

**REGISTER OF  
ENTERPRISE AGREEMENTS**

**ENTERPRISE AGREEMENT NO:** EA03/114

**TITLE:** The Australian Health Management Group (Wollongong) Enterprise Agreement 2002-2004

**I.R.C. NO:** IRC02/4012

**DATE APPROVED/COMMENCEMENT:** 8 April 2003

**TERM:** 31 January 2006

**NEW AGREEMENT OR  
VARIATION:** Replaces EA00/199

**GAZETTAL REFERENCE:** 13 June 2003

**DATE TERMINATED:**

**NUMBER OF PAGES:** 33



**COVERAGE/DESCRIPTION OF**

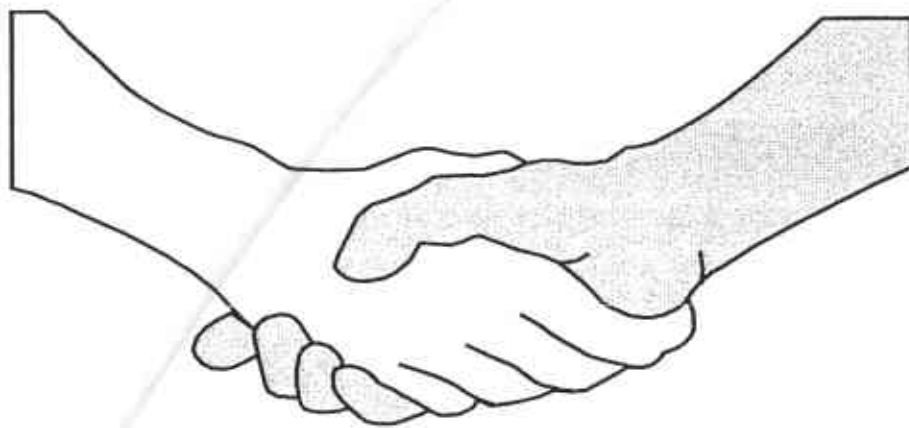
**EMPLOYEES:** Applies to employees of Australian Health Management Group Limited (other than those employed in its Dental and Eyecare Division) who fall within the coverage of the Clerical and Administrative Employees (State) Award

**PARTIES:** Australian Health Management Group Ltd, Sheila Halsey -&- Emma Abbott, Kylie Aikman, Rebecca Ainsworth, Lena Alla, Katherine Allan, Robyn Allan, Deanne Allott, Diane Aquilina, Lisa Arblaster, Lea Armour, Julia Arndell, Scott Avery, Catherine Aylett, Stephanie Baaner, Kylie Baker, Lisa Baker, Paul Bates, Alison Bathis, Louise Beasley, Alexis Beattie, Leanne Bell, Kim Benn, Megan Benn, Peta Bishop, Iris Black, Kathleen Boardman, Evelyn Bolton, Kirsty Bolton, Deborah Bostanci, Meghan Boyd, Adam Bradley, Gail Brassington, Lisa Briggs, Noel Broadhead, Mark Broadhurst, Machita Brown, Robert Bujaroski, Joanne Burns, Kim Burrows, Kate Byers, Dale Cairney, Janet Cairney, Serena Cardwell, Tess Caroutas, Melissa Cavenagh, Melinda Chatfield, Judith Clifford, Robyn Clifford, Kylie Clissold, Adriana Comacchio, Elizabeth Conran, Lyndall Cosgrove, Ann Coso, Katherine Coughlan, Kareena Cracknell, Helena Crowe, Matthew Cunningham, Jacqueline Daffara, Tracey Daly, Carolyn Davie, Ronald De Jongh, Kerrie Death, Anne-Maree Dieperink, Diana Donovan, Adam Douglas, Louise Downes, Sally Dribbus, Jodie Duff, Biljana Duleska, Renae Dyson, Hayley Ebenston, Vicki Ebenston, Anne-Marie Edgar, Janelle Edmunds, Tanya Elbourn, Stuart Elyard, Cherie Enklaar, Trevor Evans, Mahnaz Fanaian, Erica Farrell, Suzan Faucett, Kate Flamank, Mara Foard, Krista-Lee Fogarty, Laureen Fogarty, Patricia Fox, Bryce Fraser, Sharon Freestone, David Fulcher, Jodie Galea, Brenda Gamble, Lisa Gamble, Jill Gasseling, Russell Gasseling, Caroline Gater, Judith Giesaitis, Selina Giles, Clare Gillis, Estela Gimenez, Stuart Glen, Grace Glinski, Steven Gonchee, Rachael Gow, Nicole Gray, Lisa Grimm, Gonzalo Gutierrez, Maud Gutierrez, Jennifer Hackett, Katharyn Hadley, Simone Haines, Margaret Haining, Mark Hall, Steven Halsey, Megan Hammersley, Kelly Harper, Peter Harrington, Natalie Hayman, Jennifer Heaton, Donna Hegyi, Maree Hegyi, Carissa Herbert, Jenni Higgins, Graham

Hill, Kim Hilton, Emily Ho, Anne Hockings, Brooke Hodgson, Karen Holborow, David Holloway, Daniel Hook, Susan Hynd, Trudy Hynds, Sevinc Izmirli, Rebecca Jeffery, Hayley Jones, Georgina Jordan, Carmel Kelly, Kathleen Kirton, Nicole Knudsen, Sophia Kortess, Anita Krauklis, Alan Laird, Sandra Lanaro, Debra Lang, Sharon Linnett, Sharon Livermore, Gary Luck, Toni Mackay, Michelle Mallon, Deborah Mannix, Amanda Mansell, Glenda Mar, Roxana Marin, Rosana Martins, Suzi Marusic, John Maughan, Jacqueline McAvoy, Erin McDonald, Donna McIlwaine, Matt Middleton, Tania Millar, Julie Miller, Sharon Miller, George Misztal, Rhonda Mitchell, Patsy Moate, Debra Moore, Ann Morgan, Angela Morris, Julie Muir, Alan Mulhall, Vicki Murada, Julie Naumovski, Lence Naumovski, Belinda Newson, Michelle Newton, Malissa Nielsen, Kim Niemiec, Vicky Nikitaras, Catherine Northey, Glenn Northey, Stella Novak, Edith Nyers, Ann O'Gorman Skarratts, Luke Oborn, Joseph Onorato, Silvana Pantalone, Kylie Parnis, Louis Parnis, Michelle Parnis, Anne-Maree Parrish, Barbara Patten, Lilly Peric, Marcia Petersen, Nicole Petersen, Joanne Peterson, Kylie Phillips, Michelle Phillips, Sandra Phillips, Matthew Pickett, Robert Piek, Catherine Pietracci, Amber Plekan, Lisa Plunkett, Belinda Pond, Sharyn Pope, Rebecca Porteous, Meagan Powley, Gayle Preston, Katherine Preston, Helen Raye, Michelle Rentoul, Gregory Rheinberger, James Robertson, Janice Robinson, Kim Rodgers, Marnie Rogan, Nicholas Rousch, Clare Rutherford, Heather Rutty, Fresia Sabeti, Serpil Sahin, Karen Sanders, Catherine Sanjurjo, Barry Sargent, Mark Scally, Shannon Scott, Melinda Scrivener, Alison Seymour, Christine Sharman, Bianca Shepherd, Susie Sherring, Leisa Siminski, Jane Simpson, Fiona Smart, Lyn Southon, Elizabeth Sowry, Michelle Spooner, Michelle Spooner, Anna Srbnovski, Sonja Stalenberg, Atina Stojanovski, Suzanne Stramare, Graham Stubbs, Denise Sutton, Dawn Szabo, Philip Testa, Wendy Thom, Evan Thomas, Robert Thomas, Clare Tinney, Hugh Tinney, Suzanne Tinney, Rebecca Tinning, Jessica Todhunter, Lisa Treglown, Debra Turney, Christina Ulcigrai, Rhonda Van Der Zanden, Nora Van Keulen, Olivia Van Woerden, Paul Verheyen, Kerryn Verner, Romeo Vettoretto, Wanda Vidins, Liliana Vlachos, Adam Vujic, Ailsa Wadey, Lynn Warren, Debra Warriner, Jason Weaver, Karen Webb, Therese Webb, Craig Wells, William West, Melinda Williams, Janice Wills, Patricia Wilson, Janelle Woznicki, Kirsty Wright, Rodney Wright, Kristy Young, Danielle Zietsch



