

**TECHNICAL GRADES  
JOB CLASSIFICATION MANUAL**

**APRIL 1991**



**Telecom Australia**



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**TELECOM AUSTRALIA**

## 1. INTRODUCTION

The purpose of this manual is to provide a standard for evaluation and classification of positions within the technical grades category of the Australian Telecommunications Commission. Designations covered are:

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

The manual replaces both the Technical Officer Position Classification Standards and the Technical Officer Grading Scheme.

The classification method contained in this manual is the OCR\* Job Evaluation System. It has been tailored to meet the specific needs of Telecom in classifying a wide variety of positions in the technical grades.

In most circumstances the job evaluation system will only be applied in determining the classification of Senior Telecommunications Technical Officer Grade 2 and above. However, there may be instances where it will also apply to Senior Telecommunications Technical Officer Grade 1. For other positions the Work Level Standards will apply.

\* Organisation Consulting Resources Pty Ltd.

## 2. WORK LEVEL STANDARDS

### 2.1 TELECOMMUNICATIONS TECHNICAL OFFICER GRADE 1 FUNCTIONAL STATEMENT

#### 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 rewiring/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.

## 2.2 TELECOMMUNICATIONS TECHNICAL OFFICER GRADE 2 FUNCTIONAL STATEMENT

### 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-11/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 PABX's including any routine testing and maintenance in country MFD's.
- 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.

2.3 SENIOR TELECOMMUNICATIONS TECHNICAL OFFICER GRADE 1 FUNCTIONAL STATEMENT

Definition

The Senior Telecommunications Technical Officer Grade 1 in the main undertakes one of two roles. These are:

- 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 PABX's.

- 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.

Under take investigations and studies of methods and procedures for engineering work and evaluate and advise on improved methods.

Under take activities associated with the installation, commissioning and maintenance of equipment contained in a broadcasting district.

2.4 SENIOR TELECOMMUNICATIONS TECHNICAL OFFICER GRADE 2  
PRINCIPAL TELECOMMUNICATIONS TECHNICAL OFFICER GRADE 1-2  
FUNCTIONAL STATEMENTS

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.

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.

- O.I.C. of Customer Equipment Installation and or Service Centres (Voice and Data).
- O.I.C. of Switching and/or Transmission Maintenance/Operations Groups field based and including Customer Equipment and Broadcasting functions in functional areas.
- O.I.C. 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:

- a. 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
  
- b. 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
  
- c. 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.

- d. 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.
- e. 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.
- f. 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
- g. The conduct and reporting of technical investigations.
- h. 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
  - Broadcastand related areas.



- i. 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.
  
- j. 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.

## 2.5 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.

• Technical specialist undertaking the highest order of technical work in a particular work discipline and recognised as an authority. The work requires an in-depth understanding of all logical elements of a system, or technology, which enables determination of design and implementation deficiencies, or requirements, and the provision of technical solutions. The technical specialist negotiates at a technical level with contractors and/or customer groups for conformation to specifications. The technical specialist may be required to undertake a minor supervisory role.

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 Service Centres (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.
- Technical specialists performing functions directly and providing authoritative technical advice necessary for the acceptance and/or support of telecommunications or broadcasting equipment.

### 3. POSITION EVALUATION STANDARDS

#### OVERVIEW

A Position Questionnaire as per Appendix 1 should have been completed by the occupant or a supervisor of the position in question, prior to the convening of the Review Team.

#### COMPOSITION OF THE REVIEW 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/administrative functions. Necessary to provide a measure of expertise in the use of the PES system.
- a manager from another area (optional).

#### EVALUATION FACTORS

The classification scheme is a points based system which provides a tool for enabling job worth or comparative value of technical grades positions to be determined thereby ensuring internal equity.

Collectively the factors in the system draw out the key features and functions of a wide range of Technical Grade positions. The relative work value of individual positions is then easily and accurately determined. Comparison to other Technical Grades positions within the organisation can then be confidently and objectively undertaken.

In addition, the evaluation system provides position profiling and fine tuning as methods for organisation development purposes. These act as a "window" into the organisation, providing information to assess whether a job is properly structured to fulfil its desired role.

The evaluation system has been designed to establish the work value of each position, by examining four separate components of job worth. These are:

1. Knowledge and Experience

Examine the degree of experience and knowledge required to perform the normal and day today duties of the position competently. This may be gained through on-the-job experience, formal education, in-house training or some of these in combination.

2. Reasoning and Decision Making

Assesses the nature and degree of problem solving involved in the position on a continuing daily basis, together with the requirement for decision-making or for the submitting of recommendations.

3. Communication and Influence

Measures internal and external interaction, and the degree of influence exercised by the position within the organisation as part of normal and recurring duties. What type of communication is required to be undertaken? The type of communication which is a normal day to day requirement of the position needs to be determined. Is it basic liaison in exchanging information, persuasion in discussions, or the rarely required in the technical grades-complex negotiation over matters with inherent conflict between the parties?

#### 4. Accountability and Responsibility

Evaluates the degree to which a position is held to account for the outcome of assigned work. Whether this falls totally or partially into the particular position or whether it is held by the next level of management (reflected in the organisation/duties/responsibilities of that next level) are key questions to be addressed.

#### USING THE MANUAL

Each of the evaluation factors in section 4 contains a range of descriptions of work from the most simple to the most demanding. Each position is evaluated separately and independently of existing gradings/classifications in order to arrive at the most objective outcome.

When a position is being evaluated, each review team participant should decide on the appropriate Factor Level relative to the descriptions provided in the Classifying Factors section.

The review team should commence with the Knowledge and Experience factor reading from the lowest to the highest levels, i.e. starting at level 1 and reading on until the description is reached which best fits the position being evaluated. To confirm which is the appropriate level, it is often helpful to read the description of the next highest level. This assists in determining whether there are some parts of the higher level description which fit the position. In this situation, a Mid-level may be chosen as the best fit for the position. As a general rule, the lower level should be selected if only part of the description of the higher level fits the position.

Provision is made, where relevant, in descriptions of certain levels to cover different types of positions. Where such alternatives are provided, only one description needs to be used to arrive at the appropriate evaluation. For example, by referring to the Communication and Influence factor in the manual, you will note that level 9 has three alternatives to suit different types of positions. A supervisory or specialist position which may fit 9(a) does not necessarily need to fit 9 (b) which is aimed at a negotiating position.

The review team leader will then seek from each participant their decision on which is the appropriate level for the first factor, (i.e. Knowledge and Experience), for discussion and agreement before moving onto the next factor.

The discussion of the appropriate level should be an informal process. It is normally unnecessary to insist that each participant commits themselves in writing first, or use a whiteboard to record each participant's score. The aim of the discussion is to examine the role of the position, the ease or difficulty of its duties and responsibilities and how it interfaces with other positions in the organisation.

Normally consensus on the appropriate level of the position can be reached. However, the review team secretary should record any dissenting views for closer examination of the evaluation in the fine tuning stage.

The same procedure is followed for the remaining three factors. This part of the evaluation is completed once agreement has been reached on the appropriate levels within each factor.

## **POSITION PROFILING**

Position profiles are obtained by comparing the ratings for the Accountability factor to that for the Reasoning factor. It would be expected that Accountability would be more highly rated (i.e. more important) than Reasoning in a line management role. Alternatively, the reverse would be true for design planning roles with greater emphasis on the Reasoning aspects than on final Accountability.

At lower factor levels (1-3) it is possible that Reasoning and Decision making may be rated higher than Knowledge and Experience but in mid to higher factor levels this should not occur as employees should be trained to skill levels appropriate to their duties.

If the profiles indicate that the factors are not in the right perspective relative to one another, then this would indicate a problem either with the job structure or with the evaluation.

Comparison with the benchmarks enables the reviewers to validate their factor level ratings against positions elsewhere in the organisation.

## **FINE TUNING**

Once the evaluation has been completed based on the assessment of the Position Questionnaire and the factors examined in accordance with the Position Profiling, a check must be made against the factors for other positions. Other positions would include, for example, the supervisor and/or a subordinate. Further checks can be made against like positions elsewhere in the Region/Branch. Comparison of factors across a number of positions should indicate whether or not an illogical assessment has been made.

## CONVERSION TO POINTS

When the majority of the Review Team are satisfied that the job has been correctly evaluated the Factor Level ratings must then be converted to points which in turn will indicate the classification of the position. This process is explained in Section 5.



### 3.1 CLASSIFYING FACTORS

#### 3.1.1 KNOWLEDGE & EXPERIENCE

In assessing a position it must be clearly understood that whilst an individual may have an exceptional knowledge and or experience level - this should not be mistaken for the level which is actually required for the position.

#### Factor Level

1. Work is of a basic nature, typically performing almost identical tasks including simple processing and routine tasks and can be performed with no previous experience or training.
2. Work involves base level operating duties that must be followed precisely based on laid-down procedures. Some previous work experience is needed. No school qualifications are required and training is provided on the job over several days.
3. Positions are procedural in nature requiring knowledge of the application of routine operating or keyboard skills. Up to 1 year's previous work experience is required. Training is provided over several weeks.
4. Work involves the application of general technical skills gained through 2-3 years' relevant work experience and job related training which is normally provided over several months.

5. Positions require the application of more complicated technical skills.

a. Approximately 3 to 4 years' practical experience, with appropriate training.

or

b. Recruits with the Certificate of Technology but who have minimal practical experience would normally be evaluated at this level.

6. Positions require in-depth knowledge of involved operating procedures and the skills/experience to adapt these to suit varying situations, projects or equipment. Supervisory skills, if required, would be at a basic level and would normally cover less than 4 positions.

This would require around 5 years' practical experience and successful completion of relevant eligibility training or up to 5 years' relevant experience beyond completion of certificate level qualifications and relevant eligibility training.

7. Positions require a thorough working knowledge of advanced work procedures for the co-ordination of various programmes or the application of technical skills and techniques. Supervisory skills, if applicable, would normally include allocation and monitoring of resources requiring a significant component of time. Technical specialist positions are capable of determining the course of action necessary in local situations. Position occupants are skilled and competent in existing equipment and methods in the work area.

This would require up to 10 years' relevant practical experience with eligibility training or certificate level qualifications and eligibility training with at least 5 years' relevant experience.

8. The position would often be required to undertake work which demands considerable knowledge of procedures and techniques that can be applied in situations where there are limited known technical approaches or where knowledge must be, of necessity, extensive in order that the broader scale ramifications of local actions are fully comprehended eg. where technical intrusions are of such magnitude and type as to threaten the integrity of the network exclusive of the local area. Positions require both theoretical and practical knowledge and would normally operate without technical assistance.

Under these circumstances:

- a. The technical specialist will implement developments or corrective measures and provide guidance to other staff at a consistently high technical level.

or

- b. The position requires supervisory skills to be a significant component of the job. Such positions would normally require up to 10 years' relevant experience.

9. Positions require proficiency on a continuing basis in the application of advanced administrative, operating or complex technical practices which are the major part of the workload. In a supervisory role this would require finance and resource management skills. A specialised technical position would be unassisted and required to regularly apply the level of technical skill needed to assist and advise on-site staff engaged in day-to-day activities. This would normally require 10 years' relevant experience.

10. Mid-level.

11. Specialist knowledge and skills are required to resolve problems where a number of complex alternatives need to be addressed.

Positions with subordinate staff require the application of management skills (which would include the ability to directly generate significant revenue from external sources) rather than just co-ordination and supervisory skills over work programmes, supervisors or other staff. In general this would be the highest position in any organisational structure of the technical area of work in which the position is located.

A technical specialist position is recognised as that of an authority in a technical field and is a designated consultant within a Division or SRU for a given mainstream system or technology.

The position would require extensive practical experience (i.e. more than 15 years) and an in-depth knowledge of the nature and function of the work.

### 3.1.2 REASONING & DECISION MAKING

Factor levels in this section cannot be determined in isolation. Reference to Knowledge and Experience must be made. The Paragraph, POSITION PROFILING in Section 3 refers.

#### Factor Level

1. Work is undertaken within specific instructions and is checked. No decision making is required as work is of a routine nature and the position is closely supervised.
2. The position is required to follow standard instructions usually by reference to the Supervisor.
3. The position is required to apply standard procedures usually without reference to the Supervisor. However the position is not permitted to rearrange the work routine/schedule.
4. The position is required to follow established procedures requiring occasional interpretation. The position occupant may make minor changes to their own work routine/schedule. Difficulties are referred to the immediate supervisor.
5. Solving problems requires some interpretation of procedures although solutions are generally available through documented precedence or by reference to other staff or the Supervisor.

6. Problem solving requires interpretation of information of a non complex nature, usually without reference to the Supervisor. The position occupant is required to make minor decisions on their day-to-day work.
7. Work problems, which at times are not presented clearly, once resolved impact upon the efficiency of subordinates or other related staff/work units. The position makes decisions on daily work priorities, within approved work programmes and guidelines, and there is freedom in changing and improving work routines and/or in allocating work to subordinates. If the role is supervisory then it must be of a sustained nature.
8. Positions are usually required to resolve problems or use judgement where there are elements of administrative or operational complexity (in addition to the technical complexities) in exercising delegated authority.
9. Together with day-to-day decision making the position occupant is required to translate and interpret complex information. They develop improved methods and procedures and/or determine short term priorities. Normally the problems presented are complex, requiring analytical thinking. Procedures, if available, require constant evaluation and if necessary, revision by the occupant. In the main, assistance would not be readily available in the required time.

10. Mid-level.

11. The position requires analytical reasoning in dealing with a range of complex alternatives. The position resolves multi-faceted operational or technical problems or recommends the best possible set of solutions.

Such positions normally:

- a. as the highest level technical grades officer exercise day-to-day independence in managing the operation of a section or project team where no manager grade position exists in the reporting line;
- \_\_\_\_\_
- or
- b. are acknowledged as expert in a system or technology and as a technical specialist would regularly provide technical solutions at the design level or would perform work of a conceptual nature, e.g. research.

### 3.1.3 COMMUNICATION & INFLUENCE

#### Factor level

1. As contact with other employees is very limited and infrequent, there is little if any requirement to communicate with others on work related matters.
2. The position would communicate at times with other staff within the work area but communication with staff outside the work area is generally not required.
3. The position requires frequent communication with other staff within the work area but would require infrequent communication with staff outside the work area.
4. Contact with other people is restricted to the exchange of information or the answering of enquiries on straightforward matters involving other employees or the public.
5. The position requires frequent contact with other work areas or outside bodies/the public to obtain and clarify the content of information or resolve routine matters. Discretion is required in seeking co-operation or requesting information from a variety of sources.



6. a. Supervisory:

Communication is required for the supervision of a small number of staff (up to 3) at the first level of supervision. This requires the communication of instructions and checking of work on a frequent basis.

and/or

Specialist:

Technical data is compiled and submitted but is not required to influence the recipient in the decision making process. Alternatively, work is completed without technical direction.

or

b. Persuasive:

Communication is required with the public/suppliers or other parties in a persuasive role on basic administrative or technical matters. The position would be required to participate in discussions where some reconciliation of viewpoints is necessary.

7. Mid-level.

8. a. Supervisory:

Communication is required for the supervision of staff covering a single work discipline (e.g. maintenance) with in excess of 10 staff. Frequent communication is required with other supervisors to resolve problems requiring some persuasive skills. Persuasive skills relating to the staff associated with these positions are inherent in the supervisory role.

and/or

Specialist:

Technical information provided or work completed is required to be timely and accurate input influencing the Manager/Supervisor in the compilation or assessment of other data or information. Alternatively the position may be one of technical advisor to other groups within the local area (under the supervisor) or to external groups as determined by the supervisor.

or

b. Persuasive:

Persuasive skills are required to participate in negotiations or in seeking or conveying information, explaining policy viewpoints and reconciling matters with parties external to Telecom.

9. a. Supervisory:

Communication is required for the supervision of a group of staff (in excess of 35) and allocation of work priorities covering at least two distinct work disciplines e.g. maintenance/installation/customer service/sales etc.

and/or

Specialist:

Technical information provided or work completed would be undertaken in the person's own right (without technical or direct administrative supervision) or would include, as a major part of the role, technical recommendations which would provide the principle basis for decisions by management.



or

b. Persuasive:

At a Region/Branch level persuasive skills are required to negotiate and/or provide specialised technical advice and recommendations to parties external to Telecom with the delegation to exercise options.

10. a. Supervisory/Management:

Manages subordinates in resolving operational/project management problems and participates in the management team to contribute to the resolution of the Region/Branch problems.

This factor level can be claimed when the number of abovementioned subordinates reaches a level of 65 or close to it (i.e. there is a probability that the number or the manhour equivalent would be reached fairly regularly.) Similarly minor fluctuations to just below this level, that may occur from time to time, should also be accommodated.

or

b. Specialist:

Advice offered or work completed at this level would be of a specialist nature and results or recommendations would have a major influence on decisions made at Region/Branch Level.

or

c. Persuasive:

At a Division level the position occupant must possess the persuasive skills necessary to lead negotiations with customers/suppliers, external to Telecom, with regard to technical, commercial, administrative or contractual matters and be able to exercise delegated options.

or

d. Key Influence:

As the Officer-In-Charge of a Key telecommunications facility with control over more than 35 technical staff, the position occupant is designated as the technical focal point for major business customer enquiries. The position must also communicate with a range of groups within Telecom for the purpose of developing/maintaining the highest possible standards for business oriented telecommunications services.

