SSN and DDN circuits and digital link/systems.
- Carry out prescribed hardware modifications to all items of equipment.
- Carry out prescribed less critical software modifications under supervision.
- Install, test, repair and maintain data customer and all voice customer terminal equipment up to and including the largest small business system and any interworking between these systems.
- Install and undertake first-in maintenance of all PABXs including any routine testing and maintenance in country MFDs.
- Undertake centralised testing of all customer equipment in an FDC environment.
- Provide estimates to customers for "Installation Fee for Service" on the entire range of customer terminal equipment without direct supervision. This would include the entire range of small business systems and data terminal equipment.
- Install, repair and maintain the entire range of public telephones.

- Participate in the development of installation and maintenance techniques, aids or control systems. Introduce to the field, or implement, approved new installation and maintenance techniques, aids or control systems.
- Perform active selling of Telecom products at customer interface.
- Be part of a team engaged in the installation of all types of broadcasting equipment.

3.4 SENIOR TELECOMMUNICATIONS TECHNICAL OFFICER GRADE 1

Definition

The Senior Telecommunications Technical Officer Grade 1 in the main undertakes one of two roles, i.e.

- a first level supervisor;
- a technical specialist/field operative.

In the role of a first level supervisor the Senior Telecommunications Technical Officer Grade 1 would be required to:

- direct the activities of a small staff group;
- provide technical guidance to the group and participate as required in the work of the group, in particular, the more difficult technical work. The extent of the supervisory workload varies in relation to the skill mix of the small group and the nature of the work.

Typical Duties in this role are:

- take charge of a staff group undertaking work associated with the installation of exchange based switching, transmission and data equipment including the final commissioning;
- undertake the operations and maintenance of exchange/station based communication equipment;
- undertake duties associated with the installation and repair of voice and data customer equipment;
- undertake duties associated with production work in a workshop environment.

In the role of a technical specialist/field operative the position occupant would be required to:

- perform technical functions associated with the maintenance, installation and operation of telecommunications and broadcasting equipment to a level which includes the diagnosis of complex system and inter system faults often in critical situations. The work requires an in-depth knowledge which usually would have been developed by high level training and on the job experience. The work is not routine and demands skill and initiative in the application of technical knowledge;
- install, repair and maintain all PABXs;
- undertake contractor supervision, inspection and testing of contractor cabling activities.

Undertake technical projects as required. In particular:

- participate in the development of installation and maintenance techniques, aids or control systems. Introduce to the field, or implement, approved new installation and maintenance techniques, aids or control systems;
- undertake straightforward development work relating to circuits, equipment or facilities and as necessary undertake associated minor design and experimental tasks;
- undertake investigations and studies of methods and procedures for engineering work and evaluate and advise on improved methods;
- undertake activities associated with the installation, commissioning and maintenance of equipment contained in a broadcasting district.

3.5 SENIOR TELECOMMUNICATIONS TECHNICAL OFFICER GRADE 2 PRINCIPAL TELECOMMUNICATIONS TECHNICAL OFFICER GRADE 1-2

The work undertaken in these levels requires the application of initiative and technical judgement and can be broadly defined as falling into one of the following three roles:

a. Technical Area Manager

The supervision of staff undertaking work in a Technical Area. The majority of the workload is that associated with the co-ordination and deployment of resources to ensure effective and efficient performance. The position would generally be the highest level of technical grades supervisor in the Technical Area.

b. Supervisor/Specialist

The supervision of staff undertaking technical work in a functional group or a small multi-function group. The work does not place a high demand on the occupant of the position in relation to the supervising aspects and generally would not be in excess of 50% of the workload. The role requires the occupant to provide the group with high level technical support and guidance and to be responsible for the technical quality of the group's output.

c. Technical Specialist

The technical specialist undertakes highly specialised work which requires a very detailed and high order of technical knowledge coupled with a high level of responsibility in respect of the particular work area. The breadth of work is generally narrow but the depth of understanding is particularly high. The Technical Specialist can be required to lead a small team, however, the management content in the responsibilities and associated workload is minimal and is of little significance.

Typical work undertaken at these levels is listed below. The descriptions of the work is detailed in broad terms and the job evaluation tables have to be applied to determine the actual level.

- OIC of Customer Equipment Installation and/or Service Centres (Voice and Data).
- OIC of Switching and/or Transmission Maintenance/Operations Groups field based and including Customer Equipment and Broadcasting functions in functional areas.
- OIC of large groups of technical staff undertaking work, requiring a high level of technical knowledge, within established engineering techniques and practices.
- Technical Specialists and Supervisor/Specialists performing functions, either directly or in support of others, which are necessary for the efficient conduct of the whole range of telecommunications and broadcasting activities.

Typical duties would include:

- The design and development of:
 - Telecommunications Network plans.
 - Telecommunications Systems.
 - Telecommunications and Broadcasting Equipment including hardware and software aspects.
 - Work Methods and Practices.
 - Telecommunications Buildings and associated facilities.
 - Computer based support systems.
 - Customer Networks and Equipment.
 - Technical Training Courses.

- The planning, estimating, programming, co-ordination and control of the technical aspects and resources associated with:
 - Installation of Telecommunications and Broadcasting equipment.
 - Maintenance of Telecommunications equipment, e.g. the maintenance of AXE/ARE Processors.
 - Workshop production.
 - Trials and Experiments.
 - Technical Training.
 - Telecommunications Network Management.
 - Maintenance of property, buildings, plant and equipment at major Telecom establishments.
 - Network Studies, new systems and equipment cost benefit evaluations.
- The preparation and/or examination and approval, of technical information, standards, handbooks, manuals, specifications and technical reports relating to telecommunications and broadcasting equipment. This also includes the examination and approval of designs proposed by suppliers of equipment to Telecom Australia.
- The conduct, analysis, evaluation and reporting of measurements, tests, trials, experiments and calculations, operation and maintenance of associated highly complex system and inter-system equipment. This includes actions to ensure equipment manufactured for use by Telecom Australia confirms to appropriate specifications and standards.
- The provision of technical advice and the determining and initiating of action relating to the provision and usage of plant, telecommunications equipment, broadcasting equipment, instrumentation and materials and the operation of associated computer aids.
- The operation of computer based data collection, storage and analysis systems and the maintenance of associated data bases designed to provide information to facilitate:
 - Telecommunications Network Management
 - Planning of the Telecommunications Network
 - Provisioning of Telecommunications Equipment
 - Design of Telecommunications Systems and Equipment
 - Customer Equipment Records.
- The conduct and reporting of technical investigations.
- Investigation of the more difficult system and network problems guidance of specialist teams and operational staff in fault location and rectification and provide high level technical specialist consultancy in areas such as:
 - Exchange Switching
 - Transmission
 - Data
 - PABX
 - Broadcast
 and related areas.

- Investigation of the more difficult system and network problems associated with the installation of Communications equipment. This could also include the guidance of specialist advice to provide high level technical consultancy.
- As a Technical Grades Instructor impart theoretical and where appropriate practical content associated with the more advanced courses and/or direct and assist other instructional staff as required. Develop course details and prepare training packages for use at Region/District/Branch/Section level, within training centres or for National Training purposes.

3.6 PRINCIPAL TELECOMMUNICATIONS TECHNICAL OFFICER, GRADE 3 FUNCTIONAL STATEMENT

The work undertaken at this level requires the application of initiative and technical judgement and undertakes work in the role of:

- Technical Area Manager which would involve the supervision of a large number of staff undertaking work in a Technical Area. The majority and key aspect of the workload is that associated with the co-ordination and management of extensive resources to ensure effective and efficient performance. The position would be the highest level technical grades supervisor in the Technical Area.

Typical work at these levels is listed below. The description of the work is detailed in broad terms and the position evaluation standards have to be applied to determine that this level is appropriate.

- OIC of Customer Equipment Installation and/or ServiceCentres (Voice Data and Broadcasting).
- OIC of Switching and/or Transmission/Broadcasting Maintenance/Operations/Construction Groups field based and including Customer Equipment and Broadcasting functions in multifunctional areas.

4. TRANSLATION OF STAFF INTO NEW STRUCTURE

The following information provides details applying to individual staff members now employed in the Technical Grades category and indicates the designation/classification to which they will be translated with the introduction of the new Telecommunications Technical Officer Structure.

The translation table indicates the translation of individuals who have received permanent appointment as one of the designations listed in the left-hand column. Those individuals will automatically translate to the new designation/classification as shown. The new classification attained on translation will be retained by the individual regardless of any subsequent organisational, Work Level Standard or Position Classification change.

Under a number of conditions which are described in the translation information (e.g. acting for 12 months etc.) the translation will be done on automatic provisional promotion basis, i.e. subject to appeal. These conditions are fully described. It is important to note that it is the individual who is translated and not necessarily the position which they occupy. The individual however continues to retain the level as per the translation arrangements. The situation pertaining to positions is detailed in the implementation arrangements.

From September 1989 some staff will be required to undertake an expanded range of duties in line with the Work Level Standards if they are experienced and capable of doing so. If training is required to achieve this the new arrangements guarantee this will be provided to ensure staff are competent to carry out new functions. The same arrangements will apply to Staff provisionally promoted under the Conditions of the agreement.