**AUSTRALIAN HEALTH MANAGEMENT GROUP  
(WOLLONGONG)**



**ENTERPRISE AGREEMENT**

**2003 – 2005**

Registered  
Enterprise Agreement  
Industrial Registrar

*Making AHMG a Great Place to Work*



Enterprise Agreement No.

Australian Health Management Group Limited  
(A.C.N. 003 683 298)

and

The staff employed at the Group's Wollongong Office at 10  
Richardson Street Wollongong NSW 2500

and

The Federated Municipal and Shire Council Employees' Union  
of Australia, New South Wales Division.

Filed with the Industrial Registrar the  
2003.

day of



## Table of Contents

1. PARTIES TO THE AGREEMENT .....	2
2. TITLE .....	2
3. INTENTION .....	2
4. INCIDENCE.....	3
5. DURESS.....	3
6. TERM .....	3
7. THE AIMS AND OBJECTIVES .....	3
8. DEFINITIONS .....	5
9. HOURS OF WORK.....	7
10. OVERTIME .....	8
11. ACHIEVEMENT BASED REMUNERATION.....	9
12. SALARY AND CAREER PROGRESSION .....	11
13. TRAINING AND DEVELOPMENT .....	12
14. MEAL BREAK.....	13
15. MEAL ALLOWANCE .....	13
16. TERMS OF EMPLOYMENT.....	13
17. REDUNDANCY .....	15
18. SUPERANNUATION .....	16
19. HOLIDAYS .....	16
20. ANNUAL LEAVE.....	16
21. LONG SERVICE LEAVE.....	18
22. SICK LEAVE .....	19
23. ACCIDENT PAY .....	20
24. REFUND OF SICK PAY AND ACCIDENT PAY .....	20
25. DRIVERS LICENCES.....	20
26. PERSONAL/CARER'S LEAVE.....	21
27. PAID PARENTAL LEAVE.....	21
28. SPECIAL LEAVE.....	22
29. STUDY LEAVE .....	22
30. HOLIDAY LEAVE .....	22
31. PAYMENT OF SALARY AND BENEFITS.....	22
32. UNION MEMBERSHIP .....	24
33. DISPUTE RESOLUTION PROCEDURE .....	24
34. LEAVE RESERVED .....	25
Annexure.....	28



**Enterprise Agreement between**  
**AUSTRALIAN HEALTH MANAGEMENT GROUP LIMITED**  
**(A.C.N. 003 683 298)**

**AND**

**THE STAFF EMPLOYED AT THE GROUP'S WOLLONGONG OFFICE**

**AND**

**THE FEDERATED MUNICIPAL AND SHIRE COUNCIL EMPLOYEES'  
UNION OF AUSTRALIA,  
NEW SOUTH WALES DIVISION**

**1. PARTIES TO THE AGREEMENT**

An **ENTERPRISE AGREEMENT**, made pursuant to the New South Wales Industrial Relations Act 1996 ("the Act") as amended, in accordance with the provisions of Chapter 2, Part 2, of the Act, between Australian Health Management Group Limited (A.C.N. 003 683 298) of 10 Richardson Street Wollongong, New South Wales (" Group") of the one part and the staff employed at the Group's Wollongong Office of the second part and The Federated Municipal and Shire Council Employees' Union of Australia (NSW Division) ("the Union") of the third part.

**Now it is hereby agreed by the parties as follows:**

**2. TITLE**

The Enterprise Agreement shall be known as the **Australian Health Management Group (Wollongong) Enterprise Agreement**.

**3. INTENTION**

The purpose of this agreement is to regulate the terms and conditions of employment previously regulated by Enterprise Agreement No. EA00/99 filed in accordance with the provisions of the Industrial Relations Act 1996 and the Clerical and Administrative Employees (State) Award. For the purpose of this Enterprise Agreement, the provisions of Industrial Agreement Number 8213 filed in accordance with the Industrial Arbitration Act 1940 as amended, apply to service prior to 13 July 1992 and the Clerical and Administrative Employees (State) Award does not.

#### **4. INCIDENCE**

- (a) This agreement shall operate in conjunction with the Clerical and Administrative Employees (State) Award and shall apply to Australian Health Management Group Limited and all its employees other than those employed in its Dental and Eyecare Division.
- (b) Apart from clauses specified in this agreement, all other clauses of the Clerical and Administrative Employees (State) Award will apply. Where there is any inconsistency, this agreement shall prevail to the extent of the inconsistency.

#### **5. DURESS**

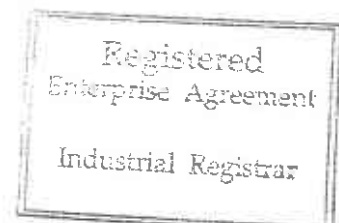
This agreement was not entered into under duress by any party to it.

#### **6. TERM**

This agreement shall operate from its date of registration and shall remain in force until 31/01/06 unless varied or terminated earlier by the provisions provided by the Act.

#### **7. THE AIMS AND OBJECTIVES**

- (a) The Group as a registered health benefits organisation has a mission to satisfy members' needs for ongoing good health and sympathetic financial support . The Group is committed to maintaining and developing a sound workplace relationship with its employees by:
  - (i) fostering an open and trusting climate,
  - (ii) ensuring the prosperity of the Group so as to protect jobs and create new job opportunities,
  - (iii) employee participation and involvement by way of teamwork and our Excellent Service Program,
  - (iv) an educated, skilled, aware, group of people whose merit is recognised,
  - (v) a commitment to excellent service - by meeting the expectations of our customers through a process of continuously improving productivity, reducing costs and enhancing service, by achieving Best Practice, measurable through our benchmarking systems.



The Group, its employees and the Union recognise that the services rendered by the Group represent an opportunity to maintain a viable, productive and enduring enterprise offering secure employment and worthwhile careers for employees.