3.1.4

**ACCOUNTABILITY & RESPONSIBILITY**

Factor Level

1. The position undertakes basic operating duties and is closely monitored by a supervisor who is responsible for the quality and quantity of the person's work.
2. Responsibility relates to routine matters in the performance of day-to-day activities, which is supervised on a frequent basis.
3. The position is required to accept responsibility for their own work output although this would be supervised on a regular basis.
4. The position is responsible for the completion of routine operating tasks with minimal supervision. Decisions are of a minor nature and require approval before implementation.
5. The position occupant would be totally responsible for all aspects of their own work in completing operating tasks involving interpretation of some moderately complicated procedures.

6. a. Supervisor:

The position would be responsible for supervising a small number of staff on basic operating work; however, reference may often be made to the senior supervisor who is responsible for the results of the section.

and/or

b. Specialist:

The position would be fully responsible for accurate and timely completion and submission of basic technical work requiring a degree of skill and independence.

7. a. Supervisor:

The position would be fully responsible for the operation of a small section requiring efficient use of staff and other resources, but does not normally have cost/budget responsibilities.

and/or

b. Specialist:

The position would be responsible to a supervisor in undertaking tasks or projects requiring specialised-technical skills.

8. Mid-level.

9. a. Supervisor:

The position would be fully responsible for the operation of a large section/depot/technical area. This would entail limited cost/budget responsibilities.

and/or

b. Specialist:

The position would be responsible to a manager for the completion of tasks/projects which require specialised technical skills and where no other technical assistance is available.

10. a. Supervisor

The position would be fully responsible for the operation of a section/depot/technical area which has significant impact on the business performance of the Division/SRU. This would entail cost budget responsibilities beyond that of simply monitoring or recommending changes.

or

b. ~~Supervisor~~ Specialist?

The position is responsible for the performance of a discrete telecommunications operational facility which is significant in terms of Telecom's major customer strategy.

Overall dimensions of the facility in terms of capacity and range of business driven high technology telecommunications services are such that the effect of non-performance, when measured in both qualitative and quantitative terms, would result in a significant impact at Division/SRU level.

11. a. Supervisor:

The position would be accountable for a large sized work unit or several projects to ensure effective co-ordination.

or

b. Specialist:

The position would be accountable for providing a specialised-technical service, in completing work or projects in their own right which are of some complexity.



### 3.2 CLASSIFICATION

#### How to use the Points Table

Following evaluation, the factor levels which have been allocated must be converted to a total points score for the purpose of classification of the position under analysis. The points score is read from the factor conversion table which relates levels and points for each of the four job factors. For example, assume Knowledge and Experience for a position was rated as factor level 8, the points score is 108. The second factor, Reasoning and Decision Making may be rated 7, thereby scoring 32 points. Total work value points for the position equals the sum of the individual factor points scores. An example is present below:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Knowledge and Experience	8	108
Reasoning and Decision Making	7	32
Communication and Influence	7	27
Accountability and Responsibility	8	74
Total:		<u>241</u>

From the Classification Table the job under review is found to be a Principal Telecommunications Technical Officer Grade 1.

FACTOR CONVERSION TABLE

FACTOR LEVEL	KNOWLEDGE & EXPERIENCE	REASONING & DECISION MAKING	COMMUNICATION AND INFLUENCE	ACCOUNTABILITY & RESPONSIBILITY
1	43	5	2	22
2	49	7	5	26
3	56	10	7	31
4	64	14	10	37
5	73	19	14	44
6	83	25	20	52
7	95	32	27	62
8	108	41	37	74
9	123	52	49	88
10	140	65	64	105
11	160	82	-	125

**CLASSIFICATION TABLE**

Principal Telecommunications Technical  
Officer Grade 3  
Greater than  
360

---

Principal Telecommunications Technical  
Officer Grade 2  
301 - 360

---

Principal Telecommunications Technical  
Officer Grade 1  
241-300

---

Senior Telecommunications Technical  
Officer Grade 2  
190-240

---

Senior Telecommunications Technical  
Officer Grade 1  
Work Level  
Standards Apply

---

Telecommunications Technical  
Officer Grade 2  
Work Level  
Standards Apply

---

Telecommunications Technical  
Officer Grade 1  
Work Level  
Standards Apply

---

### 3.3 GLOSSARY OF TERMS

#### Benchmark Positions:

Those positions selected as being representative of a broader group of positions. These positions have been evaluated first to form a framework of reliable levels of internal relativities.

#### Mid-Level:

An evaluation level between two paragraph descriptions. A Mid-level would be selected where the duties of a position being evaluated contain approximately equal elements of both higher and lower paragraph descriptions.

#### Routine Procedures:

Where the nature of the work requires a repetition of duties or actions following a standard method or format, although the details of each occurrence may vary.

#### Short Term:

Where decisions or actions would have impact within a twelve month period.

#### Specialised:

A developed knowledge of a particular field of work or discipline.

#### Specialist:

A person with recognised expertise within a field of work or discipline which takes account of a thorough and intensified knowledge. There may be a minor supervisory requirement.

Accountability:

Able to be called to account for the results of work undertaken personally or by others where the person is deemed to be in charge or in control and where a sanction would apply for non-performance.

Responsibility:

Where a person would be required to give a reason, explanation or answer in the case of non-performance in carrying out assigned work.

Analytical:

The use of rigorous logic in the tracing of ideas to their source.

Work Routine/Schedule:

Regular course or sequence to the day's work activities.

Complex:

Work which is composed of many parts which may be difficult and/or intricate.

Complex Problems:

Problems requiring multi-faceted solutions.

Conceptual:

The ability to form and develop in the mind a plan or method of approach in addressing complex situations and scenarios which take into account a wide range of options.

Administrative:

Work which involves some management of systems or procedures in the completion of daily work activities.

Work Value Level:

This is the evaluated level of the position as derived from the decisions on the four factors within the evaluation system.

Fine Tuning:

The process of reviewing all or a sample of evaluations to ensure their accuracy. Comparisons of evaluations are undertaken on a total organisation, individual Unit/Division and job family basis.

Internal Relativities:

The relationship of positions in rank order of work value points within an organisation. Positions of similar work value are grouped together to differentiate them from positions of a higher or lower work value.

Work Unit:

A small group of employees working towards common end objectives, normally in close proximity, although with differing duties.

Relevant:

Not necessarily in the immediate area of work

Practical:

On the job in that area.

Certificate:

Associate Diploma or qualifications considered equivalent by Telecom.

Management:

Generally considered to begin at the Manager Grades level within Telecom.

Multifaceted Problems:

Separate and often divergent elements which, in combination amount to an overall problem. Reconciliation may be required at several levels or on a number of fronts, e.g. field/management levels or industrial/customer/manufacturer fronts.

Large Section/Depot/Technical Area:

The size of the organisational unit is determined by a number of factors in combination. The net result is measured by the significance of the impact of the organisational unit on business performance of the Region/Division. Refer benchmarks for examples of factor sizes.

Authoritative:

The advice provided by a person would be considered to be authoritative where it is of such a specialist nature that the recipient would not normally be in a position to question the technical aspects or issues of methodology.

Technical Assistance:

Assistance that has been specifically established in organisational/role terms for the purpose of providing expertise and direction to occupants of positions undertaking work within the scope of their normal duties. This does not include situations where interactions with other positions is necessary for the interchange of information in undertaking day-to-day work.

### 3.4 BENCHMARKS

The benchmark positions have been included to provide position review teams with examples of duties, responsibilities, knowledge and influence necessary in some positions.

These benchmarks are not actual positions but are typical for the roles and designations selected. For this reason some parts of the questionnaires are not completed such as Region and Section.

The benchmarks are presented as position questionnaires followed by an assessment based on the Classifying Factors and the consequent points tallying.

#### Benchmarks:

7/01	Officer in Charge - EMG
7/02	Officer in Charge - Exchange Complex
7/03	Technical Specialist - Office
7/04	Technical Specialist - Field
6/01	Officer in Charge - TIC
6/02	Officer in Charge - FDC
6/03	Officer in Charge - MFD
6/04	Officer-In-Charge - EMG
5/01	Technical Specialist - Office
5/02	Technical Specialist DSC
5/03	Shift Leader - Carrier Terminal
5/04	Technical Specialist - PABX
4/01	Supervisor - Construction
4/02	Supervisor - TIC
4/03	Cell Leader - Data Maintenance

NOTE: Benchmark descriptions in some instances may vary from the actual work situation. This does not necessarily invalidate the benchmark as their prime purpose is to add depth of meaning to the words in the factor level descriptions.



POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: Principal Telecommunications Technical  
Officer Grade 3

Position Title: Officer in Charge EMG

Division: Residential

Region:

Section:

Location: EMG (Metropolitan area)

Reports to: (Title): Network Operations Manager  
(Designation): Executive Level

**2. SUMMARY DESCRIPTION OF POSITION**

Responsible for the efficient performance of a large Metropolitan EMG which includes local, tandem, trunk and CMTS exchanges plus Digital Data Network Branch Centre and an Optical Fibre Terminal.

**3. POSITION MEASUREMENT**

<b>Key Measure</b>	<b>Dimension</b>
Number of Staff Supervised	Varies - Manhours = 151,000
Type of Assets	AXE Node x 2 " Trunk " CMTS ARE Node Sxs local exch. Digital Carrier

## 4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions Or Major Tasks State what you do and method used	% Of Total Job	How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc.
1.	Plant Management - Monitor equipment performance - Initiate action to improve performance eg. set priorities - review performance indicators - reallocate resources as required	30	Achieve targets set by Region, achieve locally set targets
2.	Staff - Control motivate and develop staff. Promote safety issues. - Allocate overtime - Recruit, promote, counsel staff	30	Staff morale and performance
3.	Administration - Provision to mngt and others of detailed statistical information & reports - Develop and maintain EMG budget	25	Feedback information on promptness of responses. Management satisfaction with resource management
4.	Liaison - With support groups - Contractors - Union representatives	15	Switching complex free of avoidable hindrances to performance

5. DECISION MAKING AUTHORITY

A. Typical Recommendations Made - To Whom Made

Position establishments - Network Operations Manager  
Budget and Resource Allocations - N.O.M and Manager - Finance  
Staff Interfaces DSC-EMG - OIC of DSC

B. Typical Decisions Made

Reallocation of resources as priority changes demand.  
Allocation of overtime to meet performance targets.  
Transference of funds within budgetary constraints to meet contingencies.  
Approval of strategies to minimise customer inconvenience eg. timing of software changes.

6. WORKING RELATIONSHIPS

A. Internal to your local organisation

Regional General Manager  
Manager Finance

Purpose or Reason for Contact

Resource, budget allocation  
Budget preparation

B. External to your local organisation but within Telecom

Construction Supervisor  
Construction Branch

Co-ordinate activities during installation eg. use of EMG staff during commissioning

Construction Branch

Liaison re construction programme for EMG

C. External to Telecom

Contractors  
e.g. Plumbers, Electricians

Building alteration and repairs

Security Company

Guards

Customers

Where difficult or recurrent faults are evident

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

**A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position: 2

Number of years necessary in previous position(s): 10

**B. What specific skills are necessary to do your job effectively?**

Technical understanding of the switching and transmission equipment within the EMG.

Technical appreciation of the Telecom network.

Managerial capacity in the areas of finance, staff relations, planning, communication and organisation.

**C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

Associate Diploma or equivalent is essential. Some knowledge of accounting practices desirable.

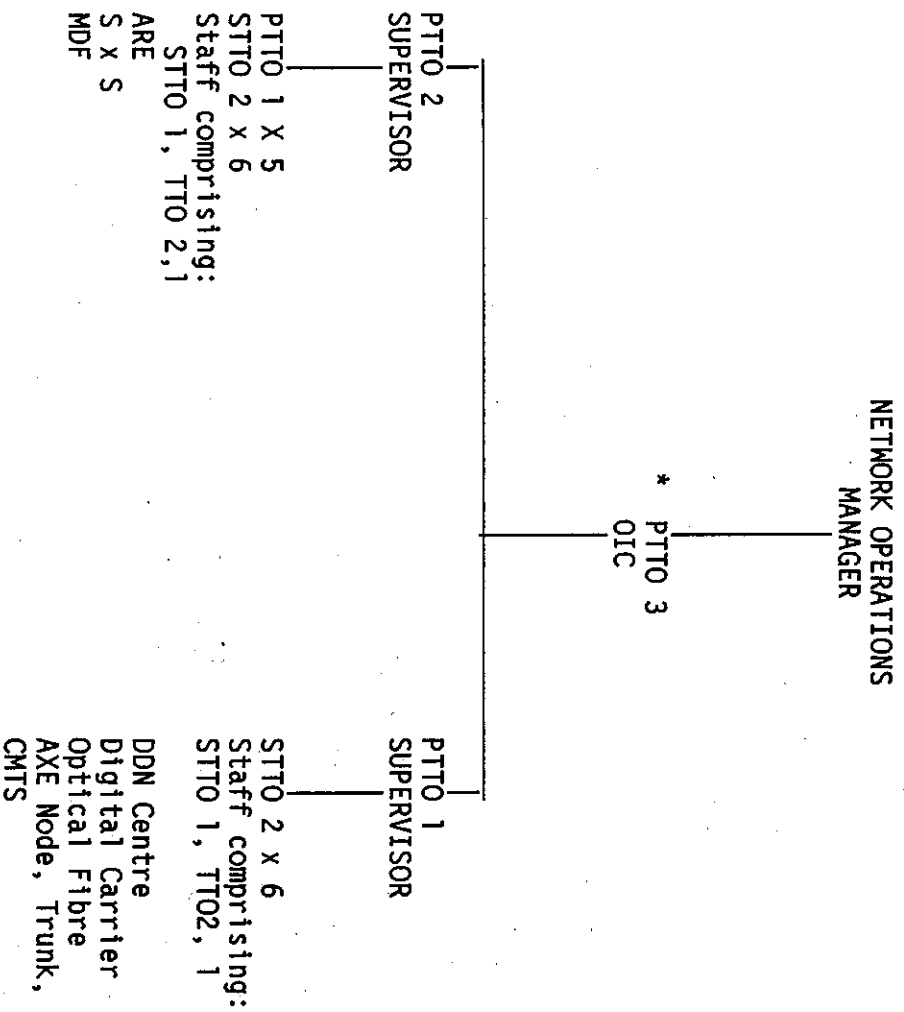
**D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

In previously held positions within the EMG - all available unit courses for the equipment.

In the O.I.C. position - Staff supervision/Management courses  
- Time Management Course

**8. OTHER INFORMATION**

9. ORGANISATIONAL RELATIONSHIPS



\* Position under review

ASSESSMENT OF POSITION QUESTIONNAIRE 7/01

1. **KNOWLEDGE AND EXPERIENCE - FACTOR LEVEL 10**

The role of the position, being answerable directly to the Network Operations Manager, may be considered equivalent, in this case, to a Manager Grade. This is borne out by the degree of responsibility required in framing the annual budget.

The level of knowledge both of the equipment under the occupant's control and of the managerial duties necessary would take between 10 and 15 years to acquire.

With full financial and resource responsibilities the role is one of a manager rather than just supervisor - there is, however no aspect of the role which would lead to significant external revenue being generated. For this reason the position cannot be rated at Factor Level 11.

2. **REASONING AND DECISION MAKING - FACTOR LEVEL 10**

As a Manager of an exchange maintenance group of this magnitude the problems faced in the main are those which are managerial rather than technical. For example, there may be unforeseen demands upon some elements of the budget which will require either manipulation of the existing budget or representations to the management for further allocations.

Procedures such as those which exist between the O.I.C. and the Construction Supervisor would vary according to project size, type and the personnel involved. Similarly, no strict procedures exist for relationships between other managers in the Region.

The role is certainly one which has day-to-day independence in the management of a section, however, it does not require any marked degree of analytical reasoning. For this reason Factor Level 11 could not be chosen.

3. **COMMUNICATION AND INFLUENCE - FACTOR LEVEL 10**

The number of manhours shown would indicate the responsibility for a number of staff well in excess of 65. Further, the O.I.C.'s influence in the Region enables negotiations to take place with other managers within the Region on transference of staff to take account of peaks and troughs in workload. The position occupant, being directly answerable to the Network Operations Manager, would necessarily be part of the management team.

**BENCHMARK 7/01**

**4. ACCOUNTABILITY AND RESPONSIBILITY - FACTOR LEVEL 10**

The O.I.C. is fully responsible for the operation of a large section which, because of the location, size and importance of the switching complex, has a significant impact on the business performance of the Division. The position also has a high level of responsibility for cost budget matters. No sanctions apply so the position cannot be classified as accountable.

**BENCHMARK 7/01**

**ASSESSMENT OF BENCHMARK 7/01**

Knowledge and Experience	10	140
Reasoning and Decision Making	10	65
Communication and Influence	10	64
Accountability and Responsibility	10	105
<b>TOTAL:</b>		<u>374</u>

The position is therefore rated as Principal Telecommunications Technical Officer Grade 3.



POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: Principal Telecommunications Technical  
Officer Grade 3

Position Title: Officer in Charge, City Central Exchange

Division: CCD

Region:

Section:

Reports to: (Title): City Central Building Manager  
(Designation): M2

**2. SUMMARY DESCRIPTION OF POSITION**

Responsible for the efficient performance of a major CBD exchange serving a large number of business customers. Additional responsibilities includes after hours supervision of all local CBD exchanges and the NACD, RPS, MOPAX and CMTS facilities within the local complex.

**3. POSITION MEASUREMENT**

<u>Key Measure</u>	<u>Dimension</u>
Number of technical Staff Supervised	41
Assets Managed	AXE PAPAS Node AXE Node (CCS 7 - STP) ARF Tandems (CBD area) ARE Local Regional After Hours Centre for CBD.