4.1 TRANSLATION TABLE

(staff appointed to designations listed below will be translated as shown)

	Telecommunications (TTO) Technical Officer Structure
Assistant Technician Technical Assistant Grade 1 TTIT (while completing training)	TTO 1
Technician (Telecommunications) Quality Assurance Officer Grade 1 Quality Assurance Officer Grade 2 Vestibule Technician Technical Assistant Grade 2 Technical Officer Grade 1 occupying 1st or 2nd salary sub-division TTIT position - when training satisfactorily completed (see note 1) ATT position - when training satisfactorily completed (see note 1) Trainee Technical Officer Technical Officer in Training (TOIT) (while training)	TTO 2

4.1 TRANSLATION TABLE continued . . .

	Telecommunications (TTO) Technical Officer Structure
Technical Officer Grade 1 on salary increments 3-8 Technical Officer (Telecommunications) Grade 1 Vestibule Technician on completion of 2 year relevant experience Technical Officer in Training (TOIT) (when training successfully completed)	STTO 1
FO2 TO(T)2 Technical Instructor (Technician) School Grade 2 STO1 STO(T)1 Senior Technical Instructor (Technician) School Grade 1	STTO 2
STO2 STO(T)2 STO3 STO(T)3	PTTO 1
PTO1 PTO(T)1 PTO2 PTO(T)2	PTTO 2
	PTTO 3

Note 1:

Telecom staff who are now undertaking Telecom training courses to qualify as a Technician (either apprenticeship or non-pool bridging) shall on successful completion of the course take up allocated positions as Telecommunications Technical Officer Grade 2 and be eligible for selection for promotion to positions of Senior Telecommunications Technical Officer Grade 1 and above.

Note 2:

The date of effect for the first salary increase shall be from 14 September 1989. Final translation into the new structure, the associated designations and the salary scales applying to those designations is proposed for 14 March 1990 contingent upon the approval of the Industrial Relations Commission.

4.2 STAFF ELIGIBLE TO BE AUTOMATICALLY PROVISIONALLY PROMOTED

- a. Following translation, on a once only basis, all formerly designated Assistant Technicians who were qualified for promotion to Technician (Telecommunications) positions through any of the following means:

- accrual of 7 years HD at Technician level since May 1970;
- accrual of 5 years HD at Technician level plus the subsequent further accrual of two years relevant experience;
- satisfactorily completed pool bridging to Technician Training courses;
- open Technician examination;
- appropriate electrical/electronic trade qualifications who satisfy the additional eligibility criteria prescribed in the current Section 48/1 Determination;

shall be provisionally promoted to positions of Telecommunications Technical Officer Grade 2.

- b. In addition, on a once only basis all formerly designated Assistant Technicians who on translation had accrued 5 years HD at Technician level but had not at that time accrued a further two years relevant experience shall, on a once only basis, be provisionally promoted to positions of Telecommunications Technical Officer Grade 2 on attaining the prescribed two years relevant experience.

- c. Following translation, on a once only basis, all Telecommunications Technical Officers formerly designated Technician (Telecommunications) who were qualified for promotion to Technical Officer positions through any of the following means:

- accrual of 7 years Higher Duty at Technical Officer level since May 1970;
- accrual of 5 years Higher Duty at Technical Officer level plus the subsequent further attainment of two years relevant experience;
- satisfactorily completed pool Bridging to Technical Officer Training course;
- TO Annual Eligibility Examination;
- Associate Diploma or equivalent qualification with a total of 6 years relevant experience;

shall be provisionally promoted to positions of Senior Telecommunications Technical Officer Grade 1.

- d. Telecommunications Technical Officers formerly designated Technician (Telecommunications) who, on translation, had accrued 5 years Higher Duty at Technical Officer level but who have not at that time accrued a further two years relevant experience, shall on a once only basis be provisionally promoted to positions of Senior Telecommunications Technical Officer Grade 1 on attaining the prescribed two years relevant experience.

It should be noted that the duties of the positions/level, to which the abovementioned Telecommunications Technical Officers covered by this translation agreement will be provisionally promoted, must reflect and be substantially those duties undertaken in the functional area in which the officer has been working.

In all of the cases identified above the location of the position shall not be, unless agreed to by the provisional promotee, at a distance from the provisional promotee's present work location that it would under normal circumstances and conditions, require the promotee to shift domicile.

- e. The date of effect for those persons covered under the conditions detailed in points (a-d) is 14 September 1989. i.e.
- If the 5 years Higher Duties had not been accrued at 14 September 1989, the time between 14 September 1989 and March 14, 1990 cannot be counted towards the 5 years.
 - The same conditions apply in the terms of the accrual of the 7 years, however, if the 7 years accrual condition had not been met at 14 September 1989, the accrual time is still added from that point e.g. if 7 years accrual reached in January 1990, the person would be provisionally promoted from that date.
 - In relation to staff who have appropriate trade qualifications it should be noted that they must have met all the conditions prescribed in the Section 48/1 determination as at 13 September 1989.

4.3. STAFF WHO HAVE BEEN ACTING AT A HIGHER LEVEL

All employees who, between the 1 March 1988 and 1 May 1989, were performing continuous Higher Duties, the period of which was no less than 12 months including any HD paid sick leave, recreation leave and long service, shall be provisionally promoted to the level of the Higher Duties position in the new structure in which the majority of HD had been performed. It should be noted that the time measurement (i.e. 12 months continuous) commences from the first date that the employees commenced acting (i.e. somewhere between 1 March 1988 and 1 May 1988). Accordingly, in situations where employees have acted at more than one level, the level to which they are entitled to be promoted will be when the first six months is completed from the date they first commenced acting.

For example:

Employee acting T.O.1 from 1/3/88 - 2/9/88 and then T.O.2 from 3/9/88 - 1/5/89 is entitled to be provisionally promoted to T.O.1 as this was the level that the majority of higher duties had been performed in the qualifying 12 months.

If there is no appropriate nominal vacancy a new position will be created. The location of the position shall not be, unless agreed to by the provisional promotee, at a distance from the promotee's present work location that it would under normal circumstances and conditions require the promotee to shift domicile. In the event of Promotion Appeals, the Promotion Appeals Board shall determine the matter on the basis of the most efficient employee in respect of duties undertaken by the Provisional Promotee in the 12 month continuous HD period. Where a provisional promotion is not confirmed as a result of a determination by the Promotion Appeal Board, the person not confirmed shall be entitled to continued higher duties payments for a period of 6 months. However it should be noted that the person retains their eligibility to be selected for promotion.

All employees who, on the 1 March 1989, were performing continuous Higher Duties, the period of which was less than 12 months, shall be entitled to continuous Higher Duty for a further period of no less than half the period of continuous HD performed.

An example of the application of this is as follows:

Technician acting TO1 from June 1988 until March 1989 (therefore not eligible for provisional promotion) shall receive an additional 4½ months Higher Duties payment from 14 September 1989.

Points to note:

Acting H/D undertaken between 1 March 1989 and 14 September 1989 should not be counted in terms of being subtracted from the additional payment. However if the person has had continuous acting and is continuing to act after 14 September 1989, the time acting Higher Duties after 14 September 1989 is to be regarded as part (or whole up to the end of January 1990) of the additional payment.

4.4 SALARY CONDITIONS APPLYING TO PROVISIONAL PROMOTEES

Salary conditions applying to Provisional Promotees who have become eligible and or will be provisionally promoted as a result of the amendment to the Section 48 Determinations (Qualifications) e.g. Assistant Technician to Technician and Technical Officer positions are as follows:

- a. The date of effect from which the changed conditions (i.e. amended qualifications) apply is from 14 September 1989.
- b. Salary conditions (including the increment commencement date) associated with the positions to which staff qualified by the amendment are to be promoted, will also apply from 14 September 1989.
- c. These conditions and qualification arrangements will only apply until 14 March 1990 when all Technical Grades will be translated into the new structure and the current Award replaced. Salary dates for increment purposes will start from 14 March 1990.
- d. The new Award will not be introduced until March 1990. Accordingly, the HFA conditions in respect of staff acting in higher positions will still apply.
- e. No HFA conditions will apply to staff who are provisionally promoted and subsequently confirmed however, the incremental date commences from 14 September 1989.

An example of the conditions described in (b) above is as follows:

- (i) Technician a/g since January 1984 as Technical Officer Grade 1:
 - Current Salary is \$28,392 (includes adjustment)
 - Salary from 14 September 1989 until 14 March 1990 after provisional promotion and subsequent confirmation is \$28,392 (date of effect 14/10/89).
- (ii) Technician a/g STO1 for 12 months continuously in the period 1/3/88 - 1/5/89:
 - Salary from 14 September 1989 until March 14 1990 after provisional promotion and subsequent confirmation is \$32,124 (minimum of STO1 adjusted salary).

4.5 PROMOTIONAL APPEALS

In the event of Promotional Appeals, the Promotion Appeals Board shall determine the matter on the basis of the most efficient employee in respect of duties undertaken by the provisional promotee in gaining the above qualifications.

4.6 STAFF ELIGIBLE TO BE AUTOMATICALLY PROVISIONALLY PROMOTED AFTER COMPLETION OF TRAINING OR QUALIFYING EXAMINATION

- a. Telecommunications Technical Officers formerly designated Technician (Telecommunications) who, on translation, had satisfactorily completed Stage 1 of Technical Officer Pool Bridging Training Course will be, on a once only basis, entitled to be given the opportunity to undertake and complete Stage 2 within 12 months of the introduction of the new structure. On successful completion of Stage 2 they will be offered an opportunity to be provisionally promoted to Senior Telecommunications Technical Officer Grade 1.