- (b) The objectives of this Agreement are:
- (i) through the effective and efficient application of employee resources and technology, maintain a viable and enduring enterprise for the benefits of employees and members,
  - (ii) to continually enhance the quality of services to members,
  - (iii) to develop employees and to provide them with the skills needed to enable the Group to satisfy members' needs, by way of ongoing training and personal development programs.
- (c) The Parties acknowledge that an essential factor in achieving these objectives is the development and maintenance of harmonious and productive working relationships between all employees, the union, management and the Group so as to ensure that employees are committed to their jobs and the success of the enterprise. The parties agree that the achievement of such working relations and commitments require:
- (i) that employees be involved in the making of decisions which affect them and future employees,
  - (ii) that employees have the opportunity to achieve their full potential within the context of the enterprise,
  - (iii) that employees, as well as members, benefit from the success of their efforts,
  - (iv) the willingness of employees to accept total flexibility of jobs and duties across the Group, subject only to individual skills or abilities to perform particular tasks, to eliminate demarcation problems,
  - (v) the willingness of employees to avoid any action which might disrupt the continuity of production or reduce the effectiveness of the Group.
- (d) To ensure the meeting of the objectives of the Agreement the parties agree that the following measures form an integral part of the Group's operations:
- (i) at all times terms and conditions of employment will be based upon the specific needs of the enterprise whilst ensuring that all employees enjoy equivalent conditions of service,



- (ii) the Group and its employees will constantly seek improvements in safety, methods of production, work organisation, quality and any other areas which will enhance the effectiveness of the Group's operations,
- (iii) the avoidance of any action, which disrupts or impedes production by the prompt resolution of employee concerns through effective communication and the agreed processes of consultation and grievance handling,
- (iv) the training and development of employees to ensure that they have the opportunity to achieve their potential within the enterprise and meet the changing needs of the enterprise,
- (v) the undertaking of work in a flexible and efficient manner,
- (vi) ensuring that working relationships between employees are developed to promote mutual trust, open communication of relevant information and ideas and co-operation generally,
- (vii) the maintenance of standards of conduct and attendance necessary to ensure safe and efficient operation,
- (viii) the implementation of a system of remuneration which gives encouragement to employees to improve their skills, abilities and performance in line with the operational needs of the enterprise,
- (ix) to ensure that differences in conditions of employment between employees are minimised.

## **8. DEFINITIONS**

- (a) **Administrative Support Staff**" shall mean an employee whose employment consists of clerical, typing or stenographic duties including the use of computers.
- (b) **"Part Time Employee"** shall mean an employee performing duties of a classification covered by this Agreement for a regular and fixed but lesser number of ordinary working hours per week than is prescribed for the said classification.
- (c) **"Casual Employee"** shall mean a person appointed from outside the service of the Group on hourly hiring. Such an employee shall be paid at an hourly rate of one thirty-fifth of the weekly salary prescribed by this Agreement for the class of work, which they perform, plus a loading of twenty percent. Other conditions of employment in this Agreement do not apply to casual employees.



- (d) "**Discharge**" shall mean the termination of employment as a consequence of retrenchment, re-organisation or shortage of work, or other reasons for which the employee was not responsible.
- (e) "**Member Service Officer**" shall mean an employee of the member services team not holding a supervisory position.
- (f) "**Packaged Employee**" shall mean an employee who is offered and accepts to receive his/her salary in cash and non-cash payments in accordance with AHMG's flexible remuneration packaging policy. Employees in positions rating 375 or more OCR work value points will be required to have their remuneration packaged.
- (g) "**OCR**" is an abbreviation for the OCR Job Evaluation System. It is one of many job evaluation systems. OCR or other job evaluation systems enable AHMG to compare positions both internally and externally using criteria such as the skills, knowledge and experience required for the position and the level of accountability and responsibility. This enables us to determine salaries and benefits based on internal equity and market competitiveness.
- (h) "**Dismissal**" shall mean the termination of employment with the Group because of the employee's neglect of duties, misconduct, unsuitability, excessive absence from work or any other reason for which the employee is responsible.
- (i) "**Resignation**" shall mean the termination of employment by an employee voluntarily leaving the service of the Group.
- (i) "**Probationary period of employment**" shall mean the period of employment all employees serve before being permanently appointed. The length of the period is dependent upon the position in question and the skills and experience to be acquired. The maximum initial term for a probationary period is 6 months.
- This period may be extended on occasions where considered necessary by the Chief Executive Officer of the Group.
- (k) "**The ordinary working week**" shall mean a span of five consecutive days, Monday to Friday, where the commencing and finishing times are agreed to by the employer and employee and the agreement relates to a thirty five hour week. The ordinary working week shall not exceed 42 hours in any one week or ten hours in any one day, exclusive of unpaid meal breaks and shall be paid at ordinary time.
- (l) "**Consultative Committee**" facilitates the development and implementation of the enterprise agreement. The Consultative Committee is made up of 2 representatives of each of the parties to this agreement. Advisors to or from the parties (none of whom

shall have voting rights) may attend and provide input to the meetings of the consultative committee.

- (m) **"The Union"** shall represent its members in accordance with its rules and the NSW Industrial Relations Act 1996 and in accordance with Clause 33.
- (n) **"Staff Committee"** consists of employee representatives duly elected by employees who are covered by this agreement and represent them as a party to this agreement.
- (o) **"Salaried Employee"** shall be an employee whose salary is determined by comparison to market rates using OCR or other job evaluation methodology. Such salary is determined according to the scope of the position not the hours of work.

## 9. HOURS OF WORK

### *Précis*

*The intention of this clause is to ensure that the employee and the employer are provided with the benefits that accrue from flexible working arrangements. It is not the intention that normal working hours be changed without agreement, nor that the employer or employee can manipulate these arrangements to their unfair advantage. At any stage of discussion either the employee(s) or the employer may seek assistance from the Consultative Committee, which will be kept up to date on all variations to hours of work.*

- (i) The ordinary hours of work for employees shall be 35 hours per week. Commencing and finishing times to be agreed upon by the employer and the employee(s) concerned.
- (ii) The hours worked by Salaried Employees in any week may change according to the needs of their position, but will average 35 hours per week. The hours worked in any given week and the times they are worked will be agreed by the employee and their Manager.
- (iii) Except as otherwise provided by subclause (ii) and (vi) the ordinary working week shall be worked between Monday and Friday inclusive and shall not exceed forty two (42) hours in any one week or ten (10) hours in any one day. Exclusive of unpaid meal breaks, and shall be paid at ordinary time.
- (iv) Additional hours worked in excess of thirty five (35) hours in any one week or seven (7) hours in any one day, may be taken as flexi-time. No employee shall accrue more than fourteen (14) hours flexitime unless by agreement between the employer and the employee(s).

Registered Enterprise Agreement  Industrial Registrar
--

- (v) In relation to subclause (i), (ii) and (iii), any agreement to alter an existing arrangement shall in normal circumstances only be implemented by agreement between the employer and the employee. Such agreements must be fair and equitable to both parties and must recognise the Group and the relevant team's service requirements to members in all States.
- (vi) In relation to subclause (v), agreement to a request from the employee or employer to alter existing arrangements shall not unreasonably be withheld by the other party. The employer and the employee(s) concerned may agree upon commencing and finishing times outside the ordinary working week provided that the agreement relates to a thirty-five-(35) hour week.
- (vii) During the life of this agreement no employee in a position defined by either clause 8a or 8e shall be required to work ordinary hours outside the Monday to Friday spread. Therefore during the life of this agreement the employer will not internally or externally advertise such new or vacant positions as defined by 8a and 8e outside the Monday to Friday spread of hours.