4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions or Major Tasks State what you do and method used	% of Total Job	How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc)
1.	<ul style="list-style-type: none"> <li>• Oversight the performance of all equipment areas and instigate remedial actions as may be required.</li> <li>• Ensure provision of services targets are met</li> <li>• Establish priorities &amp; allocate resources accordingly</li> <li>• Initiate actions to resolve customer complaints of a major nature.</li> </ul>	40	Traffic test measurements. Customer complaints. Management feedback. Media reports RASS stats etc.
2.	<ul style="list-style-type: none"> <li>• Budget recommendations</li> <li>• Reports: eg outages                             <ul style="list-style-type: none"> <li>- Tele Polls</li> <li>- Productivity</li> <li>- Service disruptions to Key &amp; Major customers</li> </ul> </li> <li>• Develop policy for Regional After Hours Centre re major customer service</li> <li>• Representative on Working Parties eg Peak Traffic volumes generated by Tele Polling</li> </ul>	45	Long term performance Management feedback
3.	<ul style="list-style-type: none"> <li>• Staff Development                             <ul style="list-style-type: none"> <li>- Training</li> <li>- Motivating</li> <li>- Counselling/discipline</li> <li>- safety/security</li> </ul> </li> <li>• Recruitment/promotion</li> </ul>	15	Staff performance

**BENCHMARK 7/02**

**5. DECISION MAKING AUTHORITY**

- A. Typical Recommendations Made - To Whom Made**  
Position establishment  
Resources and budget including  
Capital Works Programme  
  
D.T.M. via Building Manager  
Building Manager, Finance Manager
- B. Typical Decisions Made**  
Cancel or defer activities deemed likely to cause interruption to  
customer services. Reallocation of resources to meet changing  
demands.

**6. WORKING RELATIONSHIPS**

- A. Internal to your local organisation**  
Building Manager  
DTM  
Personnel Manager  
Finance Manager  
  
Purpose or Reason for Contact  
Equipment interworking  
Customer difficulties. Resource  
variations  
Recruitment/Counselling/  
Promotions etc  
Budget changes
- B. External to your local organisation but within Telecom**  
Account managers for Key and  
Major customers eg. Headquarters  
for Police, TAB etc.  
  
Provision of services, customer  
complaints, special requirements
- Design group  
Forward planning  
Major equipment changes
- Customer Equipment groups  
Major customer problems
- Support Centres  
loading. Consultations re faults  
Software and Data corrections/  
re faults
- ES and T  
Building Services eg Air  
conditioning, power, fire alarms
- Other CBD O.I.C. positions  
Performance of Regional After Hours  
Centre
- Construction Branch  
Equipment cutovers and updates

C. External to Telecom

Fire protection companies

Provision and repair of firedoors and extinguishers

Communication Managers for Major customers

Customer complaints  
Liaison to establish good working relationships

Customers

Customer complaints. Major cutovers and PR

Contractors

Building alterations and services

**BENCHMARK 7/02**

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

**A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position. 2-3

Number of years necessary in previous position(s). 15

**B. What specific skills are necessary to do your job effectively?**

Proven capacity in a number of the areas under this position.  
Supervisory competence. Knowledge of managerial principles.

**C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

Associate Diploma or equivalent essential.

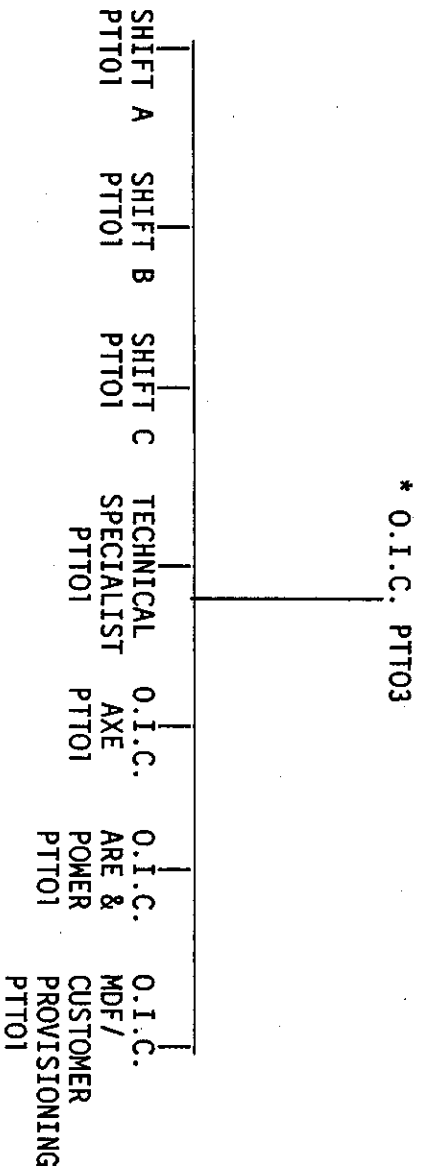
**D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

Technical training for all main equipment types in the building.  
Supervisory Training.

**8. OTHER INFORMATION**

The position is one of O.I.C. of a CBD switching complex which is sensitive in terms of large government agencies and large business customers. The nature of the customers is such that there is an expectation of 24 hour uninterrupted service.

9. ORGANISATIONAL RELATIONSHIPS



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WORKFORCE

\* Position Under Review

**BENCHMARK 7/02**

**ASSESSMENT OF POSITION QUESTIONNAIRE 7/02**

**1. KNOWLEDGE AND EXPERIENCE - FACTOR LEVEL 10**

In the event of difficult or threatening circumstances the position occupant devises operational strategies and/or approves technical approaches.

Alternatives available to the O.I.C. in order to overcome or prevent outages, for example, are often the result of many years of accumulated knowledge. The leadership element also includes maintenance of a highly trained and well motivated team of technical specialists.

The position requires greater than 15 years' experience which would encompass several generations of equipment within the complex, however as there is no direct generation of revenue the position cannot rate factor level 11.

**2. REASONING AND DECISION MAKING - FACTOR LEVEL 10**

The position occupant must operate in an environment where pressures brought to bear are greater than normal. Very large private and government institutions eg. Police HQ, National Media HQ - operate with an expectation of a 24 hour service. A concentration of a number of these customer types in one CBD exchange can require considerable innovative skill of the occupant.

The position fulfills most of the requirements of factor level 11 with the exception being that a Manager Grade is present.

**3. COMMUNICATION AND INFLUENCE - FACTOR LEVEL 10**

Key Influence. With the highest possible level of service for business customers in the CBD as the major goal, the position must communicate extensively with a range of service or equipment providers within Telecom.

The occupant must also provide confidence building contacts with business customers on a regular basis.

The position controls more than 35 technical staff.

**4. ACCOUNTABILITY AND RESPONSIBILITY - FACTOR LEVEL 10**

The position is responsible for a large capital city exchange complex incorporating up-to-date technology in support of communications links for significant National businesses. Performance of a CBD exchange of this nature impacts directly at Divisional level.

**BENCHMARK 7/02**

**ASSESSMENT OF BENCHMARK 7/02**

Knowledge and Experience	10	140
Reasoning and Decision Making	10	65
Communication and Influence	10	64
Accountability and Responsibility	10	105
		—
TOTAL:		<u>374</u>

The position is therefore rated as Principal Telecommunications Technical Officer Grade 3.



POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

<u>Present Designation:</u>	Principal Telecommunications Technical Officer Grade 3
<u>Position Title:</u>	Technical Specialist
<u>Division:</u>	TNE SRU
<u>Region:</u>	
<u>Section:</u>	
<u>Reports to: (Title):</u> (Designation):	Manager 10C Group M2

**2. SUMMARY DESCRIPTION OF POSITION**

As the highest level of 10C technical expertise within Telecom, responsible for providing technical direction and assistance to a team of specialists in the 10C National Support Centre in all aspects of design, support and software production activities.

**3. POSITION MEASUREMENT**

**Key Measure**

**Dimension**

4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions or Major Tasks State what you do and method used	% of Total Job	How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc)
1.	Highest level of support for analysis and correction of complex 10C software problems	35	Response times in emergency situations, quality of work and performance of the system.
2.	Undertake investigations into technical impact of 10C system facility requirements	25	Ability to meet customer requirements and in appropriate timeframe.
3.	Undertake and oversight particularly complex 10C system designs for new or modified facilities	20	Ability to meet corporate and strategic objectives in terms of new facilities or tariff initiatives.
4.	Responsible for the quality of software (products) for new designs, fault corrections, major reassemblies and data updates	10	Meet agreed standards
5.	Reference point for 10C technical queries	10	Customer satisfaction/perception.

5. DECISION MAKING AUTHORITY

- A. **Typical Recommendations Made - To Whom Made**  
Design/structure of 10C system to meet facility requirements      Customer Divisions, Planners Support Groups.  
Fault isolation and recovery techniques      National Support staff. State Support staff.
- B. **Typical Decisions Made**  
Software structure designs. Technical specifications (during negotiations with clients). Action to be taken by field staff during fault recovery/Investigation.

6. WORKING RELATIONSHIPS

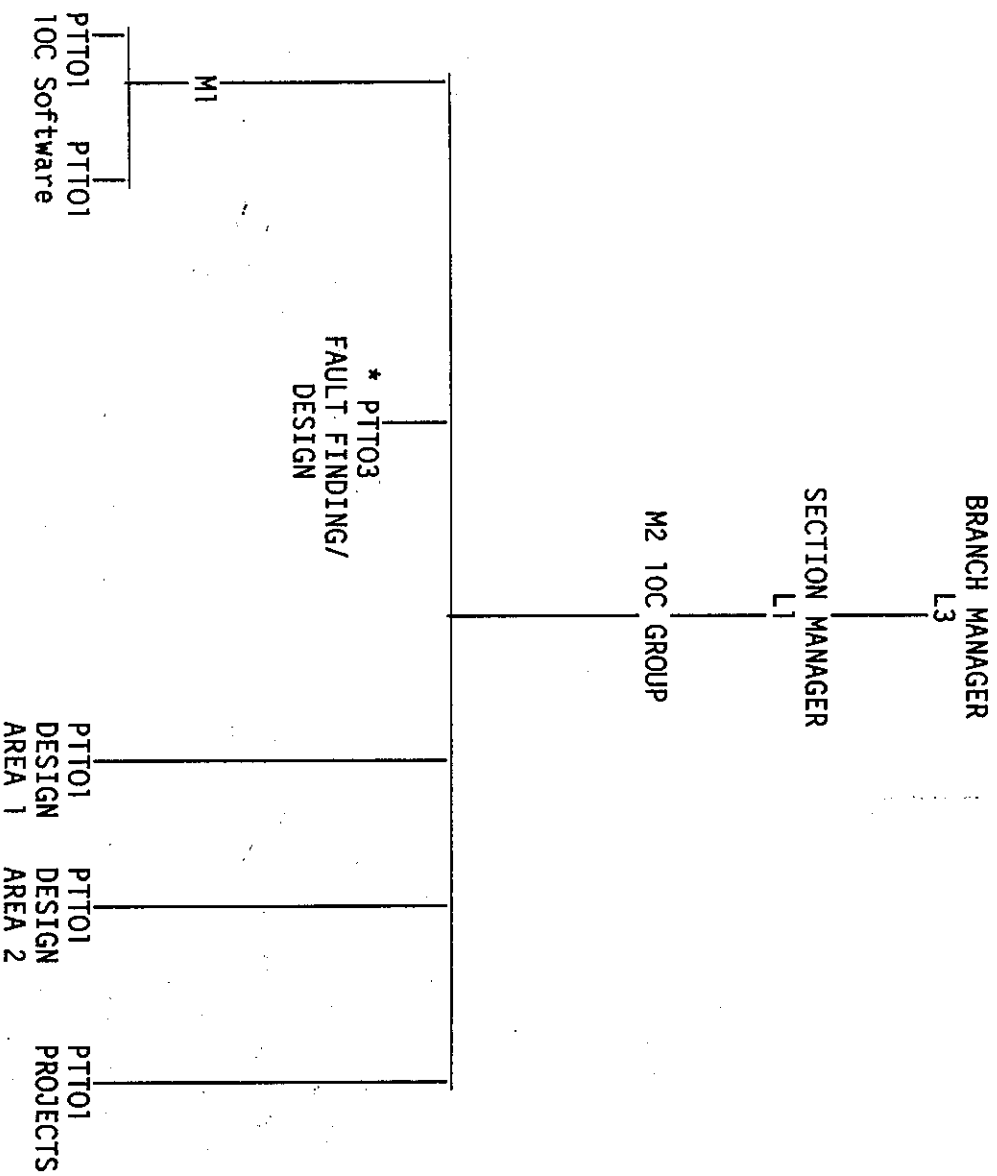
- A. **Internal to your local organisation**      **Purpose or Reason for Contact**  
10C Group Manager (M2)      Overall technical direction  
O.I.C. Model Exchange (PTT02)      Assist/direct testing or assembling of software  
Unit Executives (L1-L4)      Technical representative on 10C issues  
Branches within unit (Engineers/Tech Grades)      Interworking problems
- B. **External to your local organisation but within Telecom**  
State Support Groups      Provide highest level of technical assistance  
Customer Divisions(Managers)      Provide consultative service - Inform/suggest options re introduction of new features or tariff capabilities.
- C. **External to Telecom**  
OTC (Managers)      Interworking problems between 10C and OTC

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

- A. What amount of experience is necessary to do your job effectively?**  
Indicate the number of years beyond training years.  
Number of years of experience necessary in present position. 7  
Number of years necessary in previous position(s). 10
- B. What specific skills are necessary to do your job effectively?**  
Software skills plus an in-depth understanding of 10C assembly language.
- C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**  
Associate Diploma or equivalent essential.
- D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**  
Supplier (STC) courses on 10C system. Software Structuring and Fault Tolerant Design.

**8. OTHER INFORMATION**

9. ORGANISATIONAL RELATIONSHIPS



\* Position Under Review

ASSESSMENT OF POSITION QUESTIONNAIRE 7/03

**1. KNOWLEDGE AND EXPERIENCE - FACTOR LEVEL 11**

The position occupant represents the highest level of technical expertise for the IOC system (National level functions). Specialist knowledge and skills are required to resolve complex design and support issues where a number of software structures are possible.

The position occupant requires more than 15 years to acquire the necessary network knowledge, IOC hardware and software experience and the level of expertise required to determine the correct software design option for facility change.

**2. REASONING AND DECISION MAKING - FACTOR LEVEL 11**

The position occupant, as the acknowledged IOC system technical authority, provides advice/guidance for problems which have been escalated to the National level as a last resort. This means that for the most part problems are of an unprecedented nature. The position also provides consultancy for client groups seeking optional approaches for the introduction of new facilities/tariffs etc.

The position occupant's capacity to analyse these complex issues and design appropriate solutions must be of the highest order.

**3. COMMUNICATION AND INFLUENCE - FACTOR LEVEL 10**

Branch decisions in relation to technical aspects of IOC are directly influenced by the position occupant.

**4. ACCOUNTABILITY AND RESPONSIBILITY - FACTOR LEVEL 9**

The position is the highest level of technical specialist responsible to a Manager.

**BENCHMARK 7/03**

**ASSESSMENT OF BENCHMARK 7/03**

Knowledge and Experience	11	160
Reasoning and Decision Making	11	82
Communication and Influence	10	64
Accountability and Responsibility	9	88
TOTAL:		<hr/> 394 <hr/>

The position is therefore rated as Principal Telecommunications Technical Officer Grade 3.

POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: Principal Telecommunications Technical Officer Grade 3

Position Title: Technical Specialist

Division: Telecom Residential & Network Services

Branch: National Switching Support

Section: State Support Centre

Reports to: (Title): Technical Manager  
(Designation): Manager Grade 2

**2. SUMMARY DESCRIPTION OF POSITION**

Responsible for complex fault analysis of the AXE system with particular emphasis on the Common Channel Signalling network, and the co-ordination and testing of software updates into the AXE network.

Provide technical consultative services to all areas of Telecom Residential with respect to CCS-7 signalling as required.

**3. POSITION MEASUREMENT**

<b>Key Measure</b>	<b>Dimension</b>
• Supervised Staff	- 4 Technical Officers
• Type of Assets	- The national CCS-7 network provides signalling for the IDN, ISDN and IN networks which produce a major component of Telecom's revenue.



BENCHMARK 7/04

4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions Or Major Tasks State what you do and method used	% Of Total Job	How Performance Is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc.
	Provision of 24 hour technical support for the CSS-7 network	50	Outage recovery performance is measured by TQM techniques using computer data bases.
	Control and co-ordinate the implementation of software and data updates.	30	AXE performance statistics provide indication of software quality.
	Undertake National/ Leadhouse projects including major system and facility enhancements	20	Target dates are set by customer facilities managers

5. DECISION MAKING AUTHORITY

A. Typical Recommendations Made - To Whom Made

- |                                  |                            |
|----------------------------------|----------------------------|
| CSS-7 Operations and Maintenance | - DSC/EMG personnel        |
| AXE maintenance methods          | - DSC/EMG personnel        |
| AXE outage restoration           | - DSC/EMG personnel        |
| AXE training                     | - TTS/DSC's/Regional staff |

B. Typical Decisions Made

Recovery procedures to be used during CCS network outages.

Recovery procedures to be used during AXE outages.

Procedures used to implement new facilities/equipment.

The type and content of training courses for specialist activities i.e. Outage Training.

6. WORKING RELATIONSHIPS

A. Internal to your local organisation

Purpose or Reason for Contact

- |                 |   |
|-----------------|---|
| Section leaders | Establish work priorities and resource allocation |
| PTTO1's         | Control work flow and priorities                  |

B. External to your local organisation but within Telecom

- |                    |  |
|--------------------|--|
| Network Management | Assistance with CSS-7 Network recovery   |
| DSC/EMG/NSC        | Assistance with system faults  |
| TNE                | Liaise with planners/installers to assist in smooth integration of new equipment/facilities. |

C. External to Telecom

- |                    |   |
|--------------------|---|
| Ericsson Australia | Assist with the correction of system faults and enhancement procedures. |
|--------------------|---|

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

**A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position: 6

Number of years necessary in previous position(s): 10

**B. What specific skills are necessary to do your job effectively?**

A detailed system understanding of both SPC and analogue switching technologies is essential in order to diagnose signalling faults between these systems. In particular, considerable experience in the operations and maintenance field of the AXE system is required.