- b. Telecommunications Technical Officers formerly designated Technician (Telecommunications) who, at the 14 September 1989, are undertaking Technical Officer Pool Bridging Training Course Stage 1 will, after successful completion of Stage 1, on a once only basis, be given the opportunity to undertake and complete Stage 2 within 12 months of completing the Stage 1 course. On successful completion of Stage 2 they will be offered an opportunity to be provisionally promoted to Senior Telecommunications Technical Officer Grade 1.
- c. It should be noted that the duties of the positions/level, to which the abovementioned Telecommunications Technical Officers will be provisionally promoted, must reflect and be substantially those duties undertaken in the functional area in which the officer has been working.

In all of the cases identified above the location of the position shall not be, unless agreed to by the provisional promotee, at a distance from the provisional promotee's present work location that it would under normal circumstances and conditions, require the promotee to shift domicile.

- d. Telecom staff who are approved students and successfully completed the COT/Associate Diploma by the end of 1990 and when they are accredited with having 2 years relevant experience and having completed 45-65 days of specialised training will be offered an opportunity to be provisionally promoted to Senior Telecommunications Technical Officer Grade 1.
- e. The final Open Technicians examination will be held in 1989, Telecom staff who pass this examination will be offered an opportunity to be provisionally promoted to a position of Telecommunications Officer Grade 2.
- f. Staff who are successful in passing the 1989 Annual Eligibility Test will be offered an opportunity to be provisionally promoted to Senior Telecommunications Technical Officer Grade 1.
- g. Technicians, who at the time of the introduction of the new structure are undertaking Technical Officer Pool Bridging Training course Stage 1 which commenced after September 14 1989 will, after successful completion of Stage 1, be given the opportunity to undertake and complete Stage 2 within 12 months of completing the Stage 1 course. On successful completion of Stage 2 they will be offered the opportunity to be provisionally promoted to Senior Telecommunications Technical Officer Grade 1.
- h. In above four (d-g) cases the duties of the positions offered must reflect substantially those duties being undertaken in the function in which the officer has been working (i.e. Switching, Transmission, Customer Plant etc).The positions offered will be in locations which best meet Telecom's Operational needs and not necessarily at the station or general location at which the officer is now working.

The officer can refuse the position offered and still remain eligible for other offers as positions become available. Officers are also eligible to apply for any other positions which are advertised.

Payment at the level to which staff are to be provisionally promoted will commence from the time the person is confirmed in the position with the usual date of effect applying, i.e. from the time of gazetting the provisional promotion.

5. THE NEW STRUCTURE - ELIGIBILITY FOR PROMOTION

This section details the requirements to be eligible for selection for positions in the new structure after designations/classifications have been determined by the translation arrangements.

5.1 STAFF CURRENTLY EMPLOYED IN TECHNICAL GRADES STRUCTURE

Following translation, all Telecommunication Technical Officers Grade 1, formerly designated Assistant Technician, shall:

- (i) subject only to satisfactory C, D and E, be able to move through the incremental range, to the maximum salary sub-division of the range;
- (ii) be eligible for selection for promotion to positions of Telecommunications Technical Officer Grade 2 provided that they have accrued at least one year's relevant experience;
- (iii) be entitled to training at any level, subject to Telecom's Operational requirements, consistent with the new training arrangements, but shall not be mandatorily required to undertake any further formal training for the purpose of qualifying for promotion to position of Telecommunications Technical Officer Grade 2.

Following translation all Telecommunications Technical Officers Grade 2, formerly designated Technician (Telecommunications), shall:

- (i) subject only to satisfactory C, D and E be able to move through the incremental range, to the maximum salary sub-division of the range;
- (ii) be eligible for selection for promotion to positions of Senior Telecommunications Technical Officer Grade 1;
- (iii) be entitled to request training at any level, subject to Telecom's Operational requirements, consistent with the new training arrangements, but shall not be mandatorily required to undertake any further formal training for the purposes of qualifying for promotion to Senior Telecommunications Technical Officer Grade 1 positions.

5.2 ELIGIBILITY FOR PROMOTION FOR NEW RECRUITS

- (i) Telecommunications Technical Officer Grade 1 (TTO1)

Recruitment to TTO1 is open to any person.

(ii) Telecommunications Technical Officer Grade 2 (TTO2)

Eligibility for selection for promotion to TTO2 positions will be open to all TTO1s who have satisfactorily completed the prescribed 65 days formal training and have accrued at least one year's relevant experience;

Persons who have relevant trades qualifications, Defence Forces certificates, Overseas qualifications, partial or full completion of Certificate of Technology/Associate Diploma and other relevant TAFE/Tertiary Qualifications.

(iii) Senior Telecommunications Technical Officer Grade 1 (STTO1)

Promotion to Senior Telecommunications Technical Officer Grade 1 positions will be open to:

- a. All Telecommunications Technical Officers Grades 1 and 2 who have accrued 4 years relevant experience and have satisfactorily completed a minimum of 135 days formal training and associated specialised modules; and
 - 160 days of accredited on the job training, plus;
 - an additional prescribed minimum 12 days of Level 3 training.
- b. All Telecommunications Technical Officers Grade 2 who have:
 - obtained an Associate Diploma (Electronics) or equivalent qualification; and
 - satisfactorily completed the mandatory prescribed minimum 50 day formal training course plus associated work related specialised modular training; and
 - have accrued at least a total of 2 years relevant experience. (Note: This is in addition to the time spent obtaining the Associate Diploma or equivalent).

(iv) Senior Telecommunications Technical Officer Grade 2 (STTO2)
Principal Telecommunications Technical Officer Grade 1 (PTTO1)
Principal Telecommunications Technical Officer Grade 2 (PTTO2)
Principal Telecommunications Technical Officer Grade 3 (PTT03)

Promotion to STTO2, PTTO1, PTTO2 and PTT03 positions will be open to all Staff who are eligible for promotion to STTO1 positions and who have accrued at least 3 years relevant work experience.

6. TRAINING

The new training arrangements associated with the new technical staff structure are predicated on the following formal undertaking.

Telecom Australia remains committed to providing necessary training resources on an ongoing basis to ensure that the Technical workforce has the appropriate skills to enable Telecom to develop and provide a world class Telecommunications service for all its customers.

Specifically, the new training model has been designed to effectively support the new Technical Grades Structure by placing emphasis on 'life long learning'. The concept of life long learning is to provide members of the technical workforce with all the knowledge and skills they require, when they require them, throughout their career.

Consistent with this approach technical staff will be entitled to receive recommended streams of training in other work disciplines in situations where staff are displaced from their work areas and for new technology, functions and responsibilities.

6.1 OVERVIEW OF TRAINING ARRANGEMENTS

The information contained in this document does not contain the full details (e.g. content of courses, timing of courses etc.) of the training arrangements, but is intended to provide an understanding of the general principles and procedures that will apply. Detailed information will be supplied separately.

Training for the Technical Workforce can be broadly divided into two types:

- a. Formal Training. Training that is conducted off the job by a recognised training organisation such as Telecom Training Services (TTS).
- b. On-The-Job Training. This term applies to a person gaining new skills/knowledge in the normal work environment. It covers such activities as on-site tuition conducted by a Field Training Officer or other experienced person, reading a manual or simply working with an experienced person etc.

Whilst formal training will provide all the basic knowledge and skills required by the workforce, competency in applying these skills will only be gained with on-the-job training. The award associated with the new Technical Grades Structure stipulates the minimum requirement for formal (mandatory) training as well as detailing the requirement for the accreditation of on-the-job training.

6.2 FORMAL TRAINING FEATURES

- Customer responsive technical training, with technology streaming from the commencement of training. This will ensure that technical staff will receive training in the discipline that they are required to work in, at the most appropriate time which in most cases would be within weeks of commencing work in a particular area.
- The training scheme will provide recommended streams for technical staff (streamed within technical disciplines), however the inherent flexibility will allow for individual course streaming to suit particular requirements. If considered necessary, management can request additional modules or customised modules to be included within the training structure.
- All training where possible will be task specific, particularly in the specialised training phase. The training overall will be more relevant to Telecom's operations, which will result in less unrelated theoretical and practical skills training. The training to develop work specific practical skills will be in the main provided on-the-job however, additional practical training modules can be included in the scheme at the request of a customer.
- The flexibility of the scheme will allow staff to be effectively trained to allow them to change from one discipline to another at any level without having to undertake an extensive training course which commences from basics. This feature will greatly benefit areas requiring various forms of multi-discipline training and facilitate staff mobility.
- Modularity and hence flexibility of the scheme will simplify the initial scheme design and allow progressive implementation. In addition it will be possible to quickly and easily maintain an up-to-date training scheme, providing the customer with relevant state of the art training in a time frame that will benefit all concerned.
- All staff attending technical training modules, to gain qualifications for promotional purposes, will be assessed in terms of pass or fail. A pass would be regarded as a normal prerequisite to continue to the next module within a stream.
- Electrical technology and communication technology modules in the proposed scheme will place greater emphasis on providing students with a "user" knowledge of equipment/technology rather than just concentrating on the traditional theoretical approach.
- As the proposal is a progressive training structure, it provides greater training efficiency, with the maximum possible number of training modules in each level providing exemptions for staff being trained in the next level. Trade qualifications and recognised qualifications from Institutes and Colleges can be given appropriate exemptions.

- Customised training for specialist areas or special customers can be efficiently provided and marketed by Account Managers, with emphasis on "complete" training packages including non technical training, i.e. supervisory, management, finance etc.
- Telecom Training Services in conjunction with the user areas will design a recommended training scheme for technical staff (levels 1-3) for all the main technical disciplines within Telecom. Each recommended scheme will provide relevant information which will include module objectives, duration, prerequisite requirements etc.