## 10. OVERTIME

The Group may require any employee to work reasonable overtime and the employee shall work overtime according to the extent of the requirement.

- (a) Except as otherwise prescribed by this Agreement, any employee who is directed to work and who does work in excess of 10 hours per day or 42 hours per week, shall be paid for that overtime at the rate of double ordinary time.
- (b) Where there is prior agreement between the employer and the employee, an employee directed to work and who does work in excess of 10 hours per day or 42 hours per week may elect either to be paid the appropriate overtime rate or be granted equivalent time in lieu (that is flexi-time) of the hours worked having regard to Clause 9.
- (c) Any employee who is directed to work and who does work outside of their ordinary working week, shall be paid for that overtime at the rate of double ordinary time.
- (d) Salaried Employees, via mutual agreement, may be called on to work outside their ordinary working week or the hours described in clause 10(a). They will be entitled to take time in lieu equivalent to the actual additional hours worked.
- (e) An employee who has agreed to work additional hours as defined in sub clause 9 (iv) or overtime as defined in clause 10 (a) and who is sent home prior to the agreed finishing



time due to unforeseen circumstances shall be paid for the actual time worked or be entitled to time in lieu.

## 11. ACHIEVEMENT BASED REMUNERATION

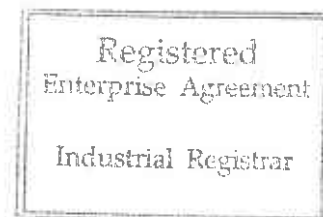
### *Précis*

*Our philosophy as an organisation is to recognise and to reward both individual and team effort. As a group of people, we are committed to the concept of lifetime learning and we strive to provide individuals with the opportunities to develop in their professional lives and to be provided the opportunities to apply their natural talents in the workforce. We recognise that individuals should be paid in recognition of the outcomes they achieve in the workplace and that these outcomes are, by necessity, founded on competencies.*

*In providing individuals with these opportunities, AHMG, as an employer, notes the need to consider workplace requirements for additional competencies within a team and the benefits of assisting people achieve career goals in keeping with their natural talents.*

### **Member Service Officers**

Achievement Based Remuneration is founded on workplace outcomes, competencies and merit. It establishes a minimum and maximum salary level for an employee (and hence a "salary band") based upon the outcomes they achieve in the workplace and the competencies required to achieve these outcomes. As new competencies are developed, supplementary salary bands will be added. The MSO Competency Structure is at Annexure 1.



**Member Service Officer Competency Structure** (See Annexure 1).

**The increases for the Member Service Officers and Administrative Support Staff will apply from the first pay period in February in each year.**

The Member Service Officer salaries for 2003, 2004 and 2005 are shown below. They reflect increases of 4% in each of the 3 years. Pay increases for 2004 to 2005 are to be equal to 4% or CPI increases, whichever is the greater.

Level	2003		2004		2005	
	Min	Max	Min	Max	Min	Max
1	\$549.31	\$606.50	\$571.28	\$630.76	\$594.13	\$655.99
2	\$580.96	\$641.32	\$604.20	\$666.98	\$628.37	\$693.66
3	\$610.35	\$673.86	\$634.76	\$700.81	\$660.15	\$728.84
4	\$641.99	\$708.90	\$667.67	\$737.26	\$694.38	\$766.75
5	\$671.38	\$741.22	\$698.24	\$770.87	\$726.17	\$801.70
6	\$700.77	\$773.78	\$728.80	\$804.73	\$757.95	\$836.92
7	\$730.16	\$806.11	\$759.36	\$838.35	\$789.73	\$871.88

**Administrative Support Staff**

Staff on the Administrative Support Structure reaching Grade 8 will have the option of moving outside the enterprise negotiation process for salary setting by electing to be Salaried Employees.

Salary levels for Administrative Support Staff for 2003, 2004 and 2005 are shown below. They reflect increases of 4 % in each of the 3 years. Pay increases for 2004 to 2005 are to be equal to 4% or CPI increases, whichever is the greater

Grade	2003	2004	2005
1	\$577.70	\$600.81	\$624.84
2	\$607.84	\$632.15	\$657.44
3	\$638.56	\$664.10	\$690.66
4	\$669.45	\$696.22	\$724.07
5	\$707.83	\$736.14	\$765.59
6	\$738.72	\$768.27	\$799.00
7	\$769.61	\$800.40	\$832.42
8	\$800.50	\$832.52	\$865.82

### Casual Employees

Rates of pay for casual employees shall be up to Member Service Officer Level 2 plus casual loadings. The appropriate level will depend on the skills possessed by the individual or unless otherwise agreed by the Chief Executive Officer.

### All Other Positions

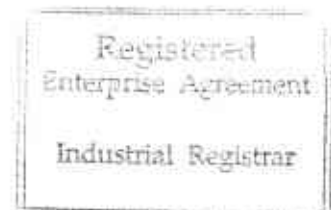
Enterprise agreement salary increases will only apply to the positions specified in this clause.

Salaried Employees will have their salaries reviewed from 1<sup>st</sup> January each year to reflect salary movements in the broader employment market and their individual performance. In any year the salary increase may be more or less than increases negotiated through enterprise bargaining. Further, market movements may be greater for some positions than others.

## 12. SALARY AND CAREER PROGRESSION

The Group is committed to ongoing training programs to provide genuine salary and career progression to employees as a means of meeting members' service expectations.

- (a) An employee in a position covered by the salary bands shall progress vertically within their band on the basis of merit.
- (b) Progression from one band to the next will be on the basis of competencies obtained and applied in the workplace, with employees obtaining further competencies with the agreement of their manager.
- (c) An employee may approach any manager at any time to discuss opportunities for progression within their present or other teams.
- (d) An employee will be considered to have acquired a particular competency when they have completed the appropriate Competency Based Training program and been subsequently assessed as competent, or their manager recognises prior learning of the employee. Where there is disagreement between the employee and manager as to whether the employee is competent, the employee will be assessed using the principles of Competency Based Training.
- (e) Where an employee's pay level exceeds his/her level of competency as at the change over to the Achievement Based Remuneration system their manager will establish an appropriate and supportive development plan for the employee in conjunction with Employee Relations so that the employee's competency level aligns with their pay level. In the first instance, the development plan will be based on a 12-month period, however, each employee will be considered individually by his or her manager.



### 13. TRAINING AND DEVELOPMENT

#### *Précis*

*As a group of people, we are committed to the concept of lifetime learning and we strive to provide individuals with the opportunities to develop in their professional lives and to be provided the opportunities to apply their natural talents in the workforce.*

*We recognise that a strong commitment to training is also required to increase efficiency, productivity and competitiveness of AHMG. With this in mind we will provide ongoing paid training designed to enable each employee to be fully competent in their present duties and provide them, within the constraints of the workplace requirements, with the opportunity to acquire additional competencies and pursue career progression.*

- (a) AHMG shall provide and can require an employee to undertake such training as is considered necessary to fulfil the requirements of their position and their employment obligations.
- (b) In consultation with the employee, Managers shall endeavour to facilitate training opportunities that will enable the employee to acquire new competencies and prepare them for future job opportunities.
- (c) As far as practicable such training should equip the employee with transferable skills.
- (d) AHMG will recognise personal difficulties employees may have combining training with domestic duties and make appropriate adjustments accordingly.
- (e) AHMG will provide assistance to employees with learning difficulties and make appropriate adjustments accordingly.
- (f) AHMG has a responsibility to assess an employee's competency for training and development purposes. Assessment methods may include, but are not restricted to, audits of work, call quality monitoring, role-plays, formal tests and general observations.