A detailed understanding of the AXE system with additional skills in the area of Common Channel signalling in the AXE system for the following implementations:

- (i) 1980 Yellow Book Implementation
- (ii) 1984 Red Book Implementation
- (iii) 1988 Blue Book Implementation

The ability to co-ordinate and control staff is desirable.

**C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

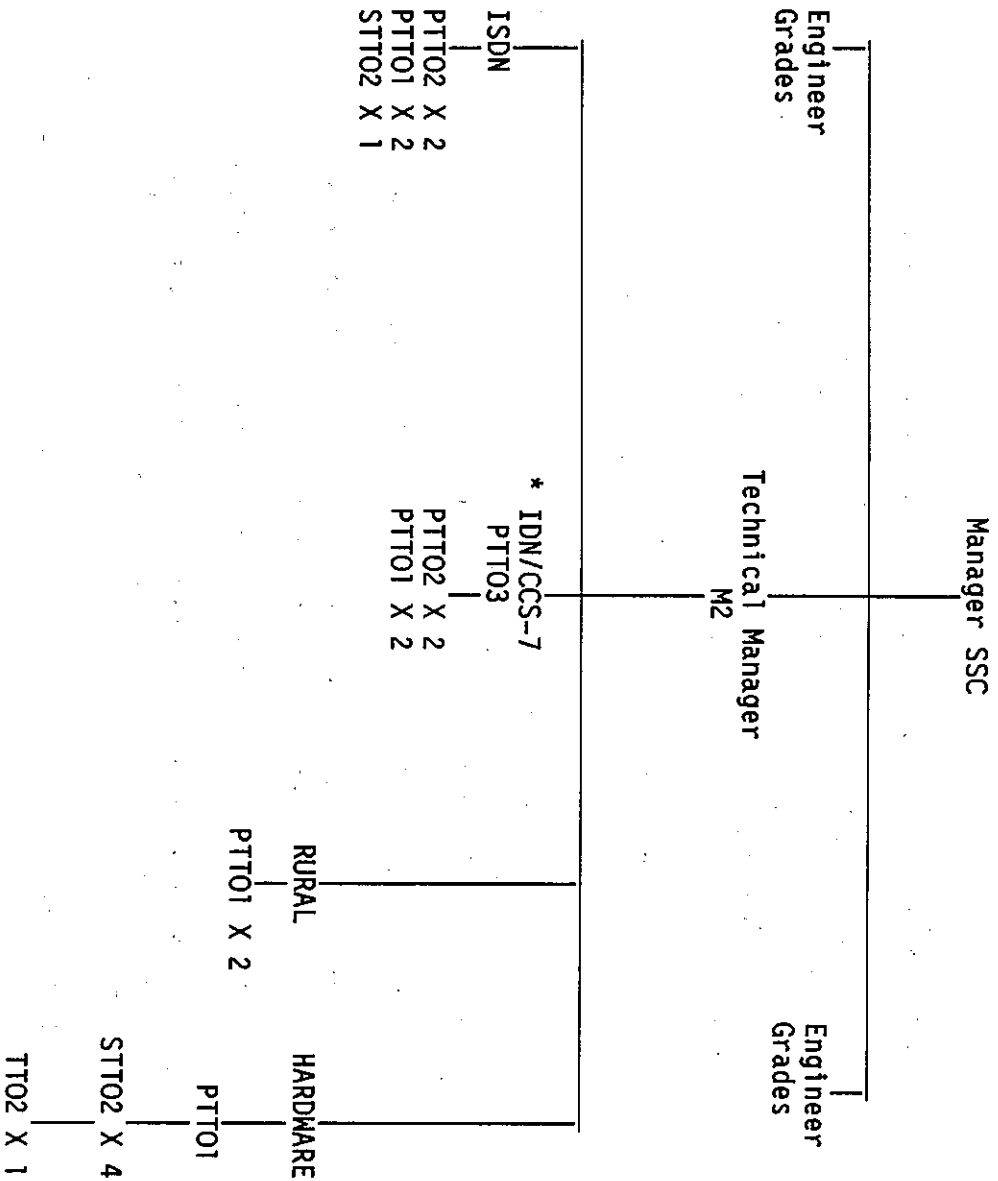
Associate Diploma in Electronics or equivalent is essential.

**D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

**8. OTHER INFORMATION**

Extensive local programme of study of CCITT recommendations on Common Control Signalling.

9. ORGANISATIONAL RELATIONSHIPS



\* Position under review

ASSESSMENT OF POSITION QUESTIONNAIRE 7/04

1. **KNOWLEDGE AND EXPERIENCE** - FACTOR LEVEL 11

The position occupant has extensive experience in operations and maintenance of a wide variety of analogue and digital switching equipment. The position provides to the Division technical consultancy for CCS-7 signalling at the highest level. Additionally there is a requirement to provide normal support on all applications of AXE equipment to field staff.

2. **REASONING AND DECISION MAKING** - FACTOR LEVEL 10

The position may be consulted by other State Support Centres for guidance or direct involvement to overcome CCS-7 signalling problems. The complexity and sensitivity of the technology is such that there is a very high level of requests from field groups for assistance. The occupant is called upon to investigate and correct deficiencies in such areas as data preparation, software loading, hardware compatibility, interworking with other systems etc. The majority of the work is associated with inexpert handling of the CCS-7 technology however the software corrections necessary from time to time and the subsequent interworking with the "design house" group indicates a partial fulfilment of factor level 11. Mid level is appropriate.

3. **COMMUNICATION AND INFLUENCE** - FACTOR LEVEL 9

The position determines technical approaches at the highest level within the Division for CCS-7 signalling. Management therefore depends upon advice from the occupant as the principle basis for decision making in this area of work. Branch level decisions are of a less technical-more strategic nature and are thus not dependent on advice from the position to any marked extent. Factor level 10 is therefore not appropriate.

4. **ACCOUNTABILITY AND RESPONSIBILITY** - FACTOR LEVEL 9

The position operates at the highest level of support for CCS-7 signalling within the Division. Technical advice is available to the position from sources external to the Division however this is considered as normal advice interchange necessary for day to day working rather than specifically established support.

**BENCHMARK 7/04**

**ASSESSMENT OF BENCHMARK 7/04**

Knowledge and Experience	11	160
Reasoning and Decision Making	10	65
Communication and Influence	9	49
Accountability and Responsibility	9	88
TOTAL:		<u>362</u>

The position is therefore rated as Principal Telecommunications Technical Officer Grade 3.

POSITION QUESTIONNAIRE

1. POSITION IDENTIFICATION

Present Designation: Principal Telecommunications Technical  
Officer Grade 2

Position Title: Officer in Charge T.I.C.

Division: TBS

Region:

Section:

Location: Metropolitan

Reports to: (Title): Customer Plant Manager  
(Designation): M2

2. SUMMARY DESCRIPTION OF POSITION

Officer in Charge of Installation Depot  
Responsible for business and residential customer plant  
installations within a Metropolitan area

3. POSITION MEASUREMENT

Key Measure	Dimension
Number of Staff Supervised	49
Sales/Revenue	\$M1.2 (commercial works)
Operating Budget	\$M3.8
Type of Assets - Vehicles	35
Other	

## 4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions Or Major Tasks State what you do and method used	% Of Total Job	How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc.)
1.	Staff Supervision ie - site visits - training - performance monitoring - counselling/discipline - motivation - selection - leave/higher duties	35	Ability of the Depot to meet targets; flexibility and reliability of staff
2.	Workload balancing	30	Satisfactory results with Telecom Commitment Dates, Telcats & Installation Lead Time
3.	Procedures - monitoring - change	30	As per 2.
4.	Representations - inter/intra District meetings - customers	5	Degree of understanding and efficiency which characterise external contacts



**BENCHMARK 6/01**

**5. DECISION MAKING AUTHORITY**

**A. Typical Recommendations Made – To Whom Made**

Budget allocation changes – to Manager  
Manpower levels – to Manager  
Strategies for Business Customers – to Manager

**B. Typical Decisions Made**

Resource Planning: Staff leave, training, O/T  
: deployment within Depot  
Priority Setting: Service Order – Special Services,  
New Services  
Depot Expenditure: Petty Cash

**6. WORKING RELATIONSHIPS**

**A. Internal to your local organisation**

Manager

**Purpose or Reason for Contact**

As per 5a. plus Depot statistics,  
future strategies

**B. External to your local organisation but within Telecom**

OICs of FDCs  
EMGs, Line Depots

To maximise co-ordination and  
efficiency

**C. External to Telecom**

Business Management  
Architects  
Residential Customers  
Contractors

) Pursuit of new business,  
) dealing with complaints  
)  
)

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

**A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position: 3

Number of years necessary in previous position(s): 5

**B. What specific skills are necessary to do your job effectively?**

Product knowledge, supervisory skills, sales skills, technical knowledge (not necessarily up to date), written and oral skills, management information system skills.

**C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

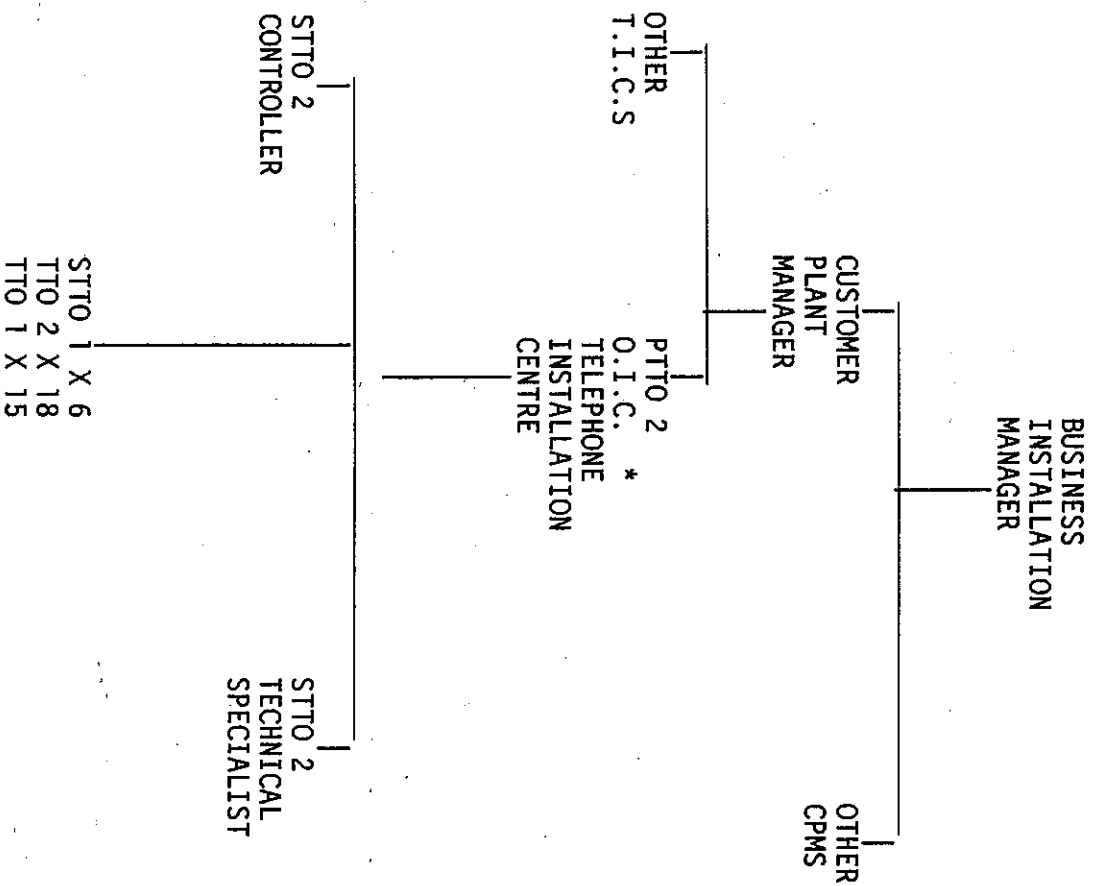
General education to Year 12 necessary.

**D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

Product Training Courses (in previously held positions)  
Management Training  
Management Information System courses

**8. OTHER INFORMATION**

9. ORGANISATIONAL RELATIONSHIPS



\* Position Under Review

ASSESSMENT OF POSITION QUESTIONNAIRE 6/01

1. KNOWLEDGE AND EXPERIENCE - FACTOR LEVEL 10

As the position is one of Officer-in-Charge of a Telephone Installation Centre there is a very high component of supervision required. The requirement for skills in finance and resource management is necessary to the extent that the O.I.C. must participate in budget development with the CPM and then closely monitor expenditure.

The position satisfies factor level 9, and as well, there is an element of factor level 11 present. This being the fact that significant revenue is being generated from external sources (\$M1.2). However, since resolution of problems by the addressing of complex alternatives is not an apt description of the duties, and further, the role is not one which requires more than 15 years experience, then the position cannot be rated as Factor Level 11.

The position is judged to be of a higher order than that described in Factor level 9 but less than that of Factor Level 11.

2. REASONING AND DECISION MAKING - FACTOR LEVEL 9

The highest level of decision making required of the O.I.C. relates to the development of policies and procedures and the subsequent quotations for commercial works. As this is a competitive environment large amounts of business may be won or lost depending on the decision taken. The O.I.C. after consultation with sales personnel and others, develops a pricing regime for use by the staff. One of the difficulties is that quotes must include estimates of labour rates over the period of the project concerned which, in the case of a multi-storied building, may be 2-3 years.

The competitive nature of the role requires the occupant to undertake analysis of the efficiency of the depot's operations as well as the external economic climate on a continuing basis.

The reasoning required was not judged to be of the order required in Factor level 11 as the problems of a depot of this nature are not multi-faceted.

3. **COMMUNICATION AND INFLUENCE** - FACTOR LEVEL 9

The position has charge of 49 staff so the first part of Factor Level 9 is satisfied. The second part is also addressed by the fact that two disciplines are covered. The meaning of the term "disciplines" is that separate thought processes must be brought to bear within the one role. In this case there is the telephone installation discipline and the sales discipline necessary when providing quotations for commercial works.

The size of the staff and the lack of meaningful participation in the management of the Region preclude Factor Level 10.

4. **ACCOUNTABILITY AND RESPONSIBILITY** - FACTOR LEVEL 9

The position is fully responsible for the T.I.C. depot and has budget monitoring and shared development responsibilities. The depot has a significant impact on the business performance of the Region. This is evidenced by the levels of revenue/staff/vehicles.

Full responsibility for the depot budgets resides at a higher level of management, Factor Level 10 could not therefore be considered.

**BENCHMARK 6/01**

**ASSESSMENT OF BENCHMARK 6/01**

Knowledge and Experience	10	140
Reasoning and Decision Making	9	52
Communication and Influence	9	49
Accountability and Responsibility	9	88
TOTAL:		<u>329</u>

The position is therefore rated as Principal Telecommunications Technical Officer Grade 2.

POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: Principal Telecommunications Technical  
Officer Grade 2

Position Title: Officer in Charge FDC

Division: Residential

Region:

Section:

Reports to: (Title): Customer Plant Manager  
(Designation): M3

**2. SUMMARY DESCRIPTION OF POSITION**

Lead and co-ordinate the activities of a Fault Despatch Centre.  
Process customer complaints and manage resources in the most  
efficient manner.

**3. POSITION MEASUREMENT**

<b>Key Measure</b>	<b>Dimension</b>
Number of Staff Supervised	59
Customer Services	238,000
Maintenance Budget	\$4M
Type of Assets - Vehicles	44
Externally generated revenue	\$196K

4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions Or Major Tasks State what you do and method used	% Of Total Job	How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc.
1.	- Oversight FDC performance - management information systems eg. FAMAD LEOPARD	40	Agreed targets, Daily fault carry over etc.
2.	Supervision - approval of leave - higher duties - counselling/discipline - morale - training - safety	35	General awareness of staff attitudes and effect of factors on the group's performance
3.	Administration - Planning - Refine procedures - Meetings with staff, CPM and other OIC's - monitor budget	25	Improvement to performance Improvement to FDC efficiency



5. DECISION MAKING AUTHORITY

A. Typical Recommendations Made - To Whom Made

Computer purchases - CPM  
Staffing levels - CPM  
Vehicle purchase - CPM

B. Typical Decisions Made

Expenditure i.e. Petty cash, FAE  
O/T Usage  
Temporary transfer of staff to other sections  
Procedural innovations in a/w FDC performance

6. WORKING RELATIONSHIPS

A. Internal to your local organisation

CPM  
Finance Manager  
Personnel Manager  
Sales Manager

Purpose or Reason for Contact

FDC Performance  
Budget matters  
Staff matters  
Pricing policy

B. External to your local organisation but within Telecom

OIC Exchanges  
Telcats co-ordinator  
Foreman-Automotive Section

Co-ordination of activities  
Additional information  
Replacement vehicles

C. External to Telecom

Customers  
Contractors

Quality of work  
Cleaning etc.

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

**A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position: 3

Number of years necessary in previous position(s): 7

**B. What specific skills are necessary to do your job effectively?**

Technical Knowledge of products

Knowledge of FDC procedures

Management skills including interviewing, counselling, motivating, planning, delegating, budgetting etc.