6.3 ON-THE-JOB TRAINING ACCREDITATION

For each different work centre type, a list of the knowledge and skills required by a person to be considered competent in that area is being developed. Input from Line Management will be a base from which National Standard Competency requirements will be developed appropriate to the different Work Centre types.

A list (Knowledge/Skills list), which forms part of a person's training record, is subdivided into 4 categories each of which equates to 40 days of on-the-job training. The 40 days have been assessed as being equal to the average time a person would spend, over and above formal training, on the job to become competent in each category.

As a person exhibits competence in each of the items within the Knowledge/Skills list, it is recorded. Rarely should the need exist for a person to be formally tested for competency.

Not all persons will be expected to achieve competency in all the items in the Knowledge/Skills list, but rather when the person demonstrates overall competency within a category they are credited with 40 days of on-the-job training.

When a person has demonstrated overall competency in all 4 categories they shall be accredited with 160 days of on-the-job training which forms part of the eligibility requirement to apply for promotion to Senior Telecommunications Technical Officer Grade 1.

A separate document more fully covering the procedures associated with OTJ accreditation will be issued in early October 1989.

6.4 TRAINING RECORDS

TTS will maintain records of all training conducted by TTS either in the Training Centre or in the Regions.

Line Management in the Regions will maintain records of all training received by each employee including the on-the-job accreditation records. Certificates or equivalent will be issued to staff to acknowledge the levels attained.

6.5 TRAINING - ENTITLEMENTS

(i) General

All Telecommunications Technical Officers shall, on a working life-long basis, be entitled to receive, in ordinary paid working hours, relevant Technical training, e.g.

- formal Telecom Training School provided training;
- external training;
- on-the-job training;

to achieve competency to carry out the work introduced as a result of change of functions and responsibilities and also the work associated with the introduction of new technology and/or new practices. In cases where the relevant technical training is not available in ordinary working hours, and officers agree at Telecom's request to undertake such training outside of ordinary working hours, they shall receive payment for such time plus reasonable travelling time, in accordance with the appropriate penalty rates as prescribed or alternatively choose time off in lieu.

The current practice of supplementing core training with specialised work area related modular training will continue in the new scheme. These specialised modules will be constantly reviewed to ensure that course content reflects technological developments and the operational requirements of the industry.

Where, in the opinion of the Technical Training Centre, persons undertaking mandatory training at either level 1 or level 2 have sufficient theoretical and/or practical knowledge, e.g. relevant trades qualifications, Defence Forces Certificates, Overseas Qualifications, partial completion of Certificate of Technology, and other relevant TAFE/Tertiary qualifications, they may not be required to complete the full prescribed training course.

In the event of unsatisfactory progress in the mandatorily prescribed course, the training period may be extended by such reasonable time as is necessary to ensure satisfactory proficiency.

Should it be demonstrated that a person is not capable of achieving a satisfactory standard, the training may be terminated.

All formal training for the purpose of gaining qualifications including Telecom Training Centre, Field Training Officer, on-the-job and externally provided training will be assessed as satisfactory or unsatisfactory.

(ii) Telecommunications Technical Officers Grade 1 (New Recruits)

- a. Telecommunications Technical Officers Grade 1 shall be required to satisfactorily complete, within 6 months following their recruitment, a mandatorily prescribed formal training course of 23 days, covering the areas of induction, Occupational Health and Safety and basic skills development.

- b. After completion of the agreed formal training course as prescribed in a., a person appointed as Telecommunications Technical Officer Grade 1 shall be entitled to apply for, and receive within a 3 year period after the request, additional relevant qualification/skill development training at any level necessary to gain eligibility for selection for promotion to Telecommunications Technical Officer Grade 2 (minimum of 42 days). Eligibility to undertake these courses would be subject to having satisfactorily completed mandatory pre-requisite training if prescribed.

(iii) Telecommunications Technical Officers Grade 2 (New Recruits)

- a. A person appointed as a Telecommunications Technical Officer Grade 2 shall be required to have satisfactorily completed within a 3 year period following that appointment:
- All relevant mandatorily prescribed level 1 and level 2 formal training (minimum of 135 days).
 - Specialised training modules relevant to the work discipline have been formally assessed as being competent in four relevant broad work functions, equivalent to at least 160 days on-the-job training.

After successful completion of the above TTO2s shall be entitled to request and receive within 3 years of making that request, level 3 training required to gain eligibility for selection to higher grades (minimum of 12 days); or

- b. Persons who have relevant qualifications in the electric/electronic field can be recruited at the TTO2 level. Following appointment Training Services will on behalf of the employing area, assess their qualifications/training against the mandatory training specified for TTO2 and provide a recommendation which will indicate the training (if any) required to satisfy the TTO2 training prescription; or
- c. Persons who have completed
- an Associate Diploma/Certificate of Technology or equivalent qualifications, and;
 - the mandatorily prescribed formal training course (minimum of 50 days), and;
 - specialised training modules relevant to the work discipline.

(iv) Training Entitlements for Existing Telecom Staff

a. Assistant Technicians

Consistent with the new training arrangements all Telecommunications Technical Officers Grade 1 formerly designated Assistant Technicians shall be (subject to Telecom's Operational requirements) entitled to training at any level, but shall not be mandatorily required to undertake any further formal training for the purposes of qualifying for promotion to positions of Telecommunications Technical Officer Grade 2.

b. Technicians

The same arrangements apply as above and accordingly former Technicians will not be mandatorily required to undertake any further formal training for the purposes of qualifying for promotion to positions of Senior Telecommunications Technical Officer Grade 1 and above.

7. GENERAL NOTES

The following information lists points of general nature which in the main apply to the interim period of 6 months between 14 September 1989 and March 1990.

7.1 RECRUITMENT

There will be no further intakes of Apprentice Technicians or Trainee Technical Officers and the recruitment criteria applying after March 1990 is shown at Attachment 1.

In the interim the following approach should be adopted:

- a. At the Base Level. Advertisements for recruits at the base level should use the new title (Telecommunications Technical Officer) and indicate the training requirements etc. Only the interim salary rates applying to Assistant Technicians can be advertised at this stage. New recruits would be employed as Assistant Technicians and (if satisfactory) translated into the new structure as TTO1 in March 1990 (this is contingent on approval by the Industrial Relations Commission being satisfied that significant progress has been achieved in implementing the restructure). The new salary rates determined for TTO1s will apply from that date. Training for recruits at the base level will be available in November 1989.
- b. At the 2nd Level. Recruitment at this level should be done on the same basis as the current criteria applying to Trainee Technical Officers i.e. completed stages 1 and 2 of Associate Diploma (Electronics) or has successfully completed the Certificate of Technology. Advertisements for new recruits should use the new title.

The interim pay rates will be the same as Trainee Technical Officers (in fact this is the designation that they will be recruited to as far as the pay system is concerned). When the translation into the new structure occurs in March 1990 the recruits will be translated as TTO2s and paid accordingly. New recruits must clearly understand they are being employed under the conditions applying to the new structure and not as Trainees. In particular there will be no automatic advancement to STTO1 at the successful completion of Associate Diploma Course.

- c. Recruitment at the current Technician level can still continue as per the current arrangements viz persons who possess 1st Class Trade qualifications in the electric/electronic field etc (see Section 48 Determination), or on the same basis as the current criteria applying to Trainee Technical Officers.

d. Technicians Examination 1989

To complete all aspects of this examination it will be necessary to hold the second part of these examinations in 1990.

Details are: 4th November 1989 - Theory/General Paper
17th February 1990 - Discipline Related Paper

It is not planned to hold further Technicians Examinations after 17th February 1990.

7.2 CLASSIFICATION ISSUES

From the 14 September 1989 classification of Technical Grades positions will be determined by use of the new (draft at this stage) Position Classification Standards (dated September 1989) which includes both Work Level Standards and Position Evaluation Standards.

In nearly all cases the WLSs will be appropriate to determine positions in Levels 1-3 even though they are encompassed in the new PESs the WLSs are more specific and detailed for these levels.

The higher levels will generally be determined by application of the PESs in accordance with the method described in the manual. Except in special circumstances in the interim period i.e. September 1989 to March 1990 positions will be evaluated in conjunction with the joint implementation exercise. This will be fully described in the implementation guidelines to be developed and issued after discussions with management, staff and ATEA/ATPOA. It should be noted that the new PTTO3 classification will not be able to be established until March 1990.

In the light of the above the current Grading Scheme and Technical Officer PCSs should not be applied after 14 September 1989. However any submissions received before that date can be assessed under those systems.

As previously stated the new Position Classification Standards will be issued in draft form and will be assessed in the interim 6 months as part of the joint exercise between Telecom and ATEA/ATPOA. For this reason there will not be widespread distribution at this stage.

7.3 CHANGES TO THE SECTION 48 DETERMINATIONS

Section 48 Determinations provide details of the qualifications applying to determine eligibility in the current Technical Grades Structure. These Determinations will be completely rewritten to accommodate the requirements of the new Technical Grades Structure which is to be introduced in March 1990.

In the interim period the current Section 48 Determinations will be amended to take into account those staff who because of lack of qualification would not normally be eligible to appeal via the PAB system. The change will allow those appeals to be eligible. Also because of the amendment, staff will be able to apply for positions for which they would not normally be eligible. Staff identified as eligible to be provisionally promoted under the acting HD arrangements are legally eligible by the agreement itself.

Note:

The agreement registered in the Australian Industrial Relations Commission takes precedence over Telecom's Acts.

The Section 48 Determinations have been amended with a date of effect from 14 September 1989. All positions or nominations gazetted after that date will be subject to the amended qualifications. It should be noted however that the conditions associated with the Higher Functions Allowance will still be applied in the September 1989 to March 1990 period.