#### **14. MEAL BREAK**

- (a) An employee shall not at any time be compelled to work for more than five (5) hours without a break for a meal.
- (b) (i) Where an employee works overtime immediately following the completion of a ten-(10) hour day, the employee will be allowed a meal break of thirty (30) minutes. This will be paid for at the appropriate rate of pay provided that the employee is required to work for at least a further one (1) hour.

The meal break must be taken before the commencement of the overtime period unless an alternative arrangement is agreed to by both the employee and the employer.

- (ii) Where an employee works four (4) consecutive hours of time at overtime rates, the employee shall be allowed a meal break of twenty (20) minutes provided that the employee is required to work for at least a further one (1) hour. Such one (1) hour may be worked continuously with the overtime already worked or may be broken by the taking of a meal break. Meal breaks may be taken as they fall due or otherwise by mutual arrangement having regard to clause 14(b)(i).
- (iii) An employee may, by mutual arrangement, extend a meal break to a period not exceeding one hour. However, any time in excess of the allowed meal break shall not be paid for.

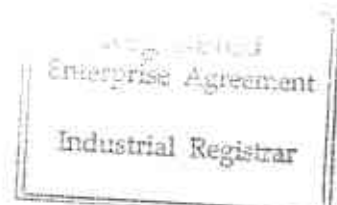
#### **15. MEAL ALLOWANCE**

A meal allowance shall be paid at the rate prescribed in the Clerical and Administrative Employees (State) Award as amended from time to time, whenever a paid meal break occurs, as per Clause 14.

#### **16. TERMS OF EMPLOYMENT**

##### (a) Notice of Terminating Employment

- (i) Employees in positions specified in clause 11 shall give to the Group two (2) weeks' notice of termination of employment. Failure to do so will result in that employee's forfeiture of two (2) weeks' salary.
- (ii) Similarly, the Group shall give these employees two (2) weeks' notice of termination of employment. Failure to do so will result in a payment of two (2) weeks' salary to the employee.



- (b) (i) Employees in positions not specified in Clause 11 shall give to the Group four (4) weeks' notice of termination of employment. Failure to do so will result in that employee's forfeiture of four(4) week's salary.
- (ii) Similarly, the Group shall give these employees four (4) weeks' notice of termination of employment. Failure to do so will result in a payment of four (4) weeks' salary to that employee.
- (c) (i) Where an employee has given or been given the required notice, the employee shall continue in employment until the expiration of the notice.
- (ii) Any employee who, having given or been given the required notice, is absent from work without reasonable cause (proof of which shall lie on the employee) shall not be entitled to payment for work done during such period.
- (iii) Nothing contained in this Clause shall affect the right of the Group to dismiss any employee without notice for malingering, neglect of duty or misconduct. In the event of such dismissal, wages shall only be paid for the time worked.

(d) Absences from Work

The Group may (in addition to any other action it is entitled to take) deduct from the wages of any employee payment for all time lost, when the employee is absent from work without permission.

(e) Payment upon Death

- (i) Where the service of an employee is terminated by death, the Group shall pay any monies due in respect of wages, annual and/or long service leave to:
- (1) the widow or widower of the deceased employee; or where the employee does not leave a widow or widower, to the children by marriage or adoption of the deceased employee in equal shares; or
- (2) the legal representative of the deceased employee where the employee does not leave a widow or widower; or does not leave children by marriage or adoption.
- (ii) Where the person to whom payment is to be made in accordance with (i) of this subclause is:



- (1) a child of the deceased employee who has not attained the age of eighteen (18) years, the Group shall pay the whole or relevant proportion of the amount involved to the legal representative of the deceased employee on behalf of the child.
- (2) an adult, but who is, in the opinion of the Group, incapable of providing a proper acquittance, the Group shall pay the whole or relevant proportion of the amount involved to the legal representative of the deceased employee on behalf of the adult.
- (iii) Where payment of the monetary value of wages, annual and/or long service leave has been made under (i) and (ii) of this subclause, no action may be brought against the Group for payment of any amount in respect of such leave.

(f) Confidentiality

An employee who is considered by the Chief Executive Officer to have breached the confidentiality of the Group's records will have committed wilful misconduct.

## 17. REDUNDANCY

*Précis*

*If the Group needs to reduce its workforce our philosophy will be to explore opportunities for reduction by natural attrition and redeployment in the first instance. The Group is also committed to pursue voluntary redundancy options ahead of forced retrenchment where the circumstance reasonably permits*

- (a) The following minimum redundancy provisions shall apply:
  - (i) 4 weeks initial payment plus notice period or payment in lieu of notice .
  - (ii) 3 weeks for each second through seventh years of completed service
  - (iii) 1 week for each eighth and subsequent years of completed service.
  - (iv) a loading of 25% for employees over 45 years of age
- (b) The minimum period of notice shall be given if not included in (a) (i) above.
- (c) Under normal circumstances an employee who accepts voluntary redundancy will not be considered for employment within 5 years except where the Chief Executive Officer uses his/her powers of discretion.
- (d) This clause shall operate in conjunction with Clause 39 of the Clerical and Administrative Employees (State) Award, except that subclause 39 (iv) (f) shall not apply. Any right or consideration conferred to the Union by virtue of Clause.



39 of the said award shall also be extended to the employees through the Staff Committee

- (d) Where there is an inconsistency with Section 39 of the Clerical and Administrative Employees (State) Award this clause shall prevail to the extent of the inconsistency.

## **18. SUPERANNUATION**

In accordance with AHMG's superannuation policy employees will be offered choice with regard to the complying superannuation fund to which they wish their personal contributions and those paid by AHMG to be deposited subject to compliance with the superannuation policy.

If employees choose neither to remain with their present fund nor nominate an alternative complying fund they will be joined as members of the Strategic Master Super Plan.

## **19. HOLIDAYS**

- (i) Under this Agreement all proclaimed or gazetted public holidays for New South Wales or the area within the boundaries of the City of Wollongong shall be observed. Other holidays shall be by the agreement of the Chief Executive Officer.
- (ii) Where an employee does not work on any of the holidays observed and the holiday falls due on a normal working day for that employee, payment shall be made at ordinary rates of pay.
- (iii) Any employees directed to work on an observed holiday, shall, in addition to the employee's ordinary weekly rate of pay, be paid for all time worked at the rate of double time.

## **20. ANNUAL LEAVE**

- (a) Entitlement

All employees shall be entitled to a leave of absence with pay for a period of four (4) ordinary working weeks for each completed year of service, in addition to the holidays referred to in Clause 19, Holidays.

- (b) Sickness on Annual and/or Long Service Leave

Any employee who falls sick whilst on annual and/or long service leave and produces at the time, satisfactory medical evidence of an inability to derive the benefit of the leave, shall be granted at a time convenient to the Group additional leave equivalent to the

period of sickness, provided that the period of sickness is at least five (5) consecutive working days.

(c) Notice to take Annual Leave

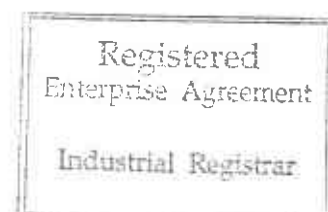
An employee entitled to annual leave shall be notified one month before the leave falls due. Such leave shall be taken as mutually rostered.