Communication skills, both oral and written

**C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

Essential

Desirable

Higher School Certificate  
Management training  
Computer appreciation

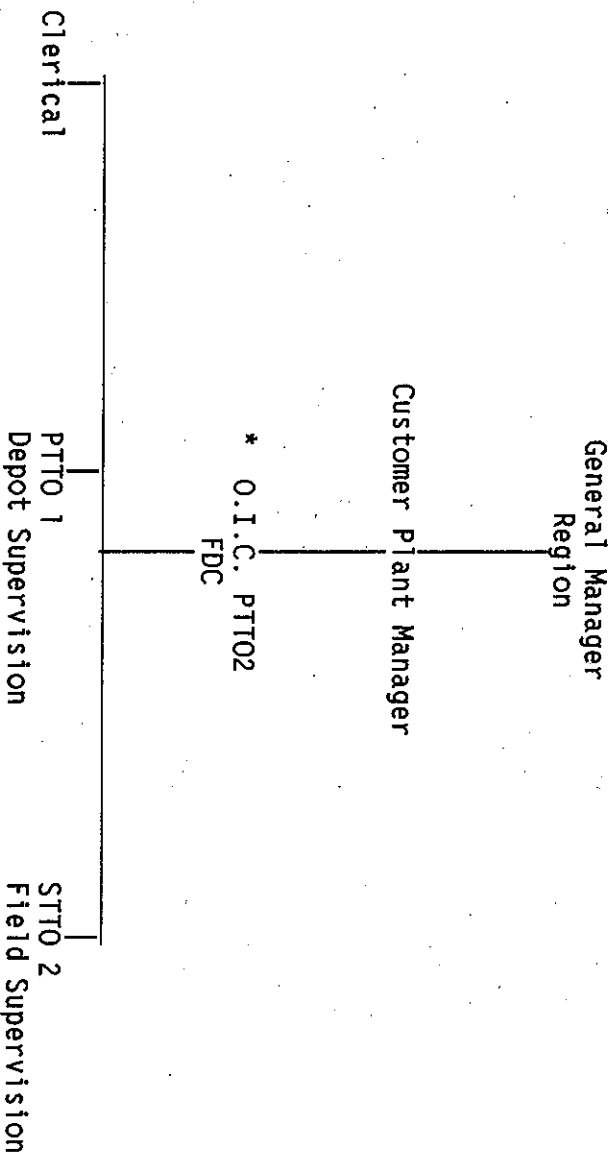
Associate Diploma  
Computer programming

**D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

All available product courses within and external to Telecom.

**8. OTHER INFORMATION**

9. ORGANISATIONAL RELATIONSHIPS



\* Position under review

ASSESSMENT OF POSITION QUESTIONNAIRE 6/02

1. **KNOWLEDGE AND EXPERIENCE** - FACTOR LEVEL 10

As a supervisor of 59 staff the position occupant would normally need to be proficient in the application of advanced administrative practices. There is a requirement for budget development and control however, this responsibility is shared with the next level of management. The occupant would have needed at least 10 years experience in total in both the present and previously held positions in the FDC.

The FDC is able to generate some revenue from customers directly however it is not significant when compared against the total budget. For this reason as well as the fact that the position does not require more than 15 years experience, Factor Level 11 does not apply.

2. **REASONING AND DECISION MAKING** - FACTOR LEVEL 8

Problem solving and judgement are necessary elements in the role of FDC OIC and there are elements of administrative complexity present.

The role however, does not measure up to Factor Level 9 in that problems presented do not, in the main, require analytical thinking and procedures are available and are well defined.

3. **COMMUNICATION AND INFLUENCE** - FACTOR LEVEL 9

The position supervises 59 staff. The work of the FDC is principally that of customer equipment maintenance, however, an element of sales expertise is necessary in order to secure maintenance contracts.

Participation in the management team is limited to consultations with the CPM. Factor Level 10 does not therefore describe the position.

4. **ACCOUNTABILITY AND RESPONSIBILITY** - FACTOR LEVEL 9

The position occupant is fully responsible for the operation of a large depot which is significant as far as Regional business performance is concerned. This may be judged by the level of sales/staff etc. There are also cost budget responsibilities. These responsibilities are limited to monitoring and recommending change, therefore Factor Level 10 cannot apply.

**BENCHMARK 6/02**

**ASSESSMENT OF BENCHMARK 6/02**

Knowledge and Experience	10	140
Reasoning and Decision Making	8	41
Communication and Influence	9	49
Accountability and Responsibility	9	88
<b>TOTAL:</b>		<u>318</u>

The position is therefore rated as Principal Telecommunications Technical Officer Grade 2.

POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: Principal Telecommunications Technical Officer Grade 2

Position Title: Officer in Charge, Multi-functional District

Division: Country

Region:

Section:

Reports to: (Title): Internal Plant Manager  
(Designation): M3

**2. SUMMARY DESCRIPTION OF POSITION**

Plan, direct and control the activities of a Multi-functional Technical District

**3. POSITION MEASUREMENT**

Key Measure	Dimension
Number of Staff Supervised	38
Sales/Revenue	\$35K
Operating Budget	\$2.1M
Type of Assets - Vehicles	14
- Exchanges	Town 1 - ARF 6 K /17 AXE Node 4K
	Town 2 SXS 4K
	Radio terminal
	Town 3 RSS 4K
	Area 1 ARK x 2
	Area 2 AXE 104

4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions Or Major Tasks State what you do and method used	% Of Total Job	How Performance Is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc.
1.	<ul style="list-style-type: none"> <li>- Monitor performance of all exchange/radio/ transmission equipment</li> <li>- Determine priorities</li> <li>- Oversight customer maintenance allocate staff</li> </ul>	25	<ul style="list-style-type: none"> <li>- Performance targets</li> <li>- customer complaints</li> <li>- Telcats</li> </ul>
2.	<ul style="list-style-type: none"> <li>Staff control / supervision</li> <li>- training, counselling interviewing etc.</li> </ul>	25	<ul style="list-style-type: none"> <li>- staff morale, knowledge</li> <li>- retention of staff</li> </ul>
3.	<ul style="list-style-type: none"> <li>Customer Contact</li> <li>- Liaison re maintenance</li> </ul>	10	<ul style="list-style-type: none"> <li>Feedback from customers</li> </ul>
4.	<ul style="list-style-type: none"> <li>Technical Support</li> <li>- Liaison with technical support groups - Radio, Transmission, Switching</li> </ul>	10	<ul style="list-style-type: none"> <li>Response from support groups</li> </ul>
5.	<ul style="list-style-type: none"> <li>Administration</li> <li>- Correspondence</li> <li>- Reports</li> <li>- Stats</li> </ul>	10	<ul style="list-style-type: none"> <li>Feedback from management</li> </ul>

**5. DECISION MAKING AUTHORITY**

**A. Typical Recommendations Made – To Whom Made**

Budget allocation – to IPM  
Interpretation/amendments to Regional policies – to IPM  
Resource allocation – to IPM

**B. Typical Decisions Made**

Priority setting  
Local resource allocations  
Selection of staff for training/higher duties

**6. WORKING RELATIONSHIPS**

**A. Internal to your local organisation**

**Purpose or Reason for Contact**

IPM	- Resource/Finance allocations - Reports
Finance Manager	- Budget allocation/variation
OIC Store	- Provision of spares

**B. External to your local organisation but within Telecom**

State Support Centres support	- Requirements for technical
Senior Lines Officer	- Co-ordination of functions

**C. External to Telecom**

Customers (including businesses, authorities) Builders Plumbers Mechanics	- Maintenance agreements    - Servicing of assets
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**BENCHMARK 6/03**

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

- A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position: 2

Number of years necessary in previous position(s): 12

- B. What specific skills are necessary to do your job effectively?**

"People" Skills  
Communication Skills  
Accounting skills  
Knowledge of Telecom organisation and culture  
Broad technical knowledge

- C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

ESSENTIAL

DESIRABLE

Higher School Certificate  
Associate Diploma

Accountancy topics

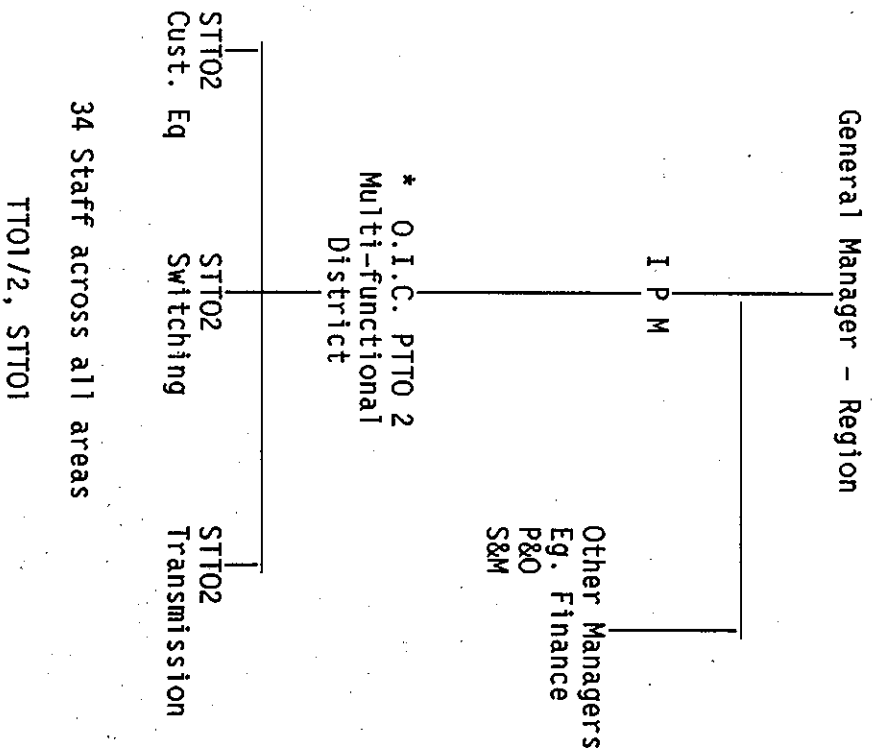
- D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

AXE (main) courses, AXE 104 course, RSS course, all radio, transmission courses.

Management/Supervision courses

**8. OTHER INFORMATION**

9. ORGANISATIONAL RELATIONSHIPS



\* Position under review

## BENCHMARK 6/03

### ASSESSMENT OF POSITION QUESTIONNAIRE 6/03

#### 1. KNOWLEDGE AND EXPERIENCE - FACTOR LEVEL 10

As the Officer-In-Charge of a Multi-functional District with a widely dispersed variety of switching, transmission and customer equipment, the occupant must exercise skills beyond co-ordination and supervision of staff. There is a need for customer contact skills and for finance and resource management skills however, since the officer-in-charge answers to a Manager, the responsibility for finance and resource management is shared between the O.I.C, the IPM and the Finance Manager. For this reason and for the fact that the position requires less than 15 years experience the position could not be rated as Factor level 11.

#### 2. REASONING AND DECISION MAKING - FACTOR LEVEL 8

The resolution of problems in the district normally revolves around priority setting and allocation of resources. There is an element of technical involvement but the depth and scope are limited. Procedures, in the main, are well established as are support systems for all equipment areas.

#### 3. COMMUNICATION AND INFLUENCE - FACTOR LEVEL 9

The position controls the activities of greater than 35 staff however, it does not cover more than one discipline (only maintenance - customer, switching and transmission). This is compensated for by the specialist aspects of the role in that the O.I.C. must be able to make both administrative and technical representations unassisted to all of the appropriate managers within the Region. Representations must also be made externally e.g. State Support Centres.

The size of the staff and the level of involvement in the Region's management (the IPM would be part of the management team) precludes Factor level 10.

#### 4. ACCOUNTABILITY AND RESPONSIBILITY - FACTOR LEVEL 8

There are limited cost/budget responsibilities but since the depot is of medium size the rating falls between Factor Levels 7 and 9.

**BENCHMARK 6/03**

**ASSESSMENT OF BENCHMARK 6/03**

Knowledge and Experience	10	140
Reasoning and Decision Making	8	41
Communication and Influence	9	49
Accountability and Responsibility	8	74
TOTAL:		<u>304</u>

The position is therefore rated as Principal Telecommunications Technical Officer Grade 2.

POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: Principal Telecommunications Technical  
Officer Grade 2

Position Title: Officer in Charge EMG

Division: Residential

Region:

Section:

Reports to: (Title): Internal Plant Manager  
(Designation): M2

**2. SUMMARY DESCRIPTION OF POSITION**

Responsible for co-ordination and direction of staff for the efficient performance of a Metropolitan EMG.

**3. POSITION MEASUREMENT**

Key Measure Dimension

Number of Staff Supervised 26

Type of Assets

- . AXE Node
- . ARE Exchange x 3
- . RSS x 3
- . Tandem 3K x 3K
- . PCM systems

4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions Or Major Tasks State what you do and method used	% Of Total Job	How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc.
1.	Equipment performance	20	- meeting agreed targets
2.	Co-ordination of resources i.e. program vs manpower	10	- regulated work flow
3.	Staff supervision and development	40	- Staff achievements - local assessment
4.	Administrative - planning - reports - building security and maintenance - liaison with other groups	30	- Secure and well maintained work centres Feedback from IPM/ Staff/Other Groups

**BENCHMARK 6/04**

**5. DECISION MAKING AUTHORITY**

**A. Typical Recommendations Made – To Whom Made**

Staff Recruitment	IPM
Technical Improvements eg. equipment quantities/trunking changes	
Installation strategies	IPM/Engineering
Building alterations	IPM/OIC Instal. Team
Budget expenditure	IPM
	IPM

**B. Typical Decisions Made**

Deployment of staff  
Building maintenance  
Priority setting  
Changes to local operational procedures  
Staff discipline

**6. WORKING RELATIONSHIPS**

**A. Internal to your local organisation**

IPM

**Purpose or Reason for Contact**

- To inform on EMG performance
- To request further resources either staff or budget allocations

**B. External to your local organisation but within Telecom**

Design Engineers	- Discuss future improvements to performance
Installation Supervisors	- Schedule instal. activity at appropriate time.
OIC FDC	- Fault clearance co-ordination
OIC DSC	- Request for assistance/information exchange

**C. External to Telecom**

Contractors – Cleaning  
Customers – Service Restoration, quality

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

**A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position: 2

Number of years necessary in previous position(s): 10

**B. What specific skills are necessary to do your job effectively?**

Technical Knowledge of AXE, ARE, RSS, SXS and Telecom Network  
Staff supervision skills, resource management  
Appreciation of computer techniques

**C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

Essential

Desirable

Associate Diploma of Electronics

Management  
Computer Techniques

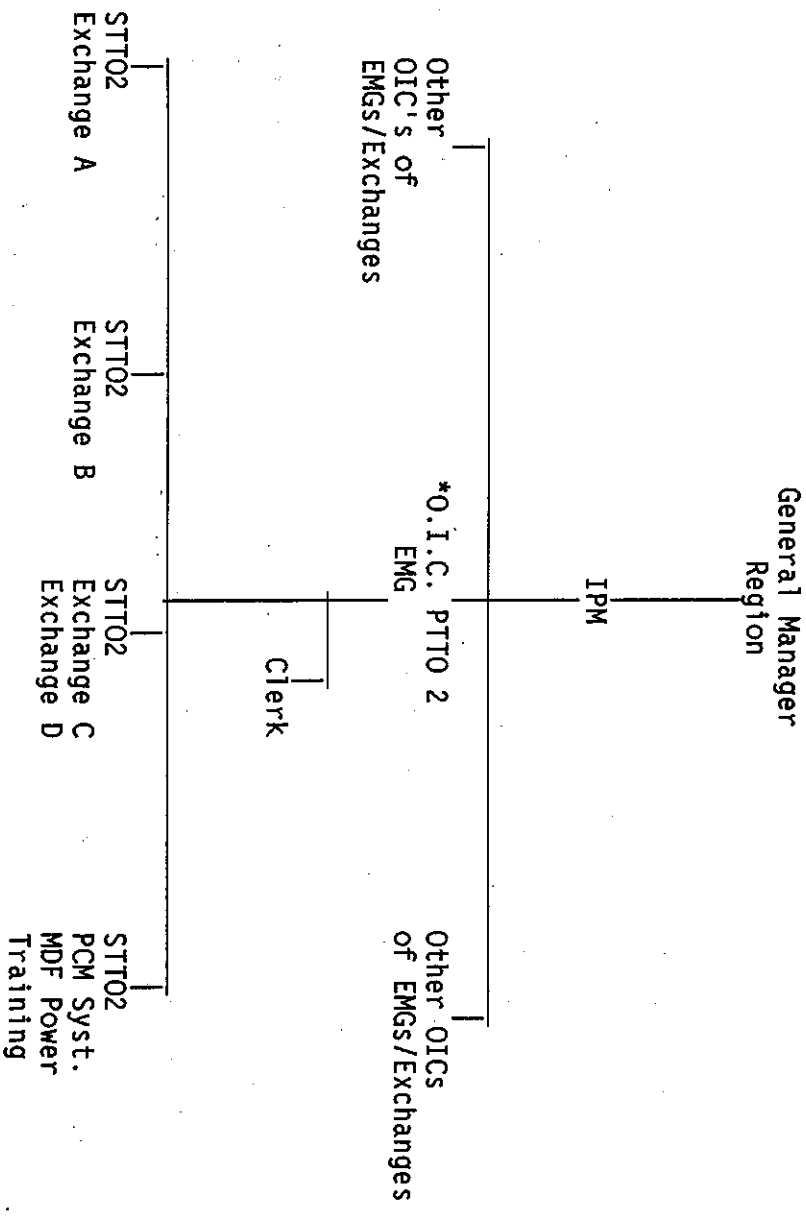
**D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

In-house training courses on Crossbar, ARE, AXE, RSS

**8. OTHER INFORMATION**



9. ORGANISATIONAL RELATIONSHIPS



approx 21 staff (TTO1/2 and STTO1) allocated to supervisors

\* Position under review

ASSESSMENT OF POSITION QUESTIONNAIRE 6/04

1. **KNOWLEDGE AND EXPERIENCE** - FACTOR LEVEL 9

The position requires at least 10 years relevant experience to establish the necessary expertise in the variety of technical equipment and to achieve the managerial competence required of the OIC.