8. IMPLEMENTATION - OVERVIEW

Implementation action to introduce the new structure will occur in the period from September 1989 to March 1990 with an objective that it is completed in that timeframe.

The Telecom-ATEA/ATPOA agreement (and the subsequent agreement with TTOA) details a number of criteria and procedures which must be observed in the implementation phase. Using these points as a basis for discussions the implementation will be staged as follows:

- a. The Telecom National Review team will visit each State to hold discussions with Telecom staff nominated as the management representatives of the Divisions/SRUs. The results of these meetings will be Telecom's position in the next stage.
- b. Telecom will enter into discussions with the representatives of the Federal body of ATEA/ATPOA which will result in agreed detailed implementation guidelines. These guidelines are included in this booklet as a separate document (see Attachment 4).
- c. State forums will be conducted at which Telecom and ATEA/ATPOA representatives using the agreed guidelines, will identify teams, develop schedules and the detailed approaches to be adopted in the areas to be examined.

Notwithstanding the above the Telecom-ATEA/ATPOA understanding allows for "informal discussions to consider/develop possible solutions to structure problems to proceed at workcentre levels" and "agreed proposals emanating from those discussions should be put to joint ATEA/ATPOA-Telecom Implementation Teams".

It should be noted that the National Wage Case decision of August 1989 indicated the second increase (14 March 1990) will not be automatic but subject to application and as far as possible should be an agreed position between the parties. The AIRC will consider the application and their approval will be contingent upon the ability of the parties to prove significant progress (near completion) has been achieved in implementing the restructure agreement. Accordingly, to ensure this criterion can be met and in light of the workload associated with the implementation inspections and consistent with the above Telecom-ATEA/ATPOA understanding, accredited* local ATEA/ATPOA representatives and Telecom Regional/District Management representatives should, if both parties agree, commence implementation discussions immediately. The terms of the July 1989 ATEA/ATPOA-Telecom agreement would be used as the base guidelines and the recommendations would be required to be ratified by the State/Regional implementation team before being introduced.

* Agreed by State Branch

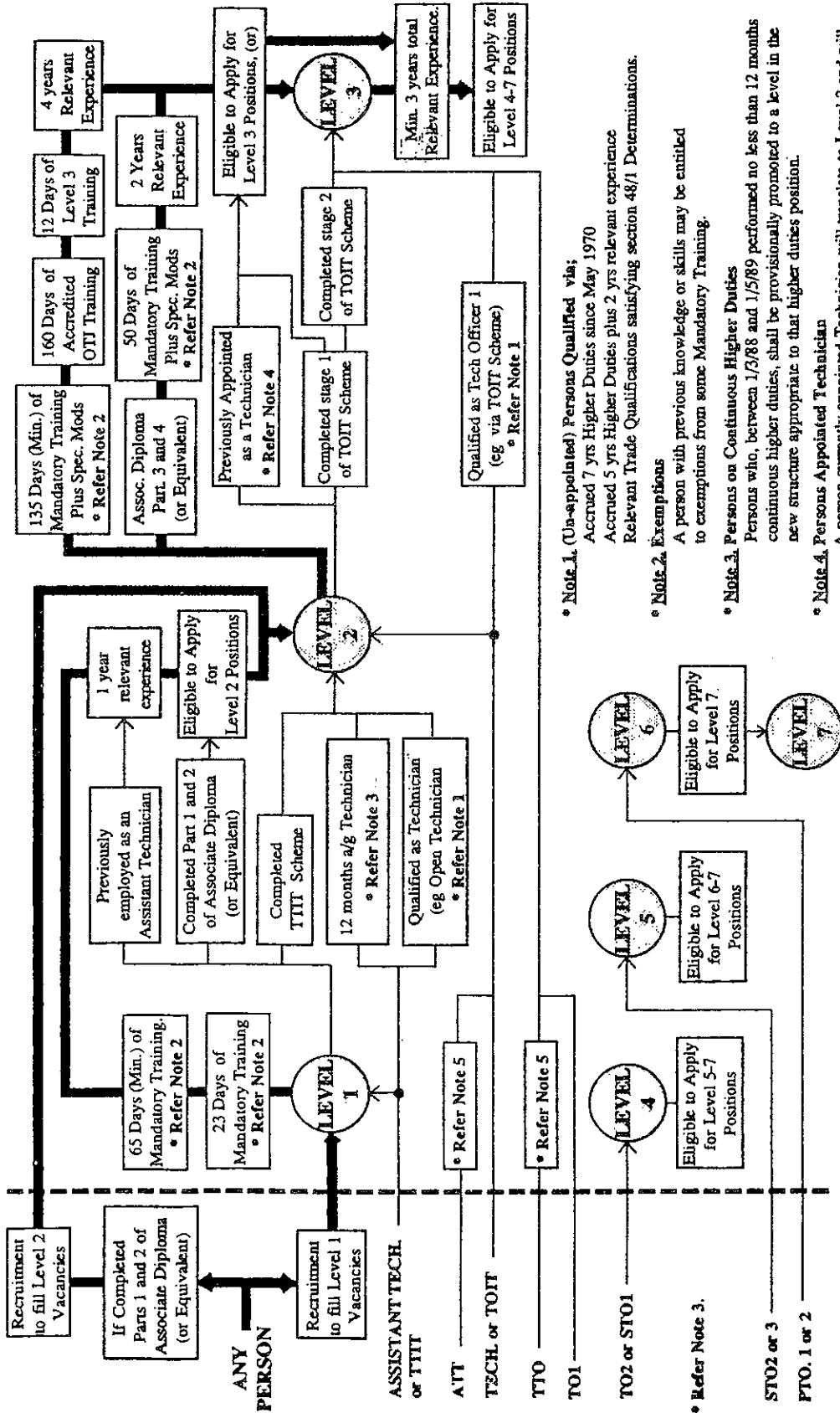
ATTACHMENTS

TECHNICAL GRADES RESTRUCTURE

ISSUE 2 - 1989

TECHNICAL GRADES RESTRUCTURE - 1989

PROGRESSION THROUGH THE TECHNICAL GRADES RESTRUCTURE



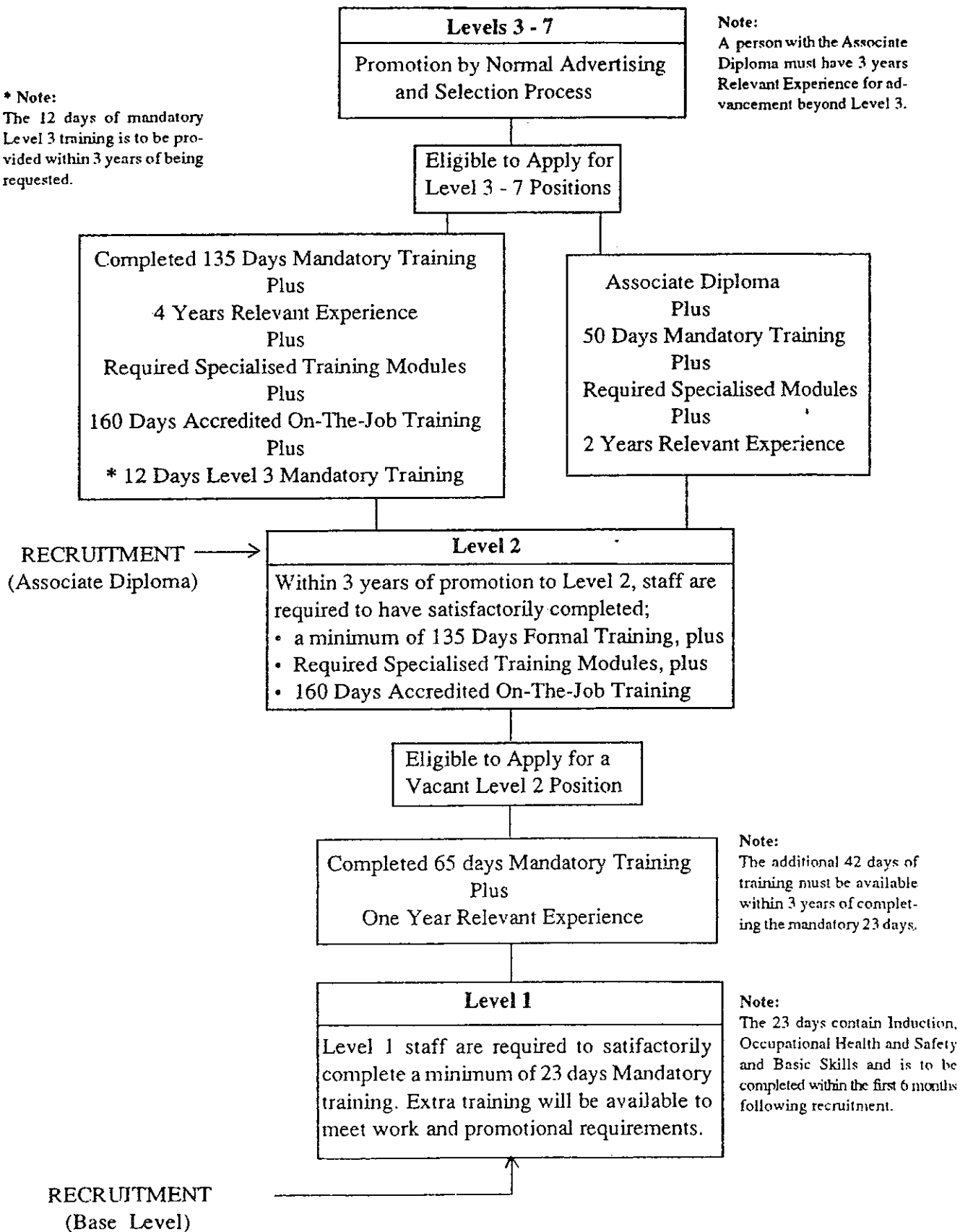
PROGRESSION THROUGH THE TECHNICAL GRADES RESTRUCTURE

TECHNICAL GRADES RESTRUCTURE - 1989

TRAINING SCHEME - SIMPLIFIED DIAGRAM

* Note:
The 12 days of mandatory Level 3 training is to be provided within 3 years of being requested.