(d) Termination of Employment

- (i) Where an employee with more than twelve (12) months service is discharged, dismissed, resigns or retires, the employee shall, in addition to any accrued annual leave, be paid for each completed week of service or part thereof, the proportionate part of their current annual leave calculated on the basis of one twelfth of the weekly rate of the employee's appointed grade at the date of termination of service.
- (ii) Where an employee with less than twelve (12) months service is discharged, dismissed, resigns or retires, the employee shall be paid for each completed week of service or part thereof an amount calculated on the basis of one twelfth of their weekly rate payable at the date of termination of service.

(e) Annual Leave Loading

- (i) Before an employee is given and takes annual leave, or where by agreement between the Group and the employee, annual leave is given on more than one separate period, then before each such separate period, the Group shall pay the employee an annual leave loading determined in accordance with this Clause.
- (ii) The loading is payable in addition to the pay for the period of leave given and taken and due to the employee.
- (iii) The loading is to be calculated in relation to any period of annual leave to which the employee has become entitled.
- (iv) The loading is the amount payable for the period or the separate period, as the case may be, stated in subclause (iii) above at the rate per week of 17½% of the appropriate ordinary weekly rate of pay for the classification in which the employee was employed immediately before commencing annual leave.
- (v) (a) No loading is payable to an employee who takes annual leave wholly or partly in advance.



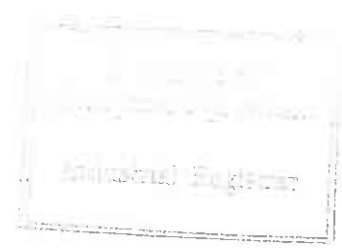
- (b) However, if the employee continues to work until the day when the employee would have become entitled to annual leave, the loading then becomes payable for that leave and shall be calculated in accordance with part (iv) of this subclause.
- (c) An employee shall at the time of the termination of their employment be paid leave loading for leave to which they have become entitled (as defined in sub clause (a)) but have not taken, except where the employee's employment is terminated for misconduct. The leave loading shall be calculated in accordance with part (iv) of this subclause.
- (d) Employees who package their salary have annual leave loading incorporated into the package and do not receive loading when taking annual leave.

## 21. LONG SERVICE LEAVE

- (a) Long Service Leave shall accrue and shall be taken by the employee in periods of not less than four (4) weeks and may be taken when due or thereafter at the discretion of the employee; provided that the employee first gives to the Group, four (4) weeks notice of the date upon which the employee proposes to commence such leave in accordance with the following table:

<u>Length of Service</u>	<u>At ordinary rate of pay</u>
After 10 years' service	3 months (13 weeks)
After 15 years' service	4 <sup>1</sup> / <sub>2</sub> months (19 <sup>1</sup> / <sub>2</sub> weeks)
After 20 years' service	7 months (30 <sup>1</sup> / <sub>2</sub> weeks)
For every further completed period of 5 years' service	2 <sup>1</sup> / <sub>2</sub> months (11 weeks)

- (b) Leave shall accrue without limitation on the basis of the table in subclause (a) and proportionately for each completed month of service, provided that:
  - (i) where an employee has completed at least five (5) years service and the employee's services are terminated by the Group for any reason, or by the employee due to illness, incapacity, domestic or other pressing necessity, the employee shall be paid the monetary equivalent of long service leave that would have otherwise accrued as to the date of termination in respect of the total service of the employee. The payment shall be calculated at the rate of pay applicable to the employee's classification at the date of termination of service.



- (ii) where an employee has completed ten (10) years or more of service and resigns, the employee shall be paid the monetary equivalent of all long service leave accrued, but not taken by the employee at the date of resignation. The payment shall be calculated as specified above.
- (c) Where an employee is about to take long service leave the employee may choose to be paid in advance.
- (d) Any public holidays falling within an employee's long service leave shall be added to that leave.

## 22. SICK LEAVE

### Précis

*Paid sick leave is provided to meet the fact that everyone will from time to time be unable to attend work due to illness. AHMG is committed to ensuring the wellbeing of its employees and for this reason does not limit the period sick leave is paid for genuine illness. This commitment will be managed on the basis of trust and medical certificates will generally not be required. Employees are expected to attend work when fit to do so.*

- (a) Employee shall be entitled to leave of absence without loss of pay in circumstances where they cannot attend for duty due to genuine illness or injury by accident. Sick leave will be provided for the period of time the employee is unable to attend for duty or until it is determined that the employee will not be fit for duty at any time in the future.
- (b) Payment in accordance with subclause (a) is based on the Chief Executive Officer being satisfied that there existed genuine grounds for sick leave. AHMG reserves the right to confirm the genuineness of illness/injury when considered appropriate.
- (c) Should the Sick Leave provision in subclause (a) of this Clause be withdrawn or changed at the expiration of the Agreement, the Group acknowledges that the sick leave provisions of the relevant award will then apply.
- (d) In the case of long term illness or injury AHMG will consult with the employee, the employee's medical adviser and where applicable the employee's rehabilitation provider to implement a return to work program. Where, after a period of rehabilitation or absence, medical evidence indicates that the employee will not be able to return to their normal position and hours of work within a further period of three (3) months the Chief Executive Officer will decide, in consultation with the employee and a representative of their choice, their future with AHMG.
- (e) The Chief Executive Officer shall, in deciding the employee's future in accordance with subclause (d), consider all options including a further period of rehabilitation, offering a

more suitable position, offering part-time employment, or terminating the employee's services. The Chief Executive Officer may refer the employee to an appropriate medical practitioner to help in his/her determination.

### **23. ACCIDENT PAY**

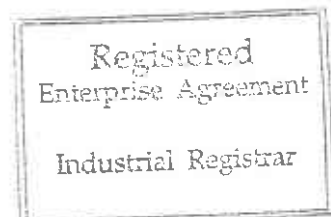
- (a) Should an employee be absent from work who:
  - (i) has been employed by the Group for more than three (3) months' continuous service; and
  - (ii) is absent due to circumstances which give a right to payment of compensation under the amended Worker's Compensation Act 1987, the employee shall be paid the difference between the amount of compensation entitlement and the rate of pay to which the employee would have been entitled, for the period of absence from work.
- (b) Should employees with less than three (3) months' service be absent from work due to circumstances of the same nature as in subclause (a) (ii) of this Clause, the terms of subclause (a) may be applied at the Chief Executive Officer's discretion.
- (c) In the event that an employee's compensation claim is not recognised, the employee shall not be entitled to accident pay, but may be entitled to sick leave for such absence at the discretion of the Chief Executive Officer.

### **24. REFUND OF SICK PAY AND ACCIDENT PAY**

Where an employee has been paid sick leave or accident pay under Clause 22 or Clause 23, in respect of an incapacity for work resulting from an injury sustained by the employee under circumstances creating a legal liability in some person other than the Group to pay damages in respect of the said injury, the employee shall forthwith, refund to the Group, the amount of sick leave or accident pay paid by the Group, provided that if the damages recovered by the employee are reduced pursuant to the provisions of subsection (i) of Section 10 of the Law Reform (Miscellaneous Provisions) Act, 1965, the amount of sick leave or accident pay to be refunded to the Group under this Clause, shall be reduced to the same extent as the damages recovered by the employee.