The financial and resource management aspects however are handled in conjunction with the IPM.

2. **REASONING AND DECISION MAKING** - FACTOR LEVEL 8

Balancing resources, re-ordering priorities, recommending technical solutions and maintaining staff efficiency would involve elements of administrative complexity. Factor Level 9 does not fit in this case since procedures are well defined and assistance is readily available (administrative - from the IPM and technical - from the DSC).

3. **COMMUNICATION AND INFLUENCE** - FACTOR LEVEL 9

As a purely supervisory role the position rates as Factor Level 8, however technical opinions/recommendations required of the occupant encompassing several generations of common control and software based switching systems indicates that the role also has a technical specialist requirement which enables the higher rating.

4. **ACCOUNTABILITY AND RESPONSIBILITY** - FACTOR LEVEL 9

The position is that of OIC of a comparatively large EMG and there are shared cost/budget responsibilities.

**BENCHMARK 6/04**

**ASSESSMENT OF BENCHMARK 6/04**

Knowledge and Experience	9	123
Reasoning and Decision Making	8	41
Communication and Influence	9	49
Accountability and Responsibility	9	88
TOTAL:		<u>301</u>

The position is therefore rated as Principal Telecommunications Technical Officer Grade 2.

POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: Principal Telecommunications Technical Officer Grade 1

Position Title: Technical Specialist

Division: TNE SRU

Region:

Section:

Reports to: (Title): Section Leader  
(Designation): Principal Telecommunications Technical Officer Grade 2

**2. SUMMARY DESCRIPTION OF POSITION**

Involved in all aspects of exchange software development including testing, production and delivery.

The work involves dealing directly with company representatives as well as the highest technical personnel in Telecom regions. It is a requirement to provide software change information and recommendations to all interfaces as required. It is necessary to provide on-site assistance for loading and fault rectification when a major revision occurs.

**3. POSITIONS MEASUREMENT**

<b>Key Measure</b>	<b>Dimension</b>
No of Staff Supervised	2-3 staff may be assigned during testing phase
Software Updates	3 CNAs per year 3 ISUs per year

**BENCHMARK 5/01**

**4. MAJOR RESPONSIBILITY AREAS**

<b>Importance</b>	<b>Key Functions Or Major Tasks State what you do and method used</b>	<b>% Of Total Job</b>	<b>How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc.</b>
1.	Testing and management of exchange software releases	70	Meet target date for software release
2.	Implementation of revised software at initial site	10	Local staff develop skills sufficient to perform subsequent implementations
3.	Provision of technical advice to PITO 2 and Section Manager	5	Maintenance of Section integrity
4.	Provision of technical support to all regions	10	Minimal problems arising out of software change
5.	Training of Section staff	5	Maintenance of Section's capacity to undertake software revision projects.

**5. DECISION MAKING AUTHORITY**

**A. Typical Recommendations Made – To Whom Made**

Projected release date and viability of software release – to PITO2 and Section Manager.

On-site changes to implementation methods – to Switching Support Centre staff.

Advice regarding suitability of hardware for release to all sites – to PITO2 and Section Manager.

**B. Typical Decisions Made**

Software implementation methods.

Validity of new and amended software methods and timing of on-site fault rectification.

**6. WORKING RELATIONSHIPS**

- | <b>A. Internal Position(s)</b> | <b>Purpose or Reason for Contact</b>  |
|--------------------------------|---------------------------------------|
| Section Leader                 | Nature and timing of software release |
| Section Manager                | Policy re S/W testing                 |
| Other members of the Section   | Co-ordination of testing activities   |
- B. External to your local organisation but within Telecom**
- |                                       |  |
|---------------------------------------|--|
| Switching Support Centre (all levels) | Software release/implementation                          |
| Construction Branch (PTT01/M2)        | Testing and approval of hardware changes                 |
| Testing Services (PTT01/PTT02)        | Usage, testing and correction to Model exchange facility |
- C. External to Telecom**
- L.M. Ericsson  
(Various Positions)
- Formal meetings to set software delivery times, discuss methods of implementation and testing of software

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

- A. What amount of experience is necessary to do your job effectively?**  
Indicate the number of years beyond training years.  
Number of years of experience necessary in present position: 2  
Number of years necessary in previous position(s): 6
- B. What specific skills are necessary to do your job effectively?**  
Telecom network knowledge and experience  
Specific LME equipment knowledge  
Knowledge of software techniques
- C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**  
Associate Diploma or equivalent

**BENCHMARK 5/01**

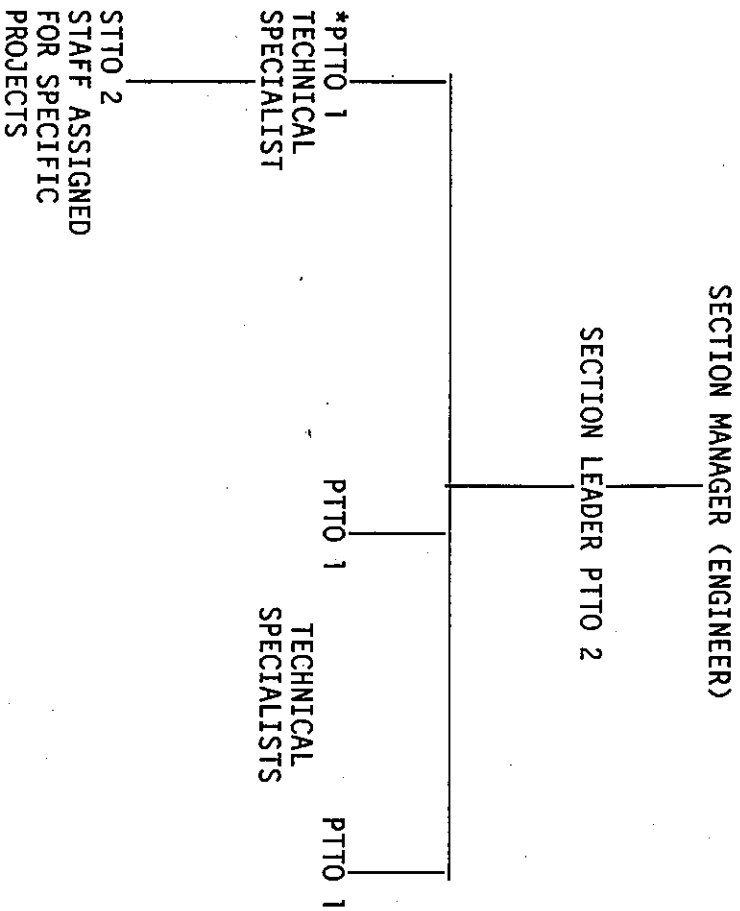
**D. Which training courses were necessary for your particular positions, excluding eligibility or qualifying training?**

Telecom specific training and all courses which relate to the equipment.

Software courses such as the Advanced Software Fault Handling Course are desirable.

Given the rate of change in technology it is necessary to keep abreast of developments in electronics and in software. Self education is therefore a necessary ingredient.

**9. ORGANISATIONAL RELATIONSHIPS**



\* Position under review

ASSESSMENT OF POSITION QUESTIONNAIRE 5/01

1. **KNOWLEDGE AND EXPERIENCE** - FACTOR LEVEL 8

The position is judged to be one where there is a requirement for a very high level of technical expertise and that since the software products require testing and the development of testing techniques - the known technical approaches may be said to be limited.

The combination of software knowledge, Telecom network and facility requirements and the exchange equipment knowledge indicates that the role requires a high level of technical skill.

Whilst the position requires complex technical practices and techniques it was not judged to require at least ten years' relevant experience. It therefore was rated below Factor level 9.

2. **REASONING AND DECISION MAKING** - FACTOR LEVEL 8

The duties of the position are of a highly complex nature, however the reasoning and decision making aspects are shared to some extent. This happens in the first instance at the Telecom/Company meetings where strategies and methods are discussed. Secondly, there are many software releases per year which allows for precedents to be developed.

The position partially fulfills the Factor Level 9 definition but the fact that the supervisor is also in a position which must determine methods and procedures, set priorities and interpret complex information means that the position is rated at less than factor level 9.

3. **COMMUNICATION AND INFLUENCE** - FACTOR LEVEL 8

The position is one of technical specialist and has a requirement for timely and accurate input. The input in this case may be used by the supervisor (PTTO 2) or the Section Manager.

In difficult or unforeseen circumstances the supervisor can override, amend or countermand recommendations from the position occupant.

The rating is therefore considered not as high as factor level 9.

4. **ACCOUNTABILITY AND RESPONSIBILITY** - FACTOR LEVEL 7(b)

With reference to the Glossary of Terms, responsibility is the applicable term in this instance.

In order to be rated at 8 the occupant would need to be answering to the Section manager and/or have less technical support available.



**BENCHMARK 5/01**

**ASSESSMENT OF BENCHMARK 5/01**

Knowledge and Experience	8	108
Reasoning and Decision Making	8	41
Communication and Influence	8	37
Accountability and Responsibility	7	62
TOTAL		<u>248</u>

The position is therefore rated as Principal Telecommunications  
Technical Officer Grade 1.

POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: Principal Telecommunications Technical Officer Grade 1

Position Title: Technical Specialist

Division: Residential

Region:

Section:

Location: District Support Centre

Reports to: (Title): Officer-In-Charge  
(Designation): PTO 2

**2. SUMMARY DESCRIPTION OF POSITION**

1. Provide specialist technical support to AXE Switching centres as required within the District. Investigate and repair faults in AXE equipment.
2. Participate in installation testing and network integration commissioning of new or extended AXE plant.
3. Initiate and/or process AXE Trouble Reports for the District.
4. Interface with the Switching Support Centre and others on AXE matters.

**3. POSITION MEASUREMENT**

Key Measure	Dimension
Type of Assets- AXE Node	(4) 20K
RSS	(12) 20K

BENCHMARK 5/02

4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions Or Major Tasks State what you do and method used	% Of Total Job	How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc.
1.	Technical support during outage	15	Length of time of outage after notification and recurrence of problem.
2.	Instal software updates in accordance with implementation instructions	10	Meeting target dates and degree of difficulty experienced after change
3.	Performance monitoring	20	Meeting overall District fault targets
4.	Acceptance testing	10	Post Commissioning performance
5.	Technical Support - assistance for non critical faults	30	Information Feedback
6.	Co-ordination of - Works specification - Documentation - FLPBA	15	Ascertained in conjunction with results from higher priority duties

5. DECISION MAKING AUTHORITY

A. Typical Recommendations Made - To Whom Made

Timing and Method to be adopted - EMG and exchange personnel  
to find and repair faulty equipment

Degree of additional installation - OIC installation team  
testing required

Exchange procedures e.g. handling - EMG and exchange personnel  
of tapes; attachments to  
Trouble Reports. etc.

B. Typical Decisions Made

Technical Methods to be adopted in outage situations.  
Type of corrective action required based on performance  
indicators.

6. WORKING RELATIONSHIPS

A. Internal to your  
local organisation

Purpose or Reason for Contact

OIC DSC  
EMG/Exchange personnel

Establish work priorities  
Report on work completed

EMG/Exchange personnel

Technical assistance/dissemination  
of information

B. External to your  
local organisation  
but within Telecom

SSC/NSC personnel

Request for assistance/  
Information

Data Production Group  
Installation Personnel

Data Change Information  
Timing of participation in acceptance  
testing

Central Parts Store

Availability of  
spares/modification kits.

C. External to Telecom

Nil

**BENCHMARK 5/02**

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

- A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position: 3

Number of years necessary in previous position(s): 7

- B. What specific skills are necessary to do your job effectively?**

Good general knowledge of Telecom's network

Specialist knowledge in each of the AXE application systems and in RSS.

- C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

Associate Diploma in Electronics

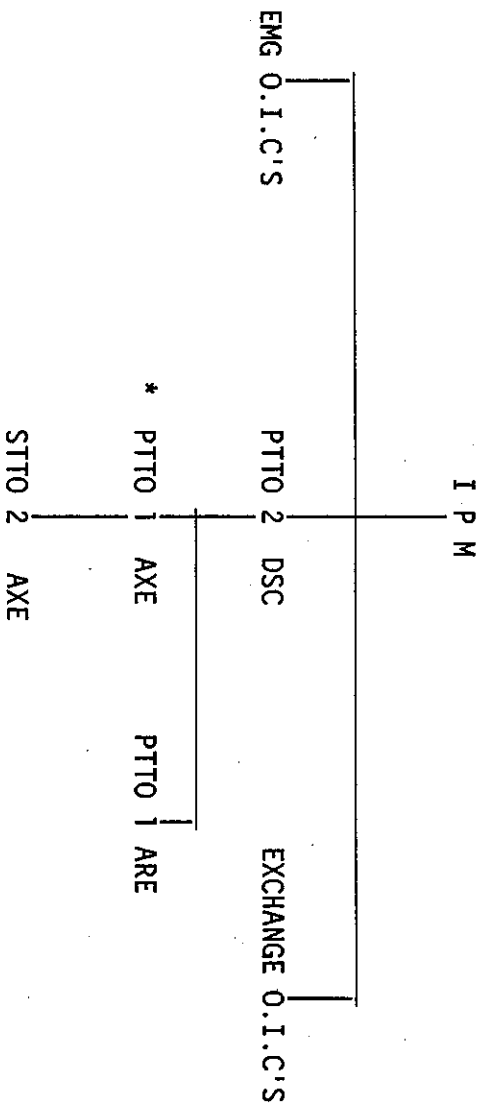
- D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

All available AXE Unit courses in current Application Systems and RSS

Advanced Software Fault Handling Course

**8. OTHER INFORMATION**

9. ORGANISATIONAL RELATIONSHIPS



\* Position under review

ASSESSMENT OF POSITION QUESTIONNAIRE 5/02

1. **KNOWLEDGE AND EXPERIENCE - FACTOR LEVEL 9**

The position fits the requirements for proficiency in the application of complex technical practices. The role also requires a Certificate qualification plus 10 years relevant experience.

The need to address complex alternatives for the resolution of problems as required in Factor Level 11 would be a requirement in positions higher in the Support infrastructure. Moreover, the position is not deemed to require more than 15 years practical experience. There was no element of Factor Level 11 which could justify a higher rating than Factor Level 9.

2. **REASONING AND DECISION MAKING - FACTOR LEVEL 8**

The position of technical specialist in a District Support Centre requires sound decisions in regard to the technical and operational approach necessary when an exchange outage has occurred. The degree to which this is necessary is limited by the availability of higher levels of support and by the fact that, in the main, procedures have been well defined. Therefore Factor Level 9 could not be considered.

3. **COMMUNICATION AND INFLUENCE - FACTOR LEVEL 8**

The influence of the technical specialist extends to the OICs of the DSC/EMG/Exchanges and Installation teams. Recommendations to management (Manager Grades in the Glossary) on a continuing basis would be the responsibility of the OIC of the DSC. Therefore Factor Level 9 is not applicable.

4. **ACCOUNTABILITY AND RESPONSIBILITY - FACTOR LEVEL 8**

The technical specialist is responsible to the OIC for tasks requiring specialised skills. Assistance from the SSC and or the NSC is available so that the position cannot be rated as Factor Level 9. However, this assistance is generally utilised only in the event of a catastrophic failure. For day-to-day assistance to EMG/Exchange staff over a wide range of technical questions, the DSC technical specialist is unassisted. Mid-level, Factor Level 8 therefore applies.

ASSESSMENT OF BENCHMARK 5/02

Knowledge and Experience	9	123
Reasoning and Decision Making	8	41
Communication and Influence	8	37
Accountability and Responsibility	8	74
TOTAL:		<u>275</u>

The position is therefore rated as Principal Telecommunications Technical Officer Grade 1.



POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: Principal Telecommunications Technical  
Officer Grade 1

Position Title: Shift Leader Carrier Terminal

Division: Residential

Region:

Section:

Reports to: (Title): OIC Metro Carrier Terminal No.2  
(Designation): Principal Telecommunications Technical  
Officer Grade 2

**2. SUMMARY DESCRIPTION OF POSITION**

Direct staff in the after hours maintenance and restoration of digital transmission equipment in Metro Carrier Terminal No.2

**3. POSITION MEASUREMENT**

<u>Key Measure</u>	<u>Dimension</u>
Number of Staff Supervised	12
Type of Assets	Interstate and Intrastate Transmission systems

## 4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions Or Major Tasks State what you do and method used	% Of Total Job	How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc.
1.	Route surveillance and line control of transmission systems	25	Transmission Performance Testers
2.	Staff supervision and development including rostering, allocation of duties, training, etc.	35	Ability of staff to perform assigned duties
3.	Ensuring transmission bearer performance standards are met	10	Pre-determined standards
4.	Control of Media Centre	10	Customer complaints
5.	Administrative duties and projects e.g. stores, liaison with other groups, follow-up on repairs to faulty units etc.	20	Efficient day-to-day running of the Carrier Terminal

**BENCHMARK 5/03**

**5. DECISION MAKING AUTHORITY**

**A. Typical Recommendations Made - To Whom Made**

- Changes in maintenance practices - to OIC Metro Carrier Term No.2
- Staff training - to OIC Metro Carrier Term No.2
- Upgrading of test equipment - to OIC Metro Carrier Term No.2

**B. Typical Decisions Made**

- Priorities for restoration when multiple failures occur
- Recall of technical staff for urgent faults
- Work allocation

**6. WORKING RELATIONSHIPS**

**A. Internal to your local organisation**

**Purpose or Reason for Contact**

OIC Carrier Terminal

- Line control aspects eg. staffing.
- Carrier Terminal performance either staff or budget allocations.
- Review of daily performance.