Note:
A person with the Associate Diploma must have 3 years Relevant Experience for advancement beyond Level 3.



TRAINING FOR THE TECHNICAL WORKFORCE

GUIDELINES AND RESPONSIBILITIES FOR THE ACCREDITATION OF ON-THE-JOB TRAINING

GUIDELINES

Telecom's market is characterised by a rapidly changing technology, an expanding product range, and growing competition. The maintenance and further development of workforce skills is essential if we are to maintain our leadership in the telecommunications market. Training is an investment in the future development and profitability of Telecom.

In recognition of these ongoing changes, Telecom has introduced a new structure for the Technical Workforce together with a new training scheme which incorporates the philosophy of life-long learning for all employees.

Line management is responsible for determining, in a planned and systematic manner, the level and type of knowledge/skill development required by their people and for monitoring and counselling them in relation to these needs.

FORMAL AND ON-THE-JOB TRAINING

Training for the Technical Workforce can be broadly divided into two types:

- **FORMAL TRAINING.** Training that is conducted off the job by a recognised training organisation such as Telecom Training Services (TTS).
- **ON-THE-JOB TRAINING.** This term applies to persons gaining or enhancing their knowledge and skills in the normal work environment. It includes activities such as on-site tuition conducted by a Field Training Officer or other experienced person, reading a manual, working with an experienced person etc.

Whilst formal training will provide all the basic knowledge and skills required by the workforce, competency in applying these skills will only be gained with on-the-job training.

The award associated with the new Technical Grades Structure stipulates the minimum requirement for formal (mandatory) training as well as detailing the requirement for the accreditation of on-the-job training.

TRAINING RECORDS

TTS will maintain records of all training conducted by TTS either in the Training Centre or in the Regions. Line Management in the Regions will maintain records of all training received by each employee including the on-the-job accreditation records.

ON-THE-JOB ACCREDITATION

A list of the knowledge and skills required by a person to be considered competent is being developed for each different work centre type. Input from Line Management will be a base from which National Standard Competency requirements, appropriate to the different Work Centre types, will be developed.

A person's training record contains a Knowledge/ Skills list, which is divided into 4 categories, eg. Basic Skills, Discipline, Network and Business Skills. It has been assessed that on average a person would normally spend 40 days working with an experienced officer, or enhancing their skills on the job in some other manner, to achieve competency in all the knowledge/skills listed in the category. As a consequence when a person exhibits competency in a category, that person will be accredited with 40 days on-the-job training.

As a person progressively exhibits competence in each of the items within the Knowledge/Skills list, it is recorded on that person's training record. Rarely should the need exist for a person to be formally tested for competency.

Not all persons are expected to achieve competency in all the items in the Knowledge/Skills list, but rather, when the person demonstrates overall competency within a category they are credited with the 40 days on-the-job training.

When a person has demonstrated overall competency in all 4 categories that person shall be accredited with the 160 days (4 x 40 days) on-the-job training which forms part of the eligibility requirement to apply for promotion to Senior Telecommunications Technical Officer Grade 1.

FAILURE TO OBTAIN ON-THE-JOB ACCREDITATION

Where a Telecommunications Technical Officer Grade 2 fails to obtain the 160 days On-The-Job Accreditation within the prescribed time, a written report must be issued to that person.

The report, detailing why a satisfactory assessment is withheld and the remedial action to be taken for the person to achieve the required standard, is to be signed by both the person responsible for the assessment and the person being assessed. A copy of this report should also be forwarded to the Officer In Charge and to the Field Training Officer. If the person, after receiving this report,

is not satisfied with the decision or the action being taken, the person may apply to the Officer In Charge for a formal assessment. The formal assessment is to be conducted on that work for which accreditation was withheld.

The Officer in Charge should then approach the Field Training Officer who will arrange for the formal assessment to be prepared. The formal assessment is to be arranged at the person's own work location, whenever possible, and is to be held within three months of the request being made. Assistance in developing formal assessments may be obtained from Telecom Training Services.

The person shall be given the opportunity to sit for the formal assessment once only. If the person fails the formal assessment, normal arrangements for remedial training will proceed.

R E S P O N S I B I L I T I E S

The roles and responsibilities of the key personnel associated with on-the-job training are detailed below. They are described mainly in the context of their involvement in the on-the-job training of technical grades people for eligibility purposes. This includes the assessment and accreditation of competency.

FIELD TRAINING OFFICER (FTO)

The FTO's overall role is generally as specified within the Three Tier Training Agreement. The on-the-job training aspects of the training arrangements applying to the new Telecommunications Technical Officer structure and in particular the accreditation of competency will, however, require the FTO's involvement in a slightly changed role, i.e. in a consultative, advisory and co-ordinating capacity to the OIC on the skills required and competency attained by Telecommunication Technical Officers Grade 1 and 2.

The FTO will also provide support and guidance to people being trained and ensure that they are developing their skills to a level which will allow them to be assessed and accredited as competent.

In this capacity the FTO will be responsible to undertake the following functions/duties:

- Liaison with OIC (or delegate) to develop a training schedule for each individual. This schedule should include:
 - Mandatory training for qualifying purposes
 - Specialised technical modules
 - Organisation/Personnel development
 - On-the-job training

- Liaison with TTS to arrange for formal training.
- Follow up the progress of each individual to ensure the on-the-job training is effective. In the case of unsatisfactory progress the FTO can advise the OIC of remedial action in the way of TTS courses etc.
- Ensure that each individual's training record is maintained at Regional level.

OFFICER IN CHARGE (OIC)

Generally the OIC position is a high level Technical Grades Position which is responsible and accountable for the output and performance of the Technical Area in which the person being trained is employed.

The OIC of a Technical Area (or his delegate) has the prime responsibility for the overall training of people under control of the position. This includes both formal and on-the-job training as well as assessing the competency of people undertaking that training.

Although having this prime responsibility, the OIC will need to involve the Field Training Officer in developing training plans and other training matters.

With regard to on-the-job training it is anticipated that in the majority of cases the OIC will delegate the authority to determine and accredit the competency of people to the first line supervisors. The supervisors are normally in the best position to assess an individual's competency based on day to day performances.

the person has achieved a satisfactory level of knowledge/skills. TTS will record and provide details of these assessments to that person's line management.

In the context of on-the-job accreditation, TTS is part of the National Group which determines and distributes the knowledge/skills lists that detail the on-the-job skills to be assessed as part of the eligibility training.

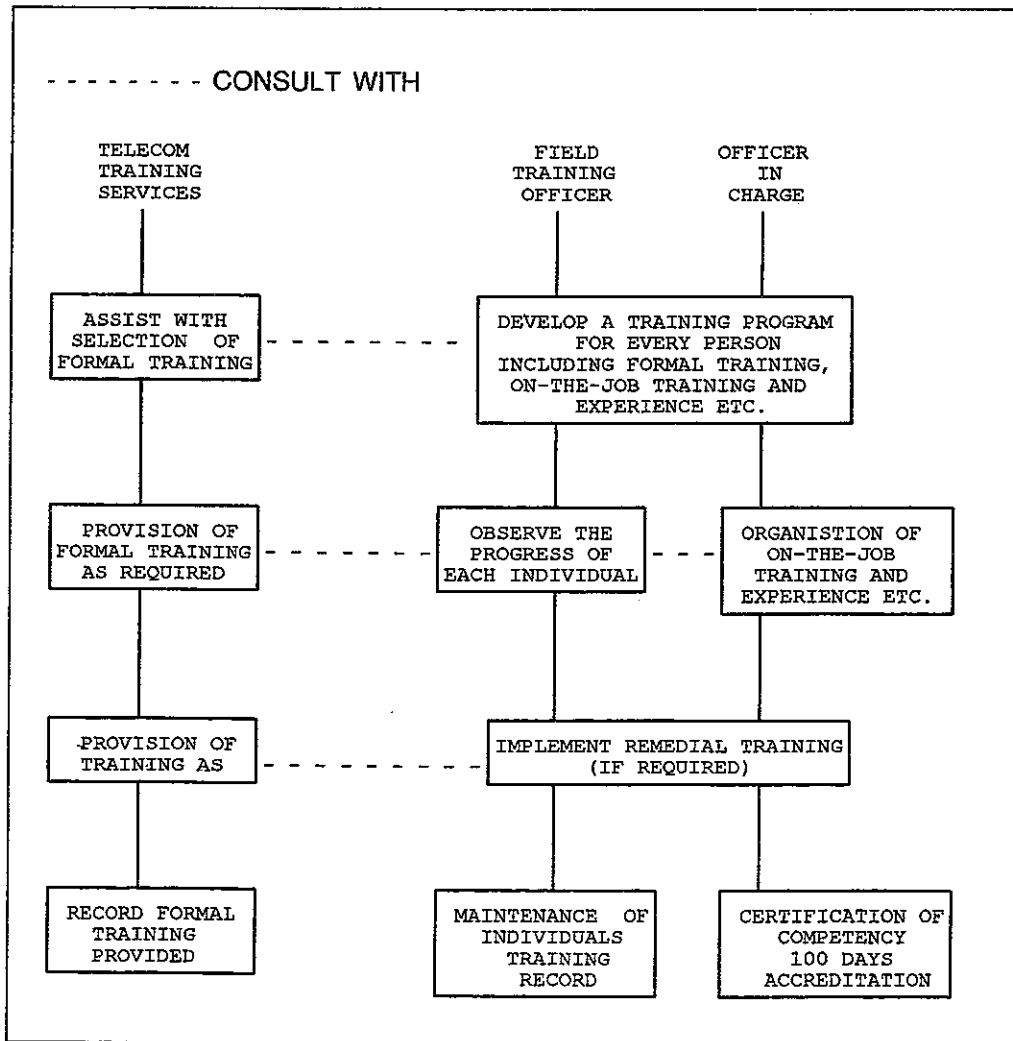
TELECOM TRAINING SERVICES (TTS)

TTS is responsible for the provision of formal training as requested. When the formal training counts towards a person's eligibility for promotion, TTS will assess whether

In addition, TTS will be available to provide on-the-job training if requested by line management or any other training necessary to lift the on-the-job training skills of persons requiring special attention. Special courses, for particular need, will be developed and delivered by TTS if requested by a client.