### **25. DRIVERS LICENCES**

Where an employee is appointed to a position that requires that the employee hold a current driving licence, the licence fee shall be paid by the Group.





## **26. PERSONAL/CARER'S LEAVE**

Personal/Carer's leave is provided to meet the fact that everyone will from time to time be unable to attend work due to genuine family reasons including those normally taken as bereavement leave. AHMG does not limit the period Personal/Carer's leave is paid. This commitment will be managed as outlined in Clause 22.

Personal/Carer's leave is created from sick and bereavement leave and is available to the employee to care for immediate family or household members including:

- Spouse or defacto spouse;
- Child including adopted, foster, ex-nuptial or step child;
- Parent, including a foster parent or legal guardian;
- Children, parents, grandparents, grandchildren, siblings of the employee;
- Relative who is a member of their household.

Should the Personal/Carer's leave provision in this Clause be withdrawn or changed at the expiration of the Agreement, the Group acknowledges that the Personal/Carer's leave provisions of the relevant award will then apply.

## **27. PAID PARENTAL LEAVE**

Staff who are eligible for unpaid parental leave in accordance with the NSW Industrial Relations Act shall be entitled to the following paid maternity, paternity and adoption leave.

### **(a) Paid Maternity Leave**

The number of weeks paid leave shall be based on completed years of service as follows:

<b><u>Years of Service</u></b>	<b><u>Weeks Paid Leave</u></b>
1	3
2	5
3	7
4	8
5 or more	9

Paid maternity leave is to be taken in no more than two periods -- one immediately preceding and the other immediately following the birth or adoption of a child.

As such a female employee would not be permitted to defer the paid maternity leave to a date after her return to work following the birth or adoption of a child.



**(b) Paid Paternity Leave**

Short paternity leave as defined in clause 53 (3) (a) of the Act shall be paid leave to eligible employees. Such leave shall be unbroken period of up to 1 week and is to be taken at the time of the birth or adoption of a child.

**28. SPECIAL LEAVE**

Provided that the Chief Executive Officer of the Group is satisfied that such leave of absence is justified, Special Leave with pay may be granted for up to a period of one week in any twelve months. Leave of absence in excess of this period may be granted at the discretion of the Chief Executive Officer.

**29. STUDY LEAVE**

Leave of absence with pay to attend tutorial classes, or examinations in respect of approved courses of study may be granted by the Chief Executive Officer, having regard to the circumstances of each application.

**30. HOLIDAY LEAVE**

All employees shall be allowed leave of absence with pay for two working days for each completed year of service, to be taken by mutual agreement with the Chief Executive Officer. Holiday pay, for the purpose of this Clause is cumulative.

From July 1, 1998 Holiday Leave not taken in the year it is given will be paid out at the earliest possible opportunity in the following year. Holiday leave accrued prior to July 1, 1998 and not used will not be paid out unless so requested by the employee.

**31. PAYMENT OF SALARY AND BENEFITS**

(a) **Health Insurance Subsidy**

Eligible Wollongong employees will have their Health Insurance subscription subsidised by AHMG as from the 1st February 1999.

- (i) AHMG shall contribute to the health insurance subscription paid by its employees in respect of its product range.
- (ii) This contribution shall for family and couples membership be to a maximum total of \$500 for combined hospital/ancillary cover and \$250 for hospital or



ancillary cover, irrespective of the level of health cover and number of the policies the employee invokes.

- (iii) This contribution shall for singles membership be to a maximum total of \$250 for combined hospital/ancillary cover and \$125 for hospital or ancillary cover, irrespective of the level of health cover and number of the policies the employee invokes.
- (iv) If an employee chooses not to subscribe for health cover with AHMG then the employee forfeits the entitlement.
- (v) The benefit does not apply to casual employees.
- (vi) For packaged employees the cost of AHMG's contributions is included in their total employment cost.

(b) **Remuneration Packaging**

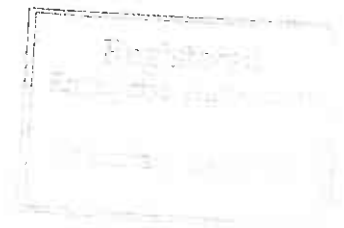
- (i) Upon receipt of an offer from the Chief Executive Officer an employee may elect to receive his/her salary in cash and non-cash payments in accordance with AHMG's flexible remuneration packaging policy.
- (ii) Employees appointed to positions rating 375 or more OCR work value points or equivalent will be required to have their remuneration packaged.
- (iii) Packaged employees will have their total employment cost reviewed annually and do not receive any salary increase negotiated through enterprise bargaining.

(c) **Salary Sacrifice**

An employee may elect to have part or all of his/her wage paid in the form of salary sacrifice contributions to an approved superannuation fund as defined in AHMG's superannuation policy.

(d) **Payment of Wages**

- (i) Except as provided by subclauses (b) and (c) payment of wages shall be direct to each employee's bank account or similar account.



### **32. UNION MEMBERSHIP**

- (a) AHMG will support employees who wish to join the Union in accordance with the NSW Industrial Relations Act 1996 by providing material at the time of employment and by deducting the cost of the Union subscriptions from the employees salary and remit such to the Union office upon a signed request from the employees.
- (b) Union members shall be entitled to elect workplace delegates who shall be given reasonable agreed time during work hours to discuss matters of concern with Management and or membership.
- (c) Meetings arranged by the Union shall be held in paid time when prior approval has been given by the Chief Executive Officer. Such approval should not be unreasonably withheld.

### **33. DISPUTE RESOLUTION PROCEDURE**

The following procedure shall apply for the prevention/resolution of disputes relating to matters covered by this agreement or by related employment legislation.

- (a) The employee/s shall notify their direct supervisor/manager of any grievance or dispute and the remedy sought, in writing.
- (b) A meeting shall be held between the employee/s and appropriate supervisor to discuss the grievance or dispute and the remedy sought within two working days where practicable.
- (c) If the matter remains unresolved, the employee/s may request the matter to be referred to the head of the department or senior management for discussion. A further meeting between all parties shall be held as soon as practicable.
- (d) From stage (b) the employees may be represented by their Union or its local staff representative or Union delegate or such other representative as nominated by the employee/s. The said representative shall have reasonable opportunity to discuss the dispute with management. This stipulation does not remove the normal statutory right of the union to make representations to the employer should the grievance or dispute be regarded as urgent or serious in nature.
- (e) If the matter remains unresolved the Chief Executive Officer shall provide the employee/s with a written response. The response shall include the reasons for not implementing any proposed remedy if applicable. A meeting between the Chief

Executive Officer and the employee/s nominated representative shall be held as soon as practicable.

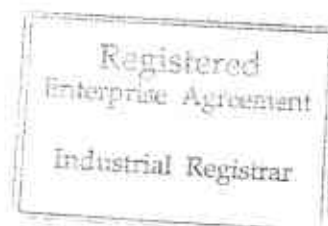
- (f) The Industrial Registrar may be advised of the existence of a dispute at any stage of this procedure.
- (g) While this procedure is being followed normal work must continue.