Cell Leaders

**B. External to your local organisation but within Telecom**

- Data Service Complaints (1107) - Follow up on customer complaints.
- Distant end Carrier Terminals - Discussion on Faults

**C. External to Telecom**

Radio and TV Stations  
Customers

- Circuit connection times.
- Leased service complaints.

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

**A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position: 3

Number of years necessary in previous position(s): 5

**B. What specific skills are necessary to do your job effectively?**

Detailed knowledge of Digital Transmission Equipment  
Sound knowledge of transmission equipment restoration procedures

**C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

Essential

Desirable

Higher School Certificate  
Associate Diploma

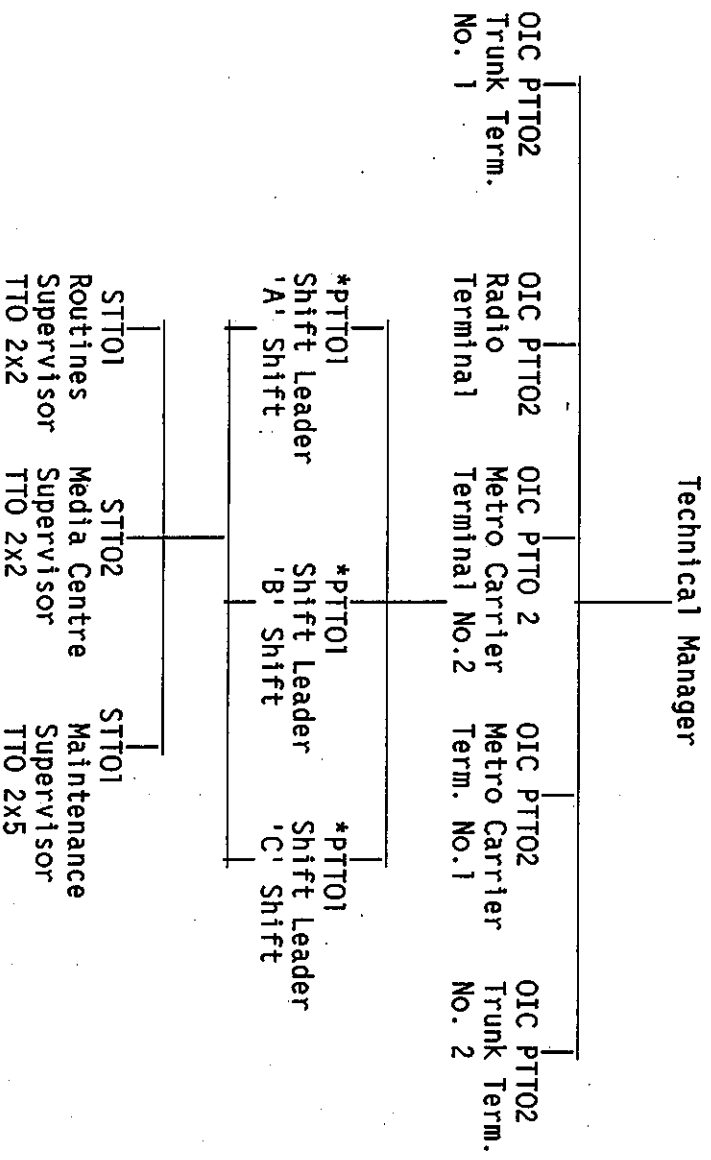
Computer programming

**D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

Digital Line Transmission courses

**8. OTHER INFORMATION**

9. ORGANISATIONAL RELATIONSHIPS



\* Positions under review

Note: Roster arrangements mean that individuals are not permanently assigned to a particular shift.

ASSESSMENT OF POSITION QUESTIONNAIRE 5/03

1. **KNOWLEDGE AND EXPERIENCE** - FACTOR LEVEL 7

The position requires the occupant to have a thorough working knowledge of Digital Line Transmission equipment and a full appreciation of maintenance procedures in the terminal. The position embraces both the technical specialist and supervisor roles and would require up to 10 years experience to be proficient. There would be very few occasions when procedures and techniques are ill-defined in terms of known technical approach. Generally the procedures to be adopted in any fault situation are well defined.

2. **REASONING AND DECISION MAKING** - FACTOR LEVEL 7

The actions of the occupant would impact on the subordinates in a fault situation. Priorities must be set and procedures changed if the situation demands it. Administrative complexity would not normally concern the shift leader. Such matters would be dealt with by the OIC in the normal course of events.

3. **COMMUNICATION AND INFLUENCE** - FACTOR LEVEL 9

The position has supervisory responsibilities but not to the extent demanded by Factor Level 9. However, the position is also one of Technical Specialist who, in the role of Shift leader, operates without technical or administrative supervision. The work is therefore performed in the occupant's own right.

4. **ACCOUNTABILITY AND RESPONSIBILITY** - FACTOR LEVEL 8

The Shift Leader partially fulfills 9a in that during the time of the shift the Carrier Terminal is the responsibility of the position occupant. However, the performance of the Carrier Terminal overall is the responsibility of the OIC.

Paragraph 9b however does not accurately describe the technical specialist aspects of the Shift Leader. Technical assistance is available at all times by means of the Transmission Support Group.

**BENCHMARK 5/03**

**ASSESSMENT OF BENCHMARK 5/03**

Knowledge and Experience	7	95
Reasoning and Decision Making	7	32
Communication and Influence	9	49
Accountability and Responsibility	8	74
TOTAL:		<u>250</u>

The position is therefore rated as Principal Telecommunications Technical Officer Grade 1.

POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: Principal Telecommunications Technical  
Officer Grade 1

Position Title: Technical Specialist

Division: CCD

Region:

Section:

Reports to: (Title): OIC PABX National Office  
(Designation): Principal Telecommunications Technical  
Officer Grade 2

**2. SUMMARY DESCRIPTION OF POSITION**

Provide specialist technical support to PABX operations staff in all  
Regions. Investigate and repair faults in PABX equipment and  
software.

**3. POSITION MEASUREMENT**

<u>Key Measure</u>	<u>Dimension</u>
Number of Staff Supervised	1
Type of Assets	Approx 1.5 M system 2 equipped ends



**BENCHMARK 5/04**

**4. MAJOR RESPONSIBILITY AREAS**

<b>Importance</b>	<b>Key Functions Or Major Tasks State what you do and method used</b>	<b>% Of Total Job</b>	<b>How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc.)</b>
1.	Provide expert technical service for PABX faults	40	Feedback from System Specialists
2.	Dissemination of technical information eg. TIBS Originate technical documentation Liaise with product companies Liaise with customers Perform maintenance on Management Information Systems eg. Horizon Updating Spares catalogue Provide training to system specialist level	60	Overall ability of system specialists to minimise system disturbances and degree of customer satisfaction

**5. DECISION MAKING AUTHORITY**

- A. Typical Recommendations Made -- To Whom Made**  
Company documentation needed -- to PTTO 2  
Lab. test equipment purchase -- to PTTO 2
- B. Typical Decisions Made**  
Whether or not to go on-site  
Technical approach necessary

**6. WORKING RELATIONSHIPS**

- A. Internal to your local organisation**      **Purpose or Reason for Contact**  
PTTO 2      Policy discussions, leave etc.  
Engineer      Telecom specific assistance eg.  
   transmission measurements
- B. External to your local organisation but within Telecom**  
System Specialists      Provide product assistance  
Data Group      To ascertain correct data  
Operations
- C. External to Telecom**  
Product Supplier      Request for technical  
   documentation/assistance  
Customer      Discuss PABX performance

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

- A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position: 4

Number of years necessary in previous position(s): 4

- B. What specific skills are necessary to do your job effectively?**

Customer contact skills  
Knowledge of Telecom network  
Product specific knowledge  
Computer usage skills

- C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

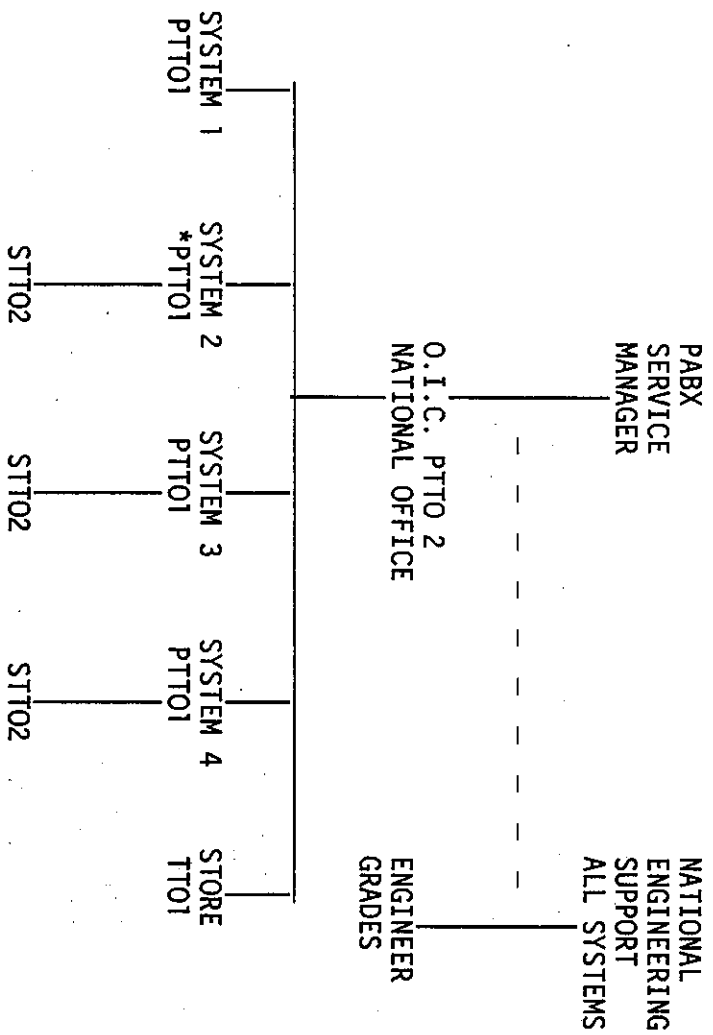
Certificate of Technology desirable

- D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

Product courses (run by company)  
Telecom network courses eg. signalling, trunking

**8. OTHER INFORMATION**

9. ORGANISATIONAL RELATIONSHIPS



\* Position under review

ASSESSMENT OF POSITION QUESTIONNAIRE 5/04

1. **KNOWLEDGE AND EXPERIENCE** - FACTOR LEVEL 8

The position undertakes fault investigations which cannot be resolved by the System Specialists. This requires the occupant to have a very detailed knowledge of the system concerned and further, to be capable of applying this knowledge in unforeseen circumstances. Normally the position is unassisted however, fault conditions may exist which require particular expertise, e.g. transmission testing. On these occasions an Engineer can be involved.

2. **REASONING AND DECISION MAKING** - FACTOR LEVEL 8

The position is required to resolve the problems associated with the PABX regardless of what that might entail. This means that operational decisions must be made, i.e. reload data, call in company expertise (where there may be design implications) etc. Procedures for these and other measures are generally well defined. If operational conditions are encountered which are unprecedented, then it is the role of the OIC to determine the correct course of action.

3. **COMMUNICATION AND INFLUENCE** - FACTOR LEVEL 8

The position is one of technical advisor to external groups (albeit a hands-on advisor). As the role has direct administrative supervision it does not rate Factor Level 9.

4. **ACCOUNTABILITY AND RESPONSIBILITY** - FACTOR LEVEL 8

The position is responsible to the OIC and undertakes tasks requiring specialised technical skills.

The occupant is able to call on technical assistance from engineers from the Engineering Support Group; and from the OIC.

However, the assistance which is provided is not that of support for the particular product. The position therefore does not fully satisfy factor level 9. Mid level 8 is therefore applicable.

**BENCHMARK 5/04**

**ASSESSMENT OF BENCHMARK 5/04**

Knowledge and Experience	8	108
Reasoning and Decision Making	8	41
Communication and Influence	8	37
Accountability and Responsibility	8	74
TOTAL:		<u>260</u>

The position is therefore rated as Principal Telecommunications Technical Officer Grade 1.

POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: Senior Telecommunications Technical  
Officer Grade 2

Position Title: Construction Supervisor

Division: TNE SRU

Region:

Section:

Reports to: (Title): Area OIC  
(Designation): Principal Telecommunications Technical  
Officer Grade 1.

**2. SUMMARY DESCRIPTION OF POSITION**

Lead a team of technical people involved in the installation of current SPC exchange equipment as well as peripheral and transmission equipment. Monitor progress and arrange commissioning of all projects. Allocate responsibilities to subordinates.

**3. POSITION MEASUREMENT**

<b>Key Measure</b>	<b>Dimension</b>
Number of Staff Supervised	Approximately 12
Material Value	Approximately \$1.2M

## 4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions Or Major Tasks State what you do and method used	% Of Total Job	How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc).
1.	Project scheduling Information exchange with Engineer, Data Production, Drafting and Admin personnel	35	Job start and finish times
2.	Project Co-ordination PERT chart admin., staff meetings, provision of technical support	25	Achievement of project target dates. Feedback from Area OIC. Construction Manager and Operations Group
3.	Staff Administration and Management Meetings - group and personal	20	Staff efficiency, Morale and Development
4.	Resource Management Preplanning - overview of total number of projects and total staff/material available. Allocate in a/w target date information	20	Staff and material available when required

## 5. DECISION MAKING AUTHORITY

## A. Typical Recommendations Made - To Whom Made

Staff to relieve off duty officer, to Area OIC.  
 Project cut-over dates, to Area OIC.  
 Nomination of Staff for training, to Area OIC.  
 Recommendation of staff for promotion to Area O.I.C.

## B. Typical Decisions Made

Allocation of staff and material to projects.  
 Application of disciplinary measures in the first instance, if required.



**6. WORKING RELATIONSHIPS**

<b>A. Internal Position(s)</b>	<b>Purpose or Reason for Contact</b>
Area OIC P1T01	Immediate Superior; daily contact
Project Engineer	Dimensioning information; bothway contact
<b>B. External Position(s)</b>	
Works and Costing	Estimates and material infor; bothway contact;
Data Production Group	Data Requirements; bothway contact
<b>C. External to Telecom</b>	
Builders	Readiness of site
Subscribers	Information on effect project may have
Equip. Manufacturers	Equipment defects, specialised equipment, manufacture
Contractors	Cleaning, concrete drilling, aluminium welding

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

- A. What amount of experience is necessary to do your job effectively?**
- Indicate the number of years-beyond training years.
- Number of years of experience necessary in present position: 3  
Number of years necessary in previous positions(s): 4
- B. What specific skills are necessary to do your job effectively?**
1. Ability to communicate
  2. Ability to control staff
  3. Switching network knowledge and electrical/electronic training
- C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**
- Higher School Certificate - Desirable  
Certificate of Technology - Desirable

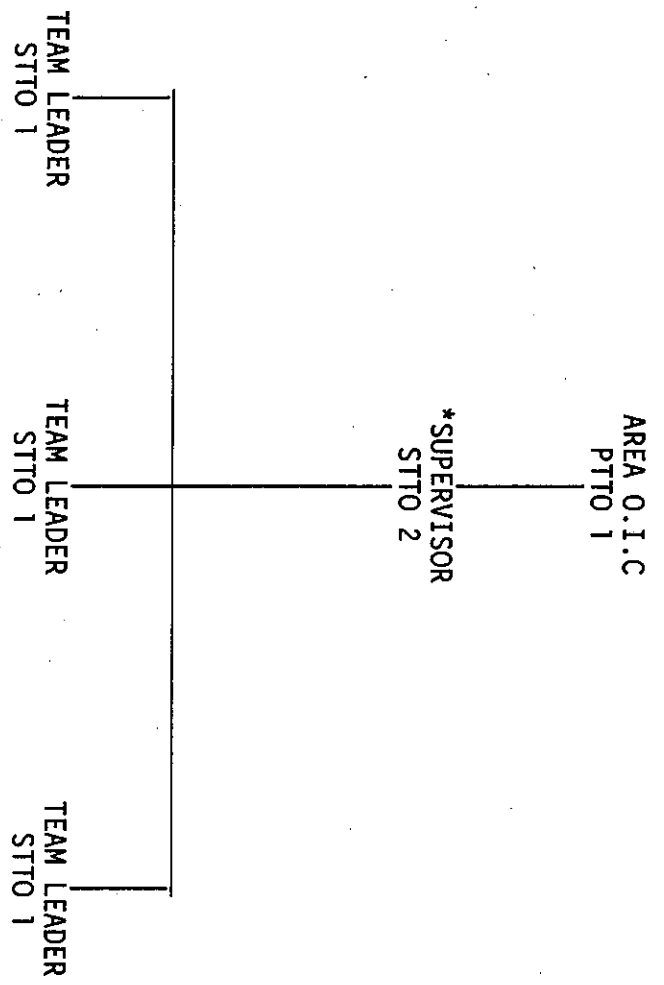
**D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

Telecom specific equipment courses  
Management Training

**8. OTHER INFORMATION**

An installation supervisor requires a level of maturity which can only be gained after 5-10 years of experience. This is necessary in order to effectively handle staff problems. This level of experience is also useful when difficult technical problems arise e.g. large hardware and/or software changes involving processors which may be controlling many thousands of subscribers.