TRAINING RESPONSIBILITIES

FLOW CHART



TECHNICAL GRADES RESTRUCTURE - 1989

TELECOM - ATEA/ATPOA IMPLEMENTATION PHASE OF THE TECHNICAL GRADES RESTRUCTURE

IMPLEMENTATION

This document represents the results of discussions between Telecom and ATEA/ATPOA. In respect of the implementation phase of the Technical Grades Restructure. The Agreement which was ratified by the AIRC in September 1989 detailed the points which provide the basis for the document. Accordingly these guidelines represent the application of this agreement and is a joint statement on the implementation of the Technical Grades Structure.

The Telecom - ATEA/ATPOA Technical Grades Structure agreement reached under award restructuring principles was ratified by the Australian Industrial Relations Commission on 14 September 1989. In submission to that hearing Telecom and ATEA/ATPOA indicated an intention to implement the agreement. It is a requirement, as part of the process to achieve the 2nd payment in March 1990 that Telecom and the ATEA/ATPOA be able to show that significant progress has been made in implementing the new structure. The A.I.R.C. would expect that the parties had reached a consensus position on the extent of that progress.

SCOPE OF THE DOCUMENT

The document addresses the implementation under the following broad headings:

- Parts of the agreement that should be actioned immediately
- The setting up of the implementation teams
- Composition of the team
- The task of the team
- Position Evaluation Team

THE IMPLEMENTATION TEAMS

It is agreed that to facilitate the introduction of the new structure joint Telecom and ATEA/ATPOA implementation teams will be established. These teams will, by applying the new Work Level Standards and PES's in conjunction with the Regions/Districts/SRUs, implement details in terms of Organisation change, classification, profile etc. This will include attempting to resolve, in organisation terms, classification anomalies brought about by the compression of Grades. The resolutions will be within the guidelines specified in the agreement on the application of the new Position Evaluation Standards unless otherwise agreed by the parties.

All areas should be resolved as early as possible, however, any issues still outstanding by mid-1990 will be referred to the Federal body of the ATEA/ATPOA and the relevant National body of the Telecom Division/SRU.

It is recommended that teams be established on the following basis:

THE IMPLEMENTATION TEAMS continued . . .

1. TELECOM NETWORK ENGINEERING

One team per Region as follows:

- Melbourne Metropolitan
- Sydney Metropolitan
- Brisbane Metropolitan
- SA/NT
- WA
- VIC/TAS Trunk and Country
- Queensland Trunk and Country
- NSW Trunk
- NSW Country

Refer Note 1

2. COUNTRY DIVISION

One team per Region as follows:

- NSW North
- NSW South and West
- Queensland
- SA/NT
- Tasmania
- Victoria
- Western Australia

Refer Note 1

3. NETWORK AND CONSUMER SERVICES

One team per Region as follows:

- Sydney North
- Sydney South
- Melbourne North
- Melbourne South
- Brisbane
- Adelaide
- Perth

Refer Note 1

4. TELECOM BUSINESS SERVICES

One team per Region as follows:

- Sydney North
- Sydney South
- Melbourne North
- Melbourne South
- Brisbane
- Adelaide
- Perth

Refer Note 1

5. CORPORATE CUSTOMER DIVISION

One team per Region as follows:

- Sydney
- Melbourne
- Brisbane
- Adelaide
- Perth

Refer Note 1

Due to relatively lower numbers of staff each of the following areas will have one Team established Nationally:

- Broadcasting Directorate
- Research Laboratories SRU
- Telecom Training Services SRU
- Material Services SRU
- Telecom Industries SRU
- Autoplant SRU
- Property Services SRU
- Regulatory Directorate
- Payphone Services

Note 1

The National Office groups in each of these Divisions/SRUs will be handled in conjunction with the relevant State Branch of the ATEA/ATPOA.

In order to assist the team, groups can be established in work areas to progress discussions on organisational work arrangements. The number of these groups is at the discretion of the implementation team. These local groups can undertake examinations and develop proposals to be considered by the implementation team.

The underlying principle in determining the number of teams is to attempt to meet the objective of having all implementation completed and as far as possible operative by March 1990.

The implementation team will be responsible for developing the new organisational arrangements etc. and recommending these to Regional/SRU Management for their endorsement. ATEA/ATPOA representatives will advise the ATEA/ATPOA State Branches of all organisation proposals. Where agreement is not reached the matter will, in the first instance, be referred to ATEA/ATPOA State Branch/Telecom Regional Office. If agreement is still not reached the matter will be referred to ATEA/ATPOA Federal Office/Telecom Divisional National Office for determination.

COMPOSITION OF THE TEAMS

The team shall consist of a minimum of:

- One State Branch nominated ATEA/ATPOA representative.
- One Telecom representative from the Human Resources Area.
- One Telecom representative from the area under examination who would be selected on the basis of the technical knowledge required. In most cases it would be anticipated to be the functional manager. This position in the team could be filled by different people in line with the knowledge required for the area under review.

THE TEAM'S WORK SCHEDULE

The team will determine a work schedule which will in the main consist of on-site visits to work locations at which detailed examinations will be undertaken.

In determining the work locations to be visited it may be found that it is not necessary to visit each and every technical area, i.e. a work centre may be the duplicate of one listed for examination or a local team has developed a proposal which is acceptable to the team. However, the team also has as part of its role the responsibility to ensure Technical Grades Staff and local Management are fully informed on all aspects of the new structure. Therefore it is anticipated that the implementation teams will be required to visit most work centres.

ACTIONS THAT CAN BE UNDERTAKEN BEFORE THE IMPLEMENTATION TEAMS COMMENCE THEIR WORK

Using the "Red Book" as a basis, take Administration actions to:

- (a) Identify staff entitled to be provisionally promoted under the terms of the agreement.
- (b) Establish positions accordingly and nominate directly in the Gazette (date of effect 14 September 1989).
- (c) * Identify staff who will become eligible (if they meet certain conditions) to be promoted at a later date.
- (d) Identify staff eligible to be paid higher duties for a further period as per the "Red Book" page 20, paragraph 4.3, and action accordingly.
- (e) * Determine and record the figures which will be used as a base in measuring the implementation proposals against the "ratios Agreement".

(e) continued . . .

These figures are to be calculated by:

The actual mix (i.e. designation) that was applying in the technical work areas on 13 September 1989.

i.e. this will require the counting of all staff including acting and appointed to determine the actual present ratio of operative to supervisory staff.

This does not necessarily mean the number of establishment positions or include all of those persons provisionally promoted through the terms of the agreement.

Double counting of staff must be avoided. Accordingly, staff on leave or temporary transfer whose nominal position is being filled by staff on an acting/transfer basis should not be included in the count of positions at the station to which they are appointed.

These minimum ratios to be maintained on a Regional basis must be determined and agreed before the joint implementation teams recommend organisational changes.

The ratio agreement is (that is the ratio of equivalent positions to be maintained in organisations based on the new structure):

(i) The number of Assistant Technicians, and Technicians combined to the number of Technical Officer Grade 1 on a Regional basis existing at 13/9/89.

(ii) The number of Assistant Technicians, Technicians, and Technical Officer Grade 1 combined to the number of Technical Officer Grade 2, Senior Technical Officers Grades 1,2,3 and Principal Technical Officers Grades 1 and 2, on a Regional basis existing at 13/9/89.

** This information should be provided to the implementation teams.*

TASK OF THE IMPLEMENTATION TEAM

When considering the organisational options to best reflect the Technical Grades Restructure agreement, the implementation team must be guided by and take account of:

- The staff profiles in the technical work areas resulting from the provisional promotions and translation.

- The new Work Level Standards.
- The draft Position Evaluation Standards.
- The implementation aspects of the July 1989 agreement which are as follows:

- The new PES's will replace all current classification methods, however, application of the new PES's will not vary, unless by agreement between Telecom/ATEA/ATPOA, any existing organisation/classification arrangements until formal implementation of the new Technical Staff Structure, anticipated to be in March 1990.

In the event the PES's will not, without formal agreement between Telecom and ATEA/ATPOA Federal Organisation, vary existing classification levels established through ATEA/ATPOA Industrial Classification Agreements.