### **34. LEAVE RESERVED**

Leave is reserved to the parties to apply as they may be advised in the undermentioned items:

- (a) The implementation of changes arising from the redesign of existing work activities or the introduction of new work activities in conjunction with the aims and objectives of the Enterprise.
- (b) In the event that there be a National Wage Case Decision during the term of this Agreement, where the increases are considered greater than salary increases provided by this Agreement.
- (c) Personal/Carers Leave has been implemented without placing caps on each component of the leave. The Group reserves the right to introduce a cap on this leave in future enterprise agreements, in line with the applicable legislation.
- (d) To determine whether employees of AHMG's Carelink division should be covered by their own enterprise agreement and if this is considered appropriate to vary the present agreement to allow such a separate agreement to be registered as early as considered appropriate.
- (e) To review Saturday and Sunday hours of work in light of the test case being run by the Union during 2003.
- (f) In the event that legislation governing paid maternity leave changes during the term of this agreement the current policy will be reviewed.

**The remainder of this page is intentionally left blank.**



THE COMMON SEAL of  
Australian Health Management Group Limited  
(A.C.N. 003 683 298) was hereunto affixed  
pursuant to a resolution of the Board of  
Directors in the presence of:

D. J. Neoh  
Secretary

6-3-03  
Dated

[Signature]  
Director

Signed for and on behalf of the Employee's at the Group's Wollongong office by the Staff Committee  
Chairperson

[Signature]  
Signature

5-3-03  
Dated

ANN O'GORMAN SKARRATT  
AHMG Staff Committee Chairperson

Signed for and on behalf of:

The Federated Municipal and Shire Council Employees' Union of Australia (NSW Division)

[Signature]  
Signature

3-3-03  
Dated

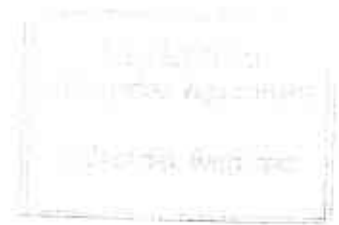
BRIAN HARRIS  
Print name

GENERAL SECRETARY  
Position

C. Kelly  
Witness

3-3-03  
Date

CREAME KELLY  
Print Name



# AHMG

## Member Service Officer

*Competency Based Salary Structure*

Registered  
Enterprise Agreement  
Industrial Registrar

## Competency Structure

The AHMG Member Service Officer (MSO) salary structure is a competency-based structure. Competency standards define the skill, knowledge and behaviour required to perform a job and to assist in setting the standard from which assessment can be based. A skills based remuneration system assesses competence and determines what level within the wage structure the person fits.

The following information summarises each of the key components of the salary structure and briefly explains how it operates within the structure. Further information can be obtained from the Employee Relations Department.

## Setting Salaries

AHMG uses the Australian Health Insurance Industry Remuneration Survey as a guide on how our salary rates compare to the market place. AHMG participates in the salary survey annually along with a number of other health insurance providers. The survey provides the guide to salary movements and forecasts for various jobs and roles in the industry. AHMG uses this survey as a guide only and if salary figures were to substantially fluctuate we would analyse the cause of this prior to any adjustment to salary figures.

## The Salary Structure

The salary structure has been designed to encourage, recognise and reinforce excellence in key aspects of the work performed by MSO's. In particular, significant emphasis is given to customer service and the knowledge required to provide members with one stop shopping.

### a. Salary Progression

Salary progression occurs in the following ways:

- i. Annual salary increase occurs through the negotiation of the Enterprise Agreement. This is done via the Staff Committee representatives who are elected to their positions by all AHMG staff.
- ii. Progression from one level to the next requires a person to demonstrate competence. This generally involves the individual attending training and then reaching pre-determined benchmarks relating to accuracy, efficiency and quality. A qualified workplace assessor, who is an expert in the particular skill or knowledge, confirms the attainment of such benchmarks. These represent objective, clearly assessable criteria, which incorporate defined standards of:





- Processing
- Customer service
- Knowledge

iii A person can increase their salary by being awarded merit levels. Movement within salary levels, from one increment to the next is dependent upon the attainment of development objectives. These development objectives relate to the following behaviours:

- Teamwork;
- Communication;
- Personal initiative.

The awarding of merit levels is at the discretion of the Member Service Manager and is reviewed at least once during the review process. Merit levels do not occur automatically but can occur at any time during the year, more than once in the year or it may not occur.

**b. The Levels**

The MSO salary structure has 7 levels. Each level consists of a base level and 5 merit levels. The salary rates for each level effective from the 1<sup>st</sup> February 2003 - 2005 are reflected in Clause.

An MSO's Level is determined by the number of points they acquire which is determined by the skills and knowledge they acquire.

**c. Points Structure**

Level	Knowledge	Claims	Member-ship	Group	Hospital	Customer Service	Simplified Billing
1	10	10	10	15	15	10	15
2	20	20	20	30	30	25	30
3				45	45	45	45
						70	

- Level 1= Mailroom and administrative operational staff
- Level 2 = New Recruits
- Level 3 = 30 points
- Level 4 = 45 points
- Level 5 = 65 points
- Level 6 = 90 points
- Level 7 = 115 points



**Appeals Mechanism**

An individual can use the AHMG EEO policy if at any time they feel that they have been unfairly assessed or if they disagree with the assessment process.

Similarly the assessment process allows for involvement of other managers, coordinators and may involve feedback from peers. These options should be used in combination to ensure fairness.

## **Development**

Individual Development Plans (IDP's) are formulated and are developed in consultation with the Member Service Manager. IDP's assist to identify skills gaps and map the individuals progression through the salary structure. This plan for improvement is the basis for assessing progression to the next salary increment or merit level. Development objectives are agreed between the Member Service Manager and the individual as a part of the ¼ review process.

## **Reward and Recognition**

### **a. Merit Award**

Merit levels are based on sustained performance in key areas of teamwork, communication and personal initiative and are awarded at the discretion of the Member Service Manager.

The Member Service Manager must review merit at least once annually. Increase in merit is not restricted to annual movement but is subject to performance. As a guide, to reach the maximum increment within each band, the individual should consistently display each of the behaviours that have been aligned with the relevant band.

### **b. Bonus**

A bonus can be issued at any time and is separate to the merit system. A bonus will generally apply to a particular event or project that an individual has excelled in or at. The following types of bonus are at the discretion of the Member Service Manager, but are not restricted to these examples:

- Vouchers;
- Movie tickets; and
- Monetary recognition.

## **Performance Management System**

### **a. Performance Management**



From time to time performance levels may drop and a person may be placed on the AHMG Performance Management Program to assist the employee in improving their performance. If after performance management principles have been actioned and the MSO has not responded a review of the individuals merit level with the scope of moving backwards may occur.

**b. Performance Review**

Performance is reviewed on a quarterly basis and is aimed at assisting MSO's in consultation with their Member Service Manager, set goals and development objectives for each quarter. Achievements and issues impacting on performance are also discussed during this process.

Quarterly reviews contribute to the annual performance review and involve feedback from Member Service Manager, Senior Manager and Chief Executive Officer. Monetary bonuses can also be issued at this time and will be subject to the review of the Employee Relations Manager and the Chief Executive Officer.

## **The Role of Employee Relations**

The Employee Relations Department has the responsibility of mapping the allocation of merit level points to ensure the integrity of the system is maintained. The Employee Relations Department will analyse the distribution of merit periodically to identify any potential discrepancies in the allocation of merit and bonus.