9. ORGANISATIONAL RELATIONSHIPS



\* Position under review

ASSESSMENT OF POSITION QUESTIONNAIRE 4/01

1. **KNOWLEDGE AND EXPERIENCE** - FACTOR LEVEL 7

The position requires 5-10 years' relevant experience, is largely supervisory and requires the application of a thorough working knowledge of the equipment.

The position could not be assessed at factor level 8 since the procedures in the main are not 111-defined.

2. **REASONING AND DECISION MAKING** - FACTOR LEVEL 7

The method of resolution of work problems generally follows a well defined path, e.g. reordering of resource priorities. Technical problems may be referred to the appropriate support group such as the Data Production Group.

The position was judged not to have the "stand alone" quality implied in Factor Level 8.

3. **COMMUNICATION AND INFLUENCE** - FACTOR LEVEL 7

The number of staff supervised (approximately 12) is significantly higher than the requirement for Factor Level 6 (a).

The degree of communication with other supervisors and the requirement for persuasive skills in order to meet Factor Level 8 (a) are not evident. Mid-level was therefore selected.

4. **ACCOUNTABILITY AND RESPONSIBILITY** - FACTOR LEVEL 7 (a)

The position falls into the category of being responsible rather than accountable according to the definitions provided in the Glossary.

The full responsibility for the construction area performance is held by the PTO 1.

The construction supervisor fits 7(a) as there is responsibility for the operation of a Small Section without meaningful cost budget responsibilities.

**BENCHMARK 4/01**

**ASSESSMENT OF BENCHMARK 4/01**

Knowledge and Experience	7	95
Reasoning and Decision Making	7	32
Communication and Influence	7	27
Accountability and Responsibility	7	62
TOTAL		<u>216</u>

The position is therefore rated as Senior Telecommunications  
Technical Officer Grade 2.

POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: Senior Telecommunications Technical  
Officer Grade 2

Position Title: Supervisor TIC

Division: TBS

Region:

Section:

Reports to: (Title): OIC of TIC  
(Designation): Principal Telecommunications Technical  
Officer Grade 2

**2. SUMMARY DESCRIPTION OF POSITION**

Supervise technical staff quoting for and performing the Commercial Works aspects of the TICs operations.

**3. POSITION MEASUREMENT**

<b>Key Measure</b>	<b>Dimension</b>
Number of Staff Supervised	Varies 12-16
Sales/Revenue	\$365,000

## 4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions Or Major Tasks State what you do and method used	% Of Total Job	How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc.
1.	Supervision - discuss problems/needs - training - interviewing	20	- feedback from staff - feedback from OIC
2.	Liaison with Sales Personnel	10	- accuracy of future quotes
3.	Customer Contact	10	- level of customer satisfaction
4.	Direction of staff in quoting procedures	20	- Success rate for jobs quoted
5.	Direction of staff in performance of instal. duties	20	- performance to match quote - customer satisfaction
6.	Administration - use of Management information systems eg. DEMON	20	- feedback from OIC clerical, sales staff

5. DECISION MAKING AUTHORITY

A. Typical Recommendations Made - To Whom Made

Quotation procedure change	to OIC.
Quotes for large jobs eg.	
- block cabling for multi-stored buildings	to OIC and Sales

B. Typical Decisions Made

Setting priorities for jobs to be quoted  
Setting priorities for installation teams  
Allocation of resources to teams

6. WORKING RELATIONSHIPS

A. Internal to your local organisation

Purpose or Reason for Contact

OIC Depot	- Consultation for very large jobs
	- Policy implementation changes
	- Staff matters eg. need for further resources
Other supervisors in Depot	- Resource balancing

B. External to your local organisation but within Telecom

Bus. Term Branch	- Dimensioning & timing of jobs
Bus. Sales Reprs	- Preparation of quotes
PABX Instal.	- Co-ordination of activities, liaison for cutover dates, etc.
External Plant	- Co-ordination of activities where external cabling works are involved.

C. External to Telecom

Customers	Dimensioning of jobs, preparation of quotes
Architects	Customer complaints/queries
Consultants	



**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

- A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position: 2

Number of years necessary in previous position(s): 4

- B. What specific skills are necessary to do your job effectively?**

Knowledge of Customer Equipment Installation Methods

Wide knowledge of products

Background of on-site assessment for commercial works, eg.

- knowledge of materials

- understanding of building plans

Ability to understand and use management information systems

- C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

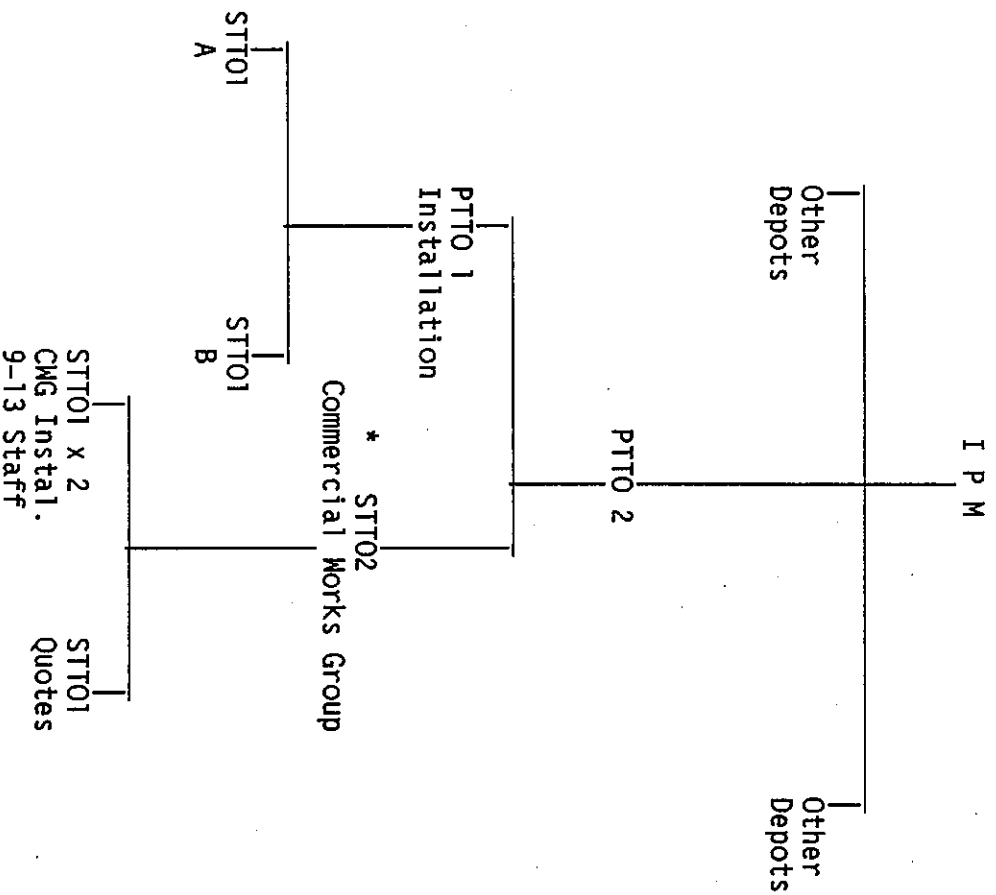
Higher School Certificate - desirable

- D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

Customer Plant courses

**8. OTHER INFORMATION**

9. ORGANISATIONAL RELATIONSHIPS



\* Position under review

ASSESSMENT OF POSITION QUESTIONNAIRE 4/02

1. **KNOWLEDGE AND EXPERIENCE** - FACTOR LEVEL 7

The position occupant employs a thorough working knowledge of advanced work procedures in that the job requires knowledge of products, materials, installation methods, management information systems and supervision techniques. It would take in the order of 5-10 years to acquire this level of knowledge. The procedures at times may be involved but they are not, in the main, ill-defined. Factor Level 8 therefore does not apply.

2. **REASONING AND DECISION MAKING** - FACTOR LEVEL 7

Problems which are not well defined occur as a result of the interworking with both customers and the Sales personnel. Priorities are changed as required and procedures improved. The supervisory role is permanent. There does not appear to be a requirement to exercise judgement where there are elements of administrative complexity as guidance may be sought from the OIC if needed. Nor can it be said that technical complexity is a factor.

3. **COMMUNICATION AND INFLUENCE** - FACTOR LEVEL 8

With a staff level in excess of 10, a single work discipline and consultation with other supervisors in the Depot the position rates as Factor Level 8. There is no element of Factor Level 9(a) present. Factor Level 9(b) does not apply either as negotiations which take place with Customers/architects etc. are not Regional level.

4. **ACCOUNTABILITY AND RESPONSIBILITY** - FACTOR LEVEL 7

The occupant is fully responsible for the Commercial Works cell within the Depot which does not involve cost/budget responsibilities beyond an understanding of limits of expenditure in some areas. Factor Level 9 does not describe the position as this would more likely be applicable to the Depot OIC.

**BENCHMARK 4/02**

**ASSESSMENT OF BENCHMARK 4/02**

Knowledge and Experience	7	95
Reasoning and Decision Making	7	32
Communication and Influence	8	37
Accountability and Responsibility	7	62
TOTAL:		<u>226</u>

The position is therefore rated as Senior Telecommunications Technical Officer Grade 2.

POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation:

Senior Telecommunications Technical  
Officer Grade 2

Position Title:

Cell Leader, SSRC

Division:

CCD

Region:

Section:

Reports to: (Title):  
(Designation):

Supervisor  
PT101

**2. SUMMARY DESCRIPTION OF POSITION**

Undertake liaison with Corporate Customers to establish restoration requirements/expectations.

Provide technical consultancy service.

Provide high level technical support for staff in diagnosis and repair of the more complex faults.

**3. POSITION MEASUREMENT**

<b>Key Measure</b>	<b>Dimension</b>
Number of Staff Supervised	4
Sales/Revenue	
Value Of Assets Managed	
- Spares, test equipment	\$100,000 (approx)

4. MAJOR RESPONSIBILITY AREAS

Importance	Key Functions Or Major Tasks State what you do and method used	% Of Total Job	How Performance is Measured (Meeting Target Dates, Budgets, Agreed Standards, Etc.
1.	Liaison and consultancy with Corporate Customers	10	Feedback comments to Management and restoration statistics
2.	Provide high level technical support to staff	30	Restoration statistics, staff morale
3.	Oversight and co-ordination of staff in restoration of AUSTPAC, DDS, EFTPOS, TRANSEND customers	30	Restoration statistics, staff morale
4.	Monitor faults and escalate to Supervisor if necessary	10	Restoration statistics, Customer satisfaction
5.	Provide technical assistance to other groups as requested	10	Overall performance of Centre
6.	On-the-job training of staff	10	Ability of staff to perform variety of tasks

5. DECISION MAKING AUTHORITY

- A. Typical Recommendations Made - To Whom Made
  - Test equipment purchase - to Supervisor
  - Fee for Service - to Supervisor
- B. Typical Decisions Made
  - Deployment of staff and equipment
  - Liability for fault in cases where Fee for Service applies

6. WORKING RELATIONSHIPS

- A. Internal to your local organisation
  - Supervisor

Purpose or Reason for Contact

Staffing, escalated faults
- B. External to your local organisation but within Telecom
  - Customer Systems
  - Engineering
  - Other staff in D&LR Section

Policy, Training, Future developments

Provision of technical advice
- C. External to Telecom
  - Equipment Suppliers
  - Customers

Consultancy re fault restoration

Technical advice, Restoration times

**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

**A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position: 2

Number of years necessary in previous position(s): 4

**B. What specific skills are necessary to do your job effectively?**

Technical knowledge of customer equipment and ability to diagnose and repair faults.

Knowledge of Telecom Network

Ability to effectively supervise staff

**C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

Desirable

Higher School Certificate

Associate Diploma

**D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

Telecom specific training

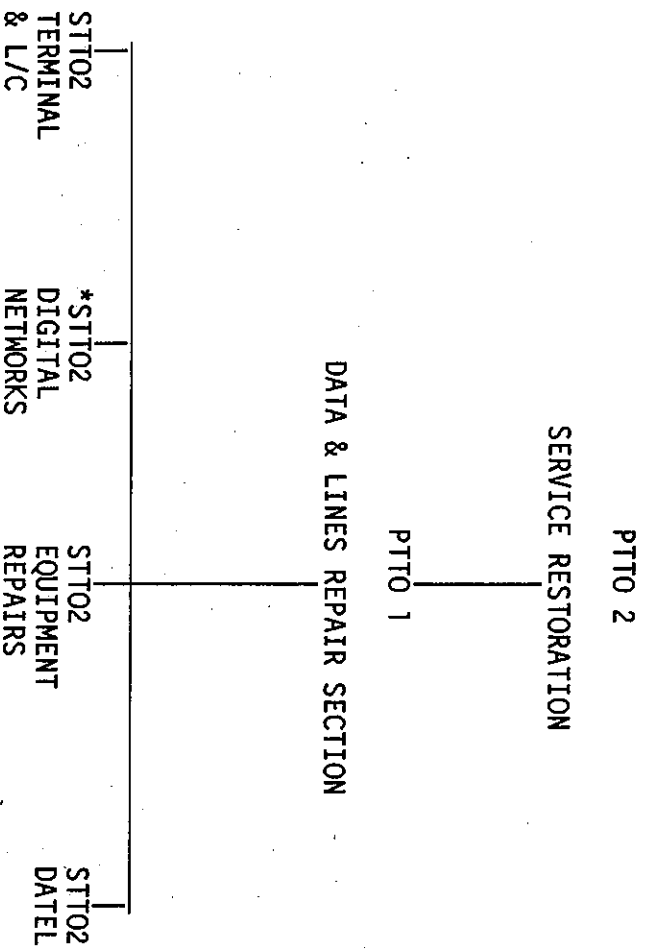
Customer Equipment training

Supervision Course

**8. OTHER INFORMATION**



9. ORGANISATIONAL RELATIONSHIPS



\* Positions under review

ASSESSMENT OF POSITION QUESTIONNAIRE 4/03

1. **KNOWLEDGE AND EXPERIENCE** - FACTOR LEVEL 7

The position requires technical and supervisory skills which may take up to 10 years to acquire.

Technical approaches are established as sound fault finding techniques.

2. **REASONING AND DECISION MAKING** - FACTOR LEVEL 7

The occupant is both a Cell Leader (4 staff) and technical specialist and is able to develop and improve section procedures.

Administrative and operational complexities are the responsibility of the supervisor. The position is therefore assessed at Factor level 7.

3. **COMMUNICATION AND INFLUENCE** - FACTOR LEVEL 8

The position with 4 staff does not warrant factor level 8a, however, the occupant does perform the role of technical advisor to the group as well as to other local groups as determined by the supervisor.

4. **ACCOUNTABILITY AND RESPONSIBILITY** - FACTOR LEVEL 7

There are no cost/budget responsibilities with the position and the position is answerable to a supervisor and not a manager (ref. Glossary). There is therefore no aspect of Factor Level 9 which could justify any higher rating than 7.

**BENCHMARK 4/03**

**ASSESSMENT OF BENCHMARK 4/03**

Knowledge and Experience	7	95
Reasoning and Decision Making	7	32
Communication and Influence	8	37
Accountability and Responsibility	7	62
TOTAL:		<u>226</u>

The position is therefore rated as Senior Telecommunications Technical Officer Grade 2.

POSITION QUESTIONNAIRE

**1. POSITION IDENTIFICATION**

Present Designation: \_\_\_\_\_

Position Title: \_\_\_\_\_  
(e.g. Officer in Charge, Cell Leader, Technical Specialist, Supervisor)

Division: \_\_\_\_\_

Region/Branch: \_\_\_\_\_

Section: \_\_\_\_\_

Reports to: (Title): \_\_\_\_\_

(Designation): \_\_\_\_\_

**2. SUMMARY DESCRIPTION OF POSITION**

Briefly summarise the major purpose and responsibilities of your position:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**3. POSITION MEASUREMENT**

**Key Measure (if applicable)**      **Dimension**

Examples:

Number of Staff Supervised      \_\_\_\_\_

Sales/Revenue      \_\_\_\_\_

Operating Budget      \_\_\_\_\_

Value of Assets Managed      \_\_\_\_\_

Other      \_\_\_\_\_



**5. DECISION MAKING AUTHORITY**

**A. Typical Recommendations Made – To Whom Made**

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**B. Typical Decisions Made**

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**6. WORKING RELATIONSHIPS**

List some examples of the typical positions with whom you have most regular (direct) contact. Include those to whom you may provide assistance and/or those from whom you may receive assistance.

**A. Internal to your local organisation                      Purpose or Reason for Contact**

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**B. External to your local organisation but within Telecom**

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**C. External to Telecom**

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**7. KNOWLEDGE, SKILLS AND EXPERIENCE**

- A. What amount of experience is necessary to do your job effectively?**

Indicate the number of years beyond training years.

Number of years of experience necessary in present position. \_\_\_\_\_

Number of years necessary in previous position(s). \_\_\_\_\_

- B. What specific skills are necessary to do your job effectively?**

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- C. What education prior to Telecom training is essential and/or desirable to do your job effectively?**

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- D. Which training courses were necessary for your particular position, excluding eligibility or qualifying training?**

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**8. OTHER INFORMATION**

Please indicate below any additional information you think is important in providing an understanding of your job.

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## 9. ORGANISATIONAL RELATIONSHIPS

Draw an organisation chart indicating:

- i. the two reporting levels above and below your job, by title;
- ii. other positions reporting to your supervisor/manager, by title;
- iii. the title of all positions reporting (directly and indirectly) to your job;
- iv. your position title;
- v. functional control lines;

PREPARED BY:

APPROVED BY:  
(Immediate Supervisor)

DATE:

LH/1316-158

JUNE 1991