- All current positions which were translated to levels 4, 5 and 6 in the new Structure will not be abolished or reclassified by application of the PES's, while role, overall dimensions, functions and responsibilities are not substantially decreased.
- Based on empirical evidence derived from comprehensive sampling of application of the new PES's demonstrated that the vast majority of positions are correctly classified. Accordingly, there will be no need for wide scale application of new PES's.
- After completion of translating current positions into the new 6 level structure the skill mix profile will be maintained as near as possible within the following guidelines.
 - a. On a Regional basis the ratio of the number of positions of Telecommunications Technical Officer Grade 1 (i.e. Work Level 1) and Telecommunications Officer Grade 2 (i.e. Work Level 2) combined to the number of positions of Senior Telecommunications Technical Officer Grade 1 (Work Level 3).
 - b. The number of positions of Telecommunications Technical Officer Grade 1 and 2 and Senior Telecommunications Technical Officer Grade 1 combined to the number of positions of Senior Telecommunications Technical Officer Grades 1, 2 & 3.

The above ratio agreement will be monitored on a yearly basis. Telecom will provide relevant statistical data to ATEA/ATPOA annually.

- Management may, at any time, apply the PES's for the purposes of creating new positions. In this regard management will prioritise its efforts to areas of identified need, such as the creation of technical specialist positions.

- Any individual may, at any time, seek to review the level of their existing position under the new classification system.
- Where application of compression of grades results in organisational anomalies, the organisational arrangements will be jointly addressed by local ATEA/ATPOA/Telecom representatives. ATEA/ATPOA representatives will advise ATEA/ATPOA State Branches of all organisation proposals. Where agreement is not reached the matter will, in the first instance, be referred to ATEA/ATPOA State Branch/Telecom Regional Office. If agreement is still not reached the matter will be referred to ATEA/ATPOA Federal Office/Telecom Divisional Head Office for determination.
- Where following a review, organisational anomalies remain unresolved such as an OIC not classified above subordinate staff, the matter will be determined by Telecom HQ and ATEA/ATPOA Federal Organisation. The agreed resolution shall apply from the date of formal implementation of the new Technical Grades Structure, anticipated to be around mid-1990.
- It should be noted that the new Work Level Standards are consistent with:
 - a. classification of operative levels of the current PABX Maintenance Organisation;
 - b. classification of operative levels of Broadcasting maintenance staff provided by ATEA/ATPOA/Telecom Broadcasting Award.

The reference to "Centralised Testing" Work Level 2 refers only to the work being undertaken by FDC/SDC staff (Leopard/Sultan Testing) and has no organisational implications.

THE ORGANISATION REVIEW PROCESS

1. The team should notify the local management and the OIC of the technical area of the intended visit. On arrival at the work centre the team, after discussions with management/OIC, should address the staff to inform them of the Technical Grades Structure and the task of the implementation team and invite any input from the staff.
2. The team will have been provided with or will determine:
 - a. The current agreed Regional minimum ratio as per the ratio agreement;
 - b. The actual Regional staff classification profiles in respect of translation and provisional promotions under the terms of the agreement.

- c. Details of Workplace Ratios and staff details in respect of 2(b).

3. In this step the work for the team will vary depending on the nature of the work at each particular site, e.g. an office based Design Group, a T.I.C. Group.

Work Levels 1, 2 and 3 - in particular the team will examine and determine by taking into account the work (as detailed in the Work Level Standards) and the work load, the numbers required at each of these levels. This being done within the numbers existing and approximately within the Regional Ratio figures. When this exercise is undertaken at levels 1-3 it will be taking into account the expanded work role for the current designations comprehended in the first 3 levels of the new structure, i.e. AT, Tech, T01 and part T02. It is important to note that the review correctly applies the Work Level Standards and PES's in this exercise.

4. All Implementation Team proposals will be presented to management and the State Branch of ATEA for endorsement. As previously indicated the second payment will be dependent upon Telecom and ATEA/ATPOA being able to demonstrate that significant progress has been made in implementing the new structure. This in effect means that real change must have occurred in line with the August National Wage Decision.

Given the need to demonstrate change Telecom believes that if there are no objections raised by the ATEA/ATPOA at a State or Federal level within four weeks of receipt of an agreed proposal the Region/SRU should begin to implement the new structure. ATEA/ATPOA reserves its position in regard to the timing of implementation of proposed new structures.

As previously stated the terms of the August National Wage Decision require the parties to demonstrate implementation of agreed measures to improve the efficiency of the industry and to provide staff access to more varied fulfilling and better paid jobs. To meet this requirement Telecom/ATEA/ATPOA made submissions to the Australian Industrial Relations Commission undertaking to progressively implement the new work level standards and PES's from the date of the Australian Industrial Relations Commission decision (14 September, 1989). Notwithstanding that the new structure will not be formalised until approved by the Australian Industrial Relations Commission (anticipated in March 1990) it is agreed that some staff will be required to undertake an expanded range of duties in line with the Work Level Standards if they are experienced and capable of doing so. If training is required to achieve this, it will be provided.

Furthermore, it is acknowledged that existing industrial agreements, e.g. MEMO/CEMO, Broadcasting, etc., continue to apply in relation to organisation/classification arrangements established for particular functions/roles. However, in the main the new WLS are consistent with these agreements and the translations arrangements provided in the restructure agreement.

Nevertheless, in some circumstances the new Work Level Standards prescribe functions which are encompassed at a lower level than which an individual may be undertaking after translation. In any event staff will be expected to undertake the level of work at which they are being paid. Accordingly every effort should be made to develop an organisation which accommodates the level and attendant skills provided by the translation, i.e. expand the job roles if possible to comprehend the classification of staff.

Specifically one of the main points of the agreement which will be highly significant to the implementation teams is:

"Positions which are translated to Levels 4, 5 and 6 in the New Structure will not be abolished or reclassified by application of the PES's while role overall dimensions, functions and responsibilities are not substantially decreased."

Accordingly, the application of this should be as follows:

- The reference to positions should be interpreted as not to include those staff provisionally promoted under the conditions of the agreement.
- The positions referred to (i.e. 4, 5 and 6) would be in the main O.I.C. Supervisory or similar positions, e.g. Shift Leader which (if they were new positions) would require the application of the PES's, i.e. their role is specified in the Work Level Standards but not the detail of type of work and technology requirements.

Positions which translate to level 1, 2 and 3 are, in general terms, regarded as operational or "doers" are in the main specified in fairly precise terms in the Work Level Standards. The Work Level Standards are fundamental to the Structure break-up and therefore were a key element in the negotiated agreement.

The implementation team (as part of determining the skill mix) in measuring the translated jobs against the W.L.S. should, if possible, endeavour to widen the scope of the position to meet the translated classification. In all cases, however, these agreed W.L.S. are the criteria to be applied in determining the level of those positions identified by work description which may in some cases result in the actual position being classified lower than the translation of the staff filling the position.

In the case of the T02 processor, this position (with others) is under examination in the MEMO/CEMO review. The position should be maintained at level 4 until the review is concluded in March 1990. The work role, if possible, should be developed accordingly.

Those positions identified earlier as being covered by PES can only be varied if there is an agreed change in function, responsibility, etc. If the role, overall dimensions, functions and responsibilities are substantially altered the classification of the position may vary.

It should be noted that a critical consideration in determining a proposal for a work area is the ratio agreement applying to the Region which requires that the final ratios be no lower than those existing on 13 September 1989.

If the translation/provisional promotion results in a richer skill mix/classification profile than the agreed organisational requirements, the required positions will be established on the following basis:

- (i) Necessary positions and classification level - established by normal process.
- (ii) Positions provisionally promoted where the provisionally promoted level is higher than the actual position required. Following the person being provisionally promoted and the completion of the appeal process the position should be abolished and recreated at the level required in the agreed organisational requirements. The person will be held against this position.
- (iii) Positions translated where the translated level is above that required in the agreed organisation - these positions should be subject to a Review on vacancy. When vacant they should be abolished and recreated at the agreed level.

Note:

In (ii) and (iii) it is the position that is created at the correct level. Individuals will retain the salary of their translated or provisionally promoted level if the actual position is classified lower than the person filling it.

POSITION EVALUTION TEAM

With the introduction of the new Technical Grades Structure, the current Grading formula and Position Classification Standards methods of classifying will be abolished.

Positions under review prior to 14 September may be processed using previous criteria.

A new method to classify Technical Grades positions will be introduced and will encompass all positions in the seven level structure. (Note the level 7 position will not be introduced until the second payment application is processed through the I.R.C. However, the implementation team can identify where there may be justification of a Level 7 position). These Classification Standards will form part of a job evaluation manual and will include the Work Level Standards. The Classification Standards will be consistent and complementary to the Work Level Standards.

Where agreed, organisational proposals include upgrades or downgrades of Level 4, 5 or 6 positions including the recommendation for the creation of a Level 7 position, such positions will be evaluated by the Position Evaluation Standards Committee as provided in the PES document.

Any evaluation of the PES team which departs from the agreed organisational proposals will not necessarily change the structure. While a number of outcomes are possible, the PES committees determination may result in a recommendation that an upgraded position in the new organisation be reviewed on vacancy because it does not meet the requirements of the PES's. In other words, the position may have been upgraded simply to overcome an unavoidable organisational anomaly.

COMPOSITION OF THE P.E.S. TEAM

Typically, an evaluation review team consists of 2 or 3 participants. Although this will depend on particular circumstances, the participants are normally as follows:

- the senior officer of the position under review
- a constant member from the human resources/ administration functions
- a manager from another area (optional)